Housing*ASAP* Final Evaluation

October 2017

HAWAI'I COMMUNITY FOUNDATION

Serving Our Community Since 1916

CONTENTS

Executive Summary

In 2014, Hawaii Community Foundation convened Housing*ASAP*, a group of eight homeless family service provider organizations who committed to a two-year network plan aimed at moving more homeless families into housing more quickly and permanently. The original two-year commitment was later extended for an additional year.

Network organizations participated in activities not limited to team building, leadership coaching, conferences, retreats, enhanced data evaluation and data culture building, and independent capacity building projects. These strategies were used in an effort to achieve success on three key indicators: the number of families placed into permanent housing, the number of days between intake and exit to permanent housing, and the number of families returning to homelessness after exiting to permanent housing. Network organizations data was analyzed in two categories, by program type, emergency shelter programs and transitional housing programs. Each program type had established goals for each key indicator and data was reviewed and reflected upon quarterly.

Organizational Performance and Change

Organizations saw remarkable success on the three key indicators. While quarterly goals were not always met, annual averages show trends moving in the right direction. Network organizations are housing a higher percentage of families served. Nearly 50% of families served in both emergency and transitional shelters are now exiting to permanent housing destinations, up from 39% and 31% respectively. Significant success was seen in reducing the number of days between intake and exit to permanent housing. After record highs in 2015, emergency shelters have been able to reduce stays by 49% and transitional housing by 20% decreases. Recidivism has been reduced in both emergency and transitional housing, though most impressively, transitional housing has decreased recidivism by 70%.

Within organizations, many changes and transformations were made over the three years as a result of the network. Housing first principles were embraced across the entire group, well in advance of other providers in the sector. A data culture was developed within the network through constant data tracking, group reflection, and work with consultants. Agencies who previously had used data solely to comply with funding requirements, not for organizational planning, have become more data focused from executive leadership down to the frontline staff. Emerging leaders were developed and seasoned leaders learned new strategies to communicate and effectively promote partnerships and real change. Most significantly, the relationships developed through the network have been the true stand out result from the past three years. Previous competitors have grown to trust and to collaborate as peers and to begin using system level thinking to work towards solutions on a broader scale.

Network Influences, Structure, and Recommendations

The network affected the overall sector in many ways. The state saw the first homeless reductions in over 5 years in 2017, down 17% for families. As major providers in family homelessness, network organizations successes certainly affected the positive results system wide. The successful and timely launch of the coordinated entry system, on the outer islands and on Oahu, was led by network organizations, especially in the outer island CoC, where network influences can be seen most evidently.

Organizations most benefitted from the facilitation, capacity building grants, group retreats and the trip to the national conference in Washington, D.C. While some struggled with the slow pace in the beginning and participant turnover caused some disruptions, the network format allowed for knowledge sharing, system level problem solving, and deep relationship and trust building across the organizations. Due to the limited group size, exporting their new found culture and learnings to other stakeholders in the system, not only other homeless providers, but government and cross sector entities, would significantly increase their overall system impact.

Family type has continued to make significant shifts since 2014, moving to mostly single parent households, and most predominately, single female parent households. Also, unsheltered prior residences of homeless families continue to grow. Meaning families are more frequently coming into shelters directly from the street.

Contextual Impacts

It is important to note that the Housing*ASAP* organizations all function within a larger system continually influenced by system changes, state and federal regulations, and other factors. Over the course of the three years that the network moved forward with their work, many uncontrollable fluctuations affected the goals and outcomes, some for better and some for worse.

New **Sit-Lie legislation** resulted in mass migrations of homeless from traditional areas in Waikiki and Downtown to surrounding neighborhoods in Kakaako, Kalihi Kai, and others. Regular enforcement, or sweeps, due to this legislation continues to cause significant and regular relocation of a large number of the unsheltered homeless population. This movement certainly led to increased awareness of the homeless crisis, but it also caused further misunderstanding of the people who make up the homeless community. Media attention has tended to focus on the chronically homeless populations on the streets rather than the working homeless and homeless families looking to get back on their feet.

In December 2015, the network experienced **a 210-bed reduction in their transitional housing programs**. This was due to shifting priorities towards a housing first mentality. Less availability of transitional housing funding led to a related reduction in contracts which pushed organizations to make program changes away from transitional housing in anticipation of encountering this issue.
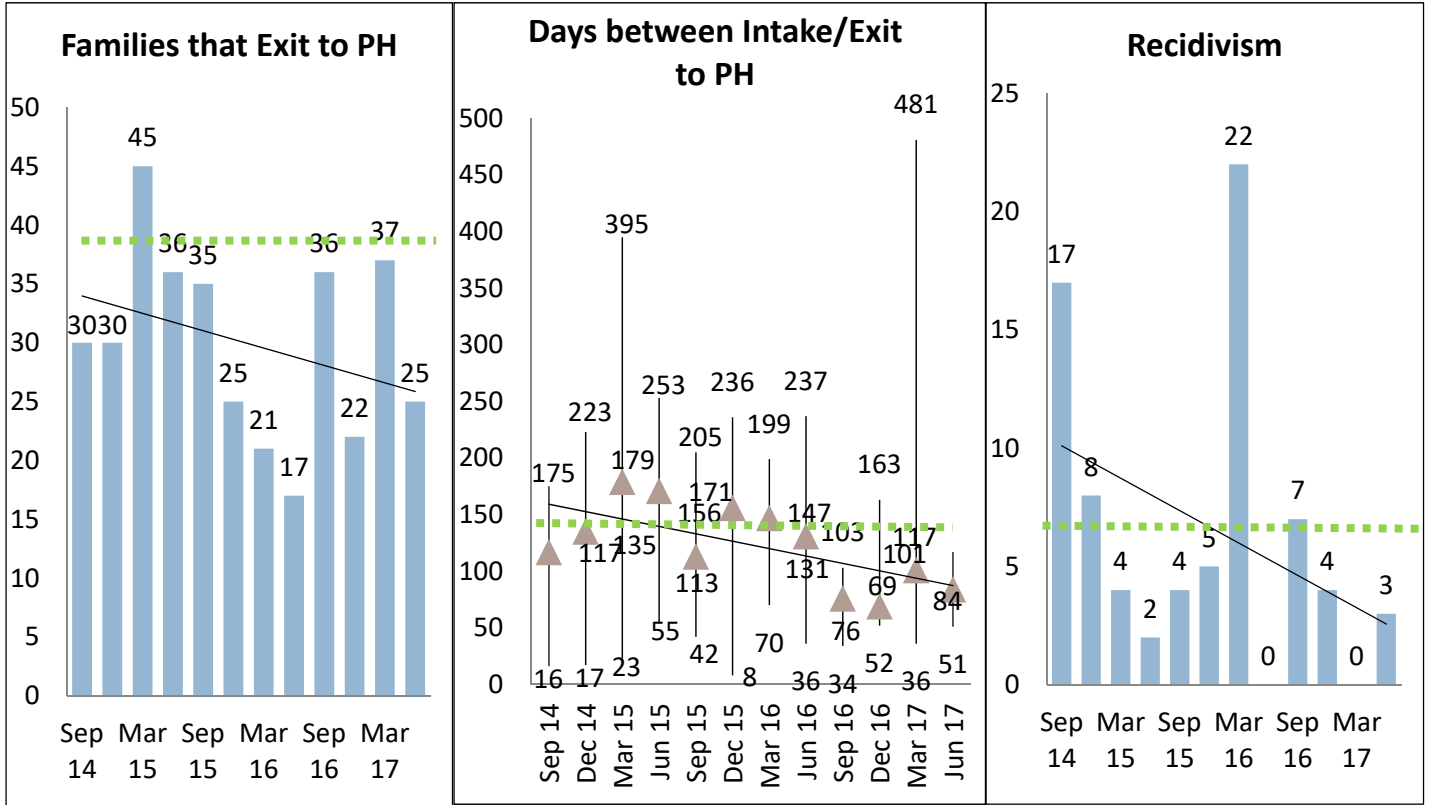
In late 2015 into early 2016, **the Homeless Management Information System (HMIS)** underwent significant changes. There was a new vendor selected as the system platform and a massive re-design and re-training effort began. These changes caused significant issues for providers relating to data quality and efficiency within the HMIS system and may have affected the accuracy of reporting numbers in the months leading up to and following the transition.

The **Coordinated Statewide Homeless Initiative (CSHI)** provided nearly $5 million in funding for homelessness prevention and rapid rehousing in 2016. Now, more than halfway through 2017 those funds have long been distributed. Due to the significant amount of money that was released, it is likely that this program significantly decreased the number of families that potentially would have become homeless during 2016 and may have been a contributing factor in the apparent decrease in homelessness during the annual Point-in-Time Count conducted statewide in January of 2017. The CSHI funds were a one-time grant and have not been renewed for another year. Many providers have mentioned this as a concern moving forward.
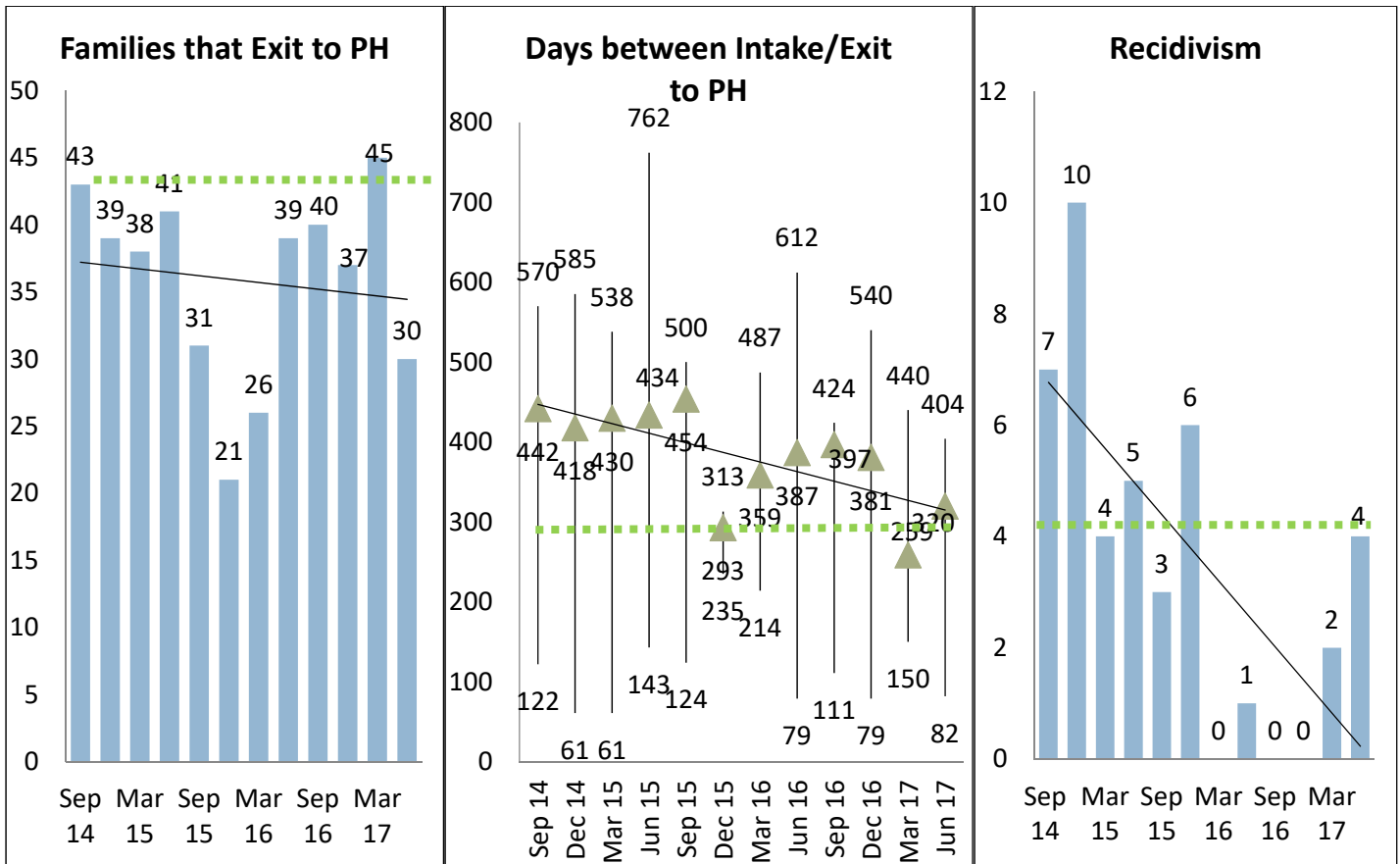
In January of 2017, the state put into effect **new rules overseeing shelter operations statewide**. These changes set new requirements for shelters, requiring a certain amount of square footage, bathrooms and storage space, as well as separate facilities for men, women, and families. These changes caused a significant disruption throughout the system, as many shelters were forced to discontinue serving certain population groups, and others were forced to reduce the number of clients that could be served. Within HousingASAP, Waikiki Health's Next Step Shelter had to stop serving families in their emergency shelter program and others had to adjust bed counts. Other non-network organizations also made significant changes and some closed down all-together, not being able to operate under the new criteria. This caused a lot of movement and displacement within the system during the months before and after the changes.

In 2016, the Department of Housing and Urban Development (HUD) set new requirements mandating that CoCs receiving federal funding must have a functional **Coordinated Entry System (CES) in place by January 2018**. The mandate created a hard deadline and pressure on the network, as well as Hawaii's two CoCs, Partners-in-Care (PIC) and Bridging-the-Gap (BTG). This established deadline set the bar and may have aided in bringing network members to the table, and also other organizations, as the entire state now shares a clear necessary goal for the community.

Emergency Shelter

Families that Exit to PH

Days between Intake/Exit to PH

Recidivism

October, 2017

Families that Exit to PH


Days between Intake/Exit to PH

Recidivism


Organization Performance
Progress on Key Indicators

Number of Families that Exit to Permanent Housing

The numbers of families placed each quarter varied significantly during Housing*ASAP*'s three years. The trend of number of family placements over these years declined, only breaking the set goal once in emergency shelter and once in transitional shelter. Due to many contextual factors and the fact that the number of clients being served fluctuates each year, thereby changing the number of clients who could be potentially housed, showing this number as a percentage of those served paints a much more accurate picture for overtime comparison.

When compared to non-ASAP organizations, as seen below, the network performed significantly better in emergency shelter programs, increasing their placement percentage by 10% from 2014 to 2017, now housing nearly 50% of clients who enter their shelters. Non-ASAP organizations were only able to improve placements by 2.3% over the same time period. Additionally, the level of consistency maintained since the network convened in 2014, an average 3% more successful placements of those served each year, as compared to the seemingly unpredictable improvements and setbacks of previous years (though not shown in graph below, they regularly alternated between record highs and lows, with no consistent growth). Lack of a consistent trend continues for non-ASAP providers, though state trends closely reflect HousingASAP trends because HousingASAP carries a majority of the emergency shelter beds within the State.

Emergency Shelter - Percent of Homeless Families being Served that Exit to Permanent Housing
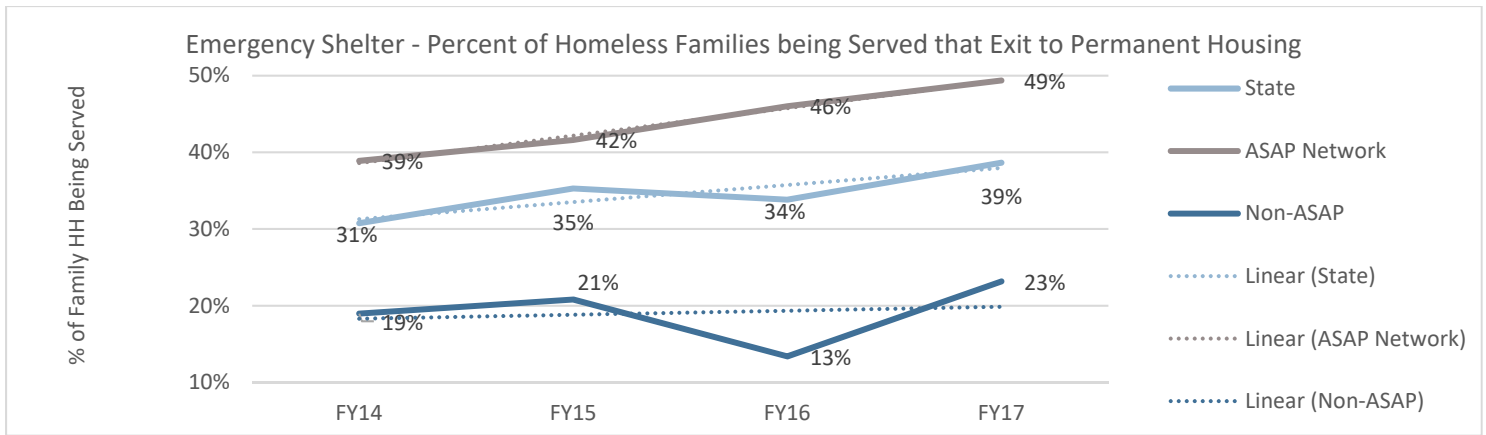
Transitional housing saw improvements as well, with an average improvement of 5% a year over the three years of HousingASAP, though with less consistency, as the most recent year showed a 14% increase in the placement percentage which made up for nearly all of the movement over this time. This may be a promising and significant step in the right direction. Perhaps the changes made in the past few years have begun to show their value, though the coming years will show whether this year's growth was sustainable or a result of some unique factors only applicable to this past year. Trendlines do show positive, though incremental, movement on this indicator statewide since 2010 and Transitional housing programs are now placing 46% of families in Permanent Housing.


Transitional Housing - Percent of Homeless Families being Served that Exit to Permanent Housing
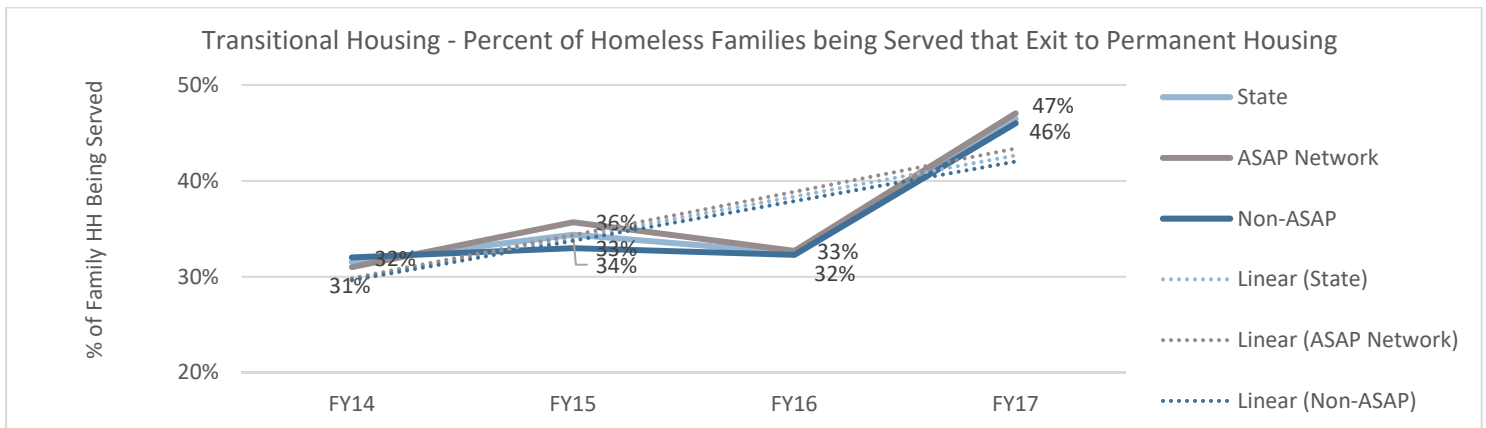
Number of Days between Intake and Exit to Permanent Housing

After an initial increase in the first year of HousingASAP, the network was able to consistently reduce the days between intake to exit from both emergency shelter and transitional housing. Throughout the state, this trend is similar. Network organizations were ahead of the curve, though starting off with lower numbers to begin with. With HUD and State contracts pushing for decreased stay lengths, it is not surprising to see this trend persisting throughout the state. It is important to note though that Housing*ASAP* organizations have seen two consistent years of reductions across both program types, whereas non-network providers have only managed to do so in emergency shelter, and not to the same level.

Emergency shelter has consistently seen reductions across the State since 2015 and length of stay numbers this past year are the lowest they have ever been, 99 days statewide and an impressive 84 days within Housing*ASAP*. The network was able to reduce length of stay numbers by 49% since the highs of 2015 and successfully meet their goals on this indicator often each quarter, meeting or exceeding it 66% of the time. Fiscal year '17 showed four quarters of back to back success for the first time. The level of consistency on this outcome demonstrates that the changes made within the network to address length of stay numbers have had significant and hopefully lasting effects.

ES- Mean Length of time from intake to exit to PH (days)
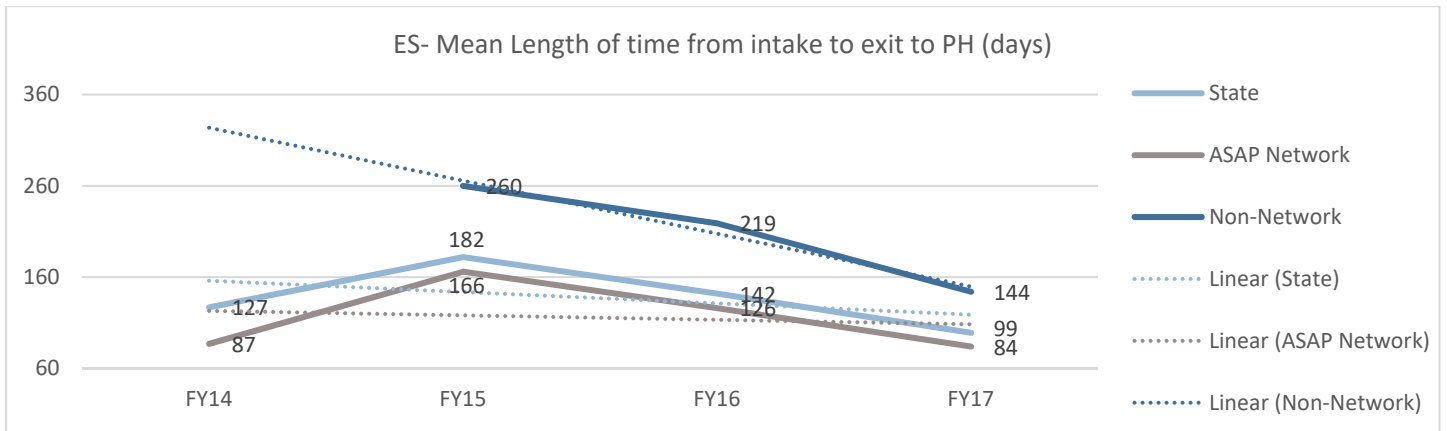
Transitional housing programs saw the same increases during 2015 but were also able to sustain two years of progress to reduce length of stay by 20% since 2015, to the lowest annual average length of stay seen yet, at 338 days. Non-network organizations have seen their first year of reductions in 2017, and together they have been able to bring state numbers down this year to record lows as well. Again, the cause for statewide success may be attributed to new federal support and pressure pushing a housing first approach, though success was first seen in the network first due to the foresight and advanced preparation regarding housing first. The network was exposed to best practices nationally much earlier than many other providers within the State. This likely gave them a significant advantage on this outcome in particular.

TH- Mean length of time from intake to exit to PH (days)
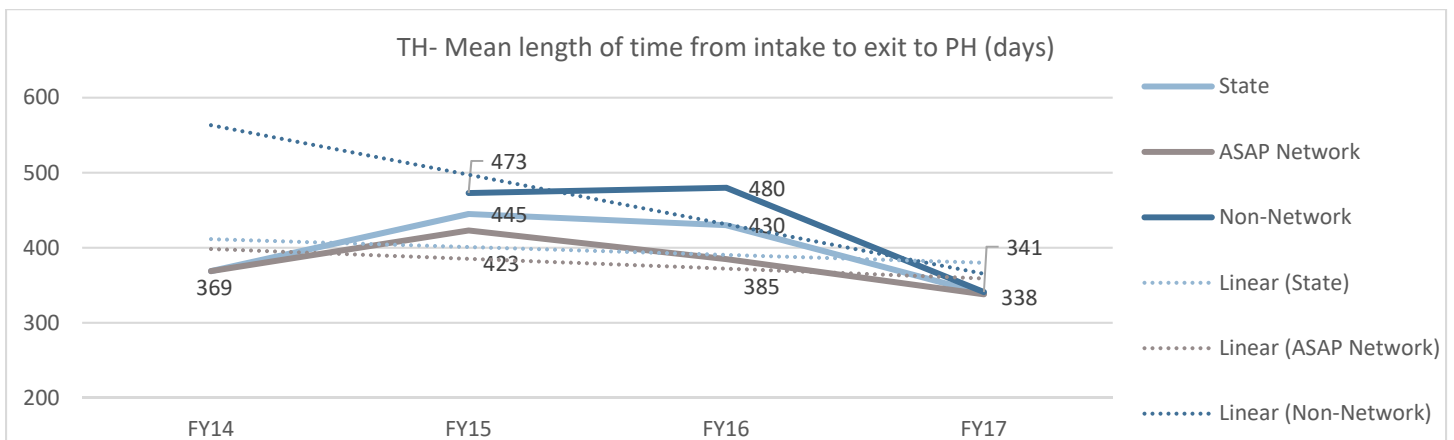
**Number of Families who return to a Shelter within a year after Exiting to Permanent Housing**

Substantial success can be seen across the board on this indicator. Comparatively, the numbers show non-network organizations being more successful when it comes to recidivism. However, network programs account for a majority of clients served in emergency shelter, especially in 2015 where the highest number of families returning can be seen. HousingASAP organizations served almost 70% of the clients in emergency shelter that year. It should also be noted that with the network's early adoption of housing first principles, the Housing*ASAP* organizations were likely placing many families with more traditional housing barriers, who may not have qualified for all programs in the past due to things like continuous drugs use, lack of any income, and other factors. These clients are at higher risk to end up homeless again, which may explain the initial uptick in recidivism in 2015 as organizations were adapting to these new strategies. It is also important to point out that poor data quality in HMIS, such as duplicate accounts, during the HMIS platform transition may have also led to the deceptive dramatic decreases in 2014 and then the increases in 2015. This may, in fact, be a result of cleaner data more accurately capturing repeat clients. With significantly better system understanding and duplicate reduction efforts in HMIS, it is believed the effects of the duplicate problem have been significantly mitigated, by accounting for more client returners in the system rather than generating new accounts.

Emergency shelter programs within the state saw an overall decreasing trend on families returning to homelessness from 2014 to 2017. Recidivism numbers in years prior to the network were consistently more than double those experienced during for network and non-network providers. More recently, since the highs of 2015, the network was able to reduce recidivism numbers by 60% in a year and maintain similar numbers into Fiscal Year '17. If analyzed on a quarterly basis, network organizations achieved their target goals, keeping recidivism numbers below 6.2 individuals, 66% of the time.
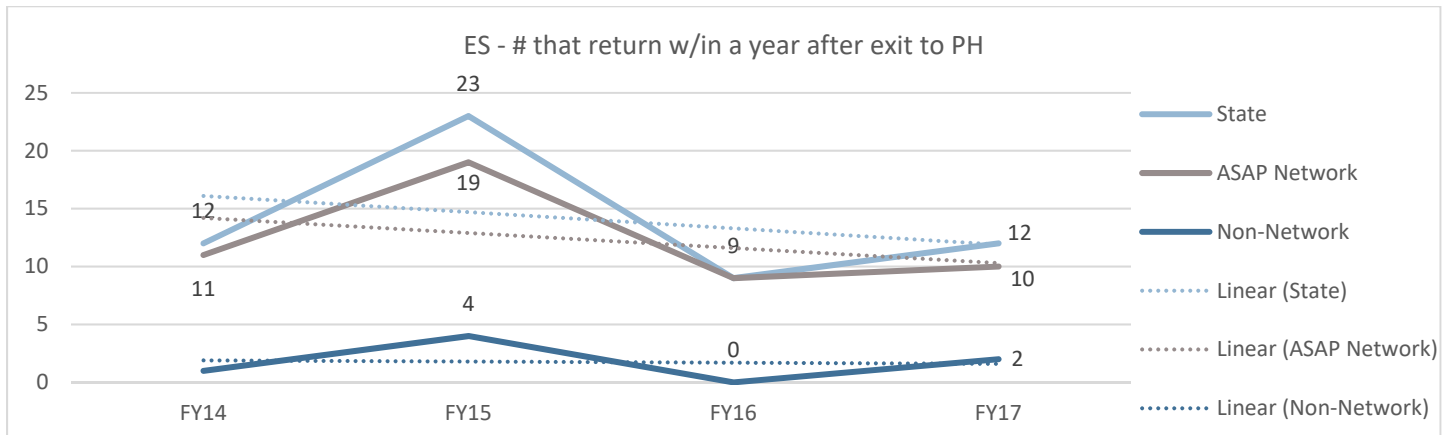
Transitional housing programs saw significant and more gradual, consistent improvements on recidivism statewide and in the HousingASAP network especially, where they saw a 70% decrease. With a set goal of less than 5.2 individuals a quarter returning to homelessness, the network succeeded in 75% of quarters since September 2014, most importantly, maintaining success in the last 6 quarters.
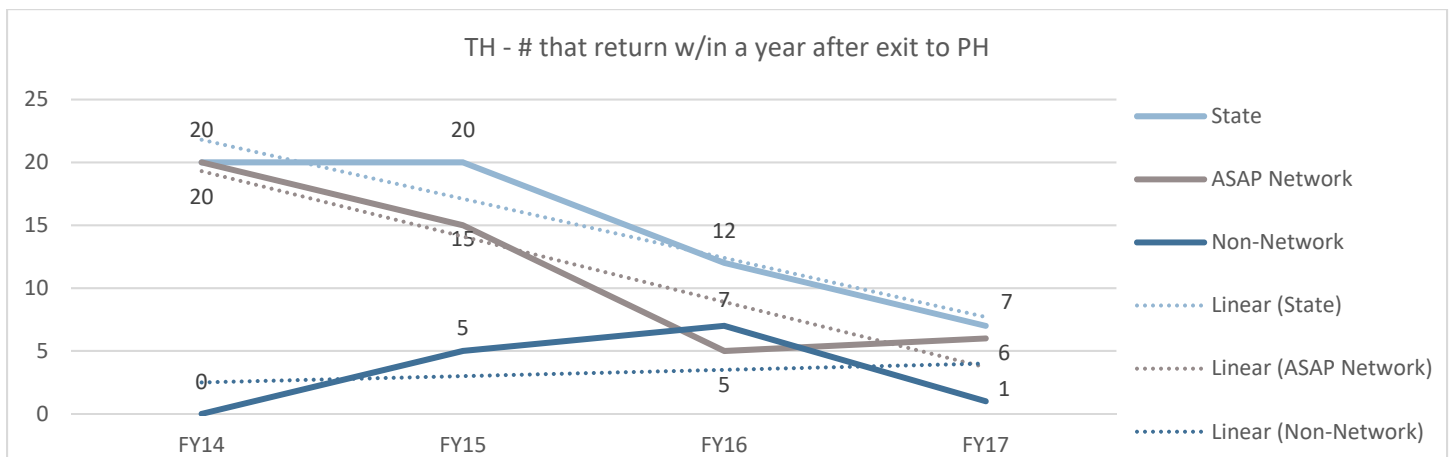
Organizational Change

Throughout the network process, many organizations underwent significant changes regarding their policies, procedures, data use, leadership styles, staff development, and many other elements. Some of these changes were a direct result of work with the network and its shared resources. In particular, organizations sited capacity building grants, leadership training and coaching, as well as attending conferences and events as key elements in moving forward the progressive changes that occurred within the network. There were many benefits of these activities, but specifically, each of these were opportunities for organizations to take a step back from their day to day work and think more about big picture challenges and innovative solutions.

Housing first principles have been embraced and incorporated into all of the network organizations, though it has been a long road to reach this point. As a result, network organizations feel they have a head start over others in the state and were prepared to anticipate programmatic and funding changes that will continue to occur in the years to come. Through the support of network resources, organizations have been able to not only reduce barriers to housing, but to rebrand much of their work, from shelter based to permanent housing focused, and to reeducate and recommit their staff to this new homeless service model.

The smallest organization, Family Promise, were better able to make changes to their organization due to their small size. However, they encountered more challenges in fully incorporating the principles as they rely on churches and volunteers to provide temporary shelter to families, leading to a need to maintain a certain level of filter on potential clients. In an effort to incorporate housing first principles to the furthest extent possible, Family Promise created a new part-time staff position of Housing Specialist, who is able to focus all their time working with clients on budgeting and finding permanent homes. Since bringing on this position in the summer of 2017, the organization has seen faster placements of families. Larger organizations, such Institute for Human Services, were faced with the alternative challenge of shaping and disseminating a new organizational mission throughout their programs, at all levels. Shifting from providing support services for homeless families, to getting them ready for and finding them permanent housing. The most significant challenges for many were among outreach and frontline staff, as well as with the more long-term staff, who had been operating with a certain mindset for many years.

Alternative Structures International (ASI), a mainly transitional shelter on the west side of Oahu, experienced a complete overhaul of their practice as they transitioned to Housing First. In addition to the struggles of on boarding staff to the new methodology, ASI has converted many of their transitional housing units into permanent supportive housing (PSH) and expanded their service population to include more highly vulnerable families, who previously may have not been ideal candidates for their transitional program, which focuses on employment and gaining independence.

Many organizations had their first opportunity to hire an outside consultant to provide expertise on given challenges. HOPE Services hired OrgCode, a mainland based consulting organization. Through their work with Org Code, Hope Services changed policies and procedures, job descriptions, and program priorities. Other organizations in the network also benefitted from the consulting and training received from OrgCode, who eventually went on to present in a network meeting and do housing first and other trainings statewide. Without the resources of the network, organizations all agreed they would have never had access, or even pursued, these types of resources, which became crucial in the transition and success of housing first in Hawaii.

Data Culture

Regularly, every quarter, data was presented on the key indicators to the network for reflection and discussion. This was a new practice for many of the organizations who had previously only used data for reporting purposes. This consistent network practice forced a shift in many organizations, making them more data driven and pushing them to address issues within the HMIS database, as well as staff procedures. Program staff data usage increased by 40% from just September '15 to January '16, according to surveys of network participants.

Family Life Center, on Maui, was one of the organizations that had an initial aversion to data, and especially data coming out of the statewide HMIS database. Data was only pulled down out of the system when submission of reports were due, and the data was often believed to be incorrect and was not consistent with their internal tracking. Family Life Center now requires many reports in HMIS be pulled down by staff on a regular basis. Reports are analyzed for accuracy and necessary fixes are done in a timely manner to correct any inconsistencies or missing data. Many organizations, including Family Life Center, also transitioned from having many staff persons doing data entry, to having one or two staff, who are more adept at working within the database do all data entry. Many of these strategies for improved data quality were shared amongst the organizations as a result of the network. The enhanced consistency of having one, or a

select few data entry points was further acted upon by some organizations, such as Hope Services and U.S. Vets, who created new positions and hired new staff, strictly dedicated to data quality, data management, and reporting.

Data Quality improvements clearly show the positive effects of the changes made within many of the organizations. Average missing data, tracked by monthly data quality reports system wide, show significant reductions in missing data, improvements in the timely input of data, and a higher rate of data sharing, all of which have become more important elements due to the coordinated entry process that launched this year. These improvements are a direct result of staffing changes and educating frontline workers on the importance of data accuracy, timeliness, and completeness. In just the past year, one data element, systemwide missing chronic homeless data averages, decreased from 16% to 3% in emergency shelter, from 26% to 7% in transitional housing, and from 62% to 13% in permanent supportive housing programs. This level of improvement can be seen on most other data points as well.

Leadership Development

Through the network, organizations received guidance and coaching from network facilitators Liza Culick and Wendy Nakamura. A majority of organizations cited these coaching sessions as highly influential in the network process and their own personal development. Participants learned about their own leadership styles, as well as the styles of those around them, which assisted in not only self-reflection, but building stronger working relationships within the network and within their organizations.

Brandee Menino of Hope Services, especially grew through this process, becoming a stand out leader within the Bridging the Gap CoC, and as the Executive Director of Hope Services she very effectively inspired change and innovation throughout the organization. Daryll Vincent, the Executive Director at U.S. Vets, expressed how significantly his management style had changed as a result of the network and coaching sessions in particular. Learning more about his own direct and decisive leadership style helped him better communicate with his colleagues and staff, learning the effectiveness of leading with consensus rather than by compliance. Rona Fukumoto, at Catholic Charities, believed the network and leadership coaching truly helped her find her voice and as more of an introvert, find a level of comfort in speaking up and being, in her words, fearless.

Relationship Building

Every organization that participated in HousingASAP considered the new relationships that had been built as a result as one of the most valuable takeaways from the three years. Many Executive Directors went from knowing names, and possibly faces, of other Directors to being comfortable and close enough to call any of the members directly for any question or concern, and to collaborate on grants and projects. Many of the participants mentioned this journey, going from being competitors to becoming colleagues.

Aside from sharing ideas and building more community across the sector, these newly built relationships have also led to increased efficiency and sharing of resources. As an example, HOPE Services and Family Life Center communicate regarding funding. If one organization is pursuing a certain grant, the other will invest their time elsewhere so they are not competing for the same awards. In the end, having invested time across the board of funding resources, they in total will have taken in more funding collaboratively and wasted less time competing. The two have also collaborated on the most recent grant opportunity with Hawaii Community Foundation, to develop a statewide leadership conference, in which they have invited leaders across the community to engage in a three day conference with sectors specialist throughout the country to learn about best practices, housing first, and to help others in the field build similar important relationships throughout the homeless sector on the islands. The leadership conference is meant to help pass the valuable resources and learning gained by organizations through their participation to other providers who were not granted the same opportunity, in turn, leading to enhanced system impact. It is unlikely these types of efforts would have materialized if not for the network.

Network Influences

The network was instrumental in leading the way statewide on certain initiatives. Representing the majority of shelter beds and a significant portion of transitional beds, their results meaningfully swayed outcomes statewide. In addition to data results, the networks foresight and exposure regarding coming challenges, transitions, and best practices, allowed for them to take a lead role in the sector. The network provided a place for participant organizations to take a step back from day to day operations and think big picture. This was a unique and valuable opportunity for most. Big picture thinking allowed for the system wide brainstorming that was necessary to put into motion many of these large scale system changes that, were it not for the network, would have come much later, if at all.

Reductions in Homelessness

For the first time in five years, the state saw reductions in the homeless population during the point-in-time count conducted in January of 2017. In 2016, there were 805 homeless families. By 2017, that number had been reduced 17% to 666 families. In that same year, HousingASAP network organizations placed a total of 238 families into permanent housing. So far, in the first two quarters of 2017 the network has placed 134 families, placing them on track to assist even more families in finding permanent homes this year, and hopefully effecting further reductions statewide.

Coordinated Entry System Launch

Within the State, Housing*ASAP* organizations were the lead agencies involved in moving forward the coordinated entry systems on Oahu, as well as on the outer islands. The exposure to best practices gained through the network's trip to the national conference and their experience working with and learning from OrgCode was instrumental in the development and pace of the launch of the coordinated entry system on the outer islands in March of 2017 and the eventual launch on Oahu in June 2017. OrgCode's expertise regarding the proper functionality and technical aspects of a working system, gave the network confidence to push and move forward with large scale changes, training, and implementation. There were significant differences, though, between influence within BTG and PIC.

Bridging the Gap

The outer island CoC was significantly influenced by Housing*ASAP*. HOPE Services and Family Life Center are the two main providers operating in the area. They were able to successfully lead the group in the direction they felt best, consistent with the new strategies and principles they were exposed to as a result of the network. The leadership training, as well as the capacity building and work with OrgCode consultants, all had high levels of impact on their positive results. Other outside factors also assisted in their success, including a smaller more connected community of service providers and a supportive and helpful County administrations. Bridging the Gap was able to acquire County funding for management of the coordinated entry system and partner with them in their efforts to move forward.

Partners in Care

On Oahu, systematic change and effects from the network are being seen more slowly. This may be due to a larger sector of providers to effect change, uncertain leadership and a more complicated political environment. Partners in Care includes more than forty member organizations, of which only six are HousingASAP organizations. It is more difficult to change and influence a group so large and it is challenging to gain consensus for collective action. This created additional delays in decision making regarding coordinated entry policy as well as spreading the importance of new policies and housing first principles.

Leadership of the homeless service sector on Oahu is also more uncertain and divided: The HMIS database is administered by an independent consultant; the HMIS lead agency is the State Homeless Programs office; and the CoC is yet to become an independent 501c3 organization, receiving most of their funding for administrative support from community organizations. Moving forward, this may be set to change as Partners in Care attempts to establish

themselves as more of the leadership entity. They have recently brought on a Director and will be receiving federal funding to manage the coordinated entry system on island.

Complicating matters is a more divisive political environment heavily effected by media coverage that focuses only on the most visible, and difficult to serve, portions of the homeless population. The County has also not been as willing, on Oahu, to place themselves in a significant role within the system. These issues will likely persist.

Network Structure and Feedback

Facilitation

All members of the network felt the facilitation, from Liza and Wendy, during the sessions was essential to the success of the group. The sessions were structured enough to keep the group focused and on task but flexible enough to address unexpected topics that had arisen. One network session agenda was completely re-written the night before to address an unexpected state policy shift in the rules that govern shelter management that were going to affect the entire sector. Participants appreciated the fact that adjustments could be made to address their needs, but they were also glad there was structure built in to the program to keep the group from getting too off topic.

An item commented on by nearly every participant organization was the slow pace of the network in the beginning. It was noticeable and at the time for some frustrating. However, looking back, they all felt this slow pace was completely necessary and benefitted the eventual deep relationships that were made possible through Housing*ASAP*. This was a strategy built in by the facilitators, which proved to be essential.

Chosen Participants

The number of organizations involved in the network was a good match for reaching the relationship building goals. Many organizations felt that with additional members, the group may not have had the opportunity to grow so interconnected through the experience. Not all of the key players in the sector were at the table, which some felt limited the network's system wide influence. However, if everyone of possible significance had been involved, it likely would have been a very large group, less likely to be equally engaged, accountable, and trusting of one another.

Of each organization chosen, having the Executive Director or decision maker present for most was a beneficial tool in making collective action possible for the network. While it was difficult for some organizations to manage having leadership always present in the room, especially those organizations not solely focused on the homeless sector, the importance of it was evident when a lack of executive leadership presence caused some delays in group decision making on action items. Additionally, the pair of Organizational and Program leadership from each organization, not only provided multi-level expertise, but also allowed for peer bonding and further advanced the cross organizational relationship building goals.

Lack of Government and Cross Sector Involvement

The concept of having representatives from the city or state and stakeholders from other related sectors involved, such as employment services, outreach providers, legal aid, etc., was an issue discussed during the network's time together. It was never realized, due to concerns that it would decrease the level of openness and single-issue focus within the group. This is a fair argument and likely true, moving forward, the network must work within this larger system. Some participant organizations felt earlier inclusion of government, and other key stakeholders, may have helped the network have a larger system wide impact and influence. The group was also seen as exclusive to some, and it may have been easier to spread the network's learnings and gain buy-in from other important players if others had had an opportunity to be involved in some fashion, whether through appearing for a short talk at network sessions or in another respect. The lack of inclusions of other providers especially has led to a continuing problem of inconsistency in the sector. Different organizations continue to operate independently, making it difficult to establish collective measures and data

quality. Next steps should consider ways to integrate vertically with other key stakeholders and to promote inclusiveness and consistency to benefit the system.

Network Sessions and Excursions

Session agendas often followed a fairly consistent pattern. The long days that the network put in together, mostly disconnected from technology, helped the group truly engage and focus on the big picture issues that needed to be addressed. This was an area that some of the executive level leadership struggled with, but most found value in the results. Network discussions and tasks often proved valuable, however, some organizations felt the small group work could have benefitted from more concrete and productive tasks.

Most notably, participants found extensive value in the time spent away as a group, including retreats and conferences on the mainland. The opportunity to get to know each other, outside of a professional setting, was key in building the trust and understanding that was necessary to create lasting relationships. In addition to the beneficial content and social opportunity, the conferences also provided a platform to network with others in the sector across the country, connecting them with other providers to compare practices and with consultants such as OrgCode.

Turnover

Throughout the course of Housing*ASAP*, there was participant turnover as well as turnover within Hawaii Community Foundation. Among the participants, there were changes at the leadership and management level, six total. New members had a relatively easy time integrating and the culture of the group, once well established, was evident to newcomers. Lessons learned from integrating of new participants could be useful in forming a process for adding new member organizations to the network, as planned in the coming months. Maintaining the culture, trust, and openness of the group through this growth and transition should be possible by utilizing and expanding on this experience.

Within Hawaii Community Foundation, in the role of network conveners and support staff, there was also some turnover in those managing the project. This was noted by some participants as challenging as well. However, it is also clear that the network surviving and being successful despite these difficult to avoid turnover issues, is a testament to the strength of the culture developed within Housing*ASAP*, wherein the network was stronger than the involvement of any one member.

Network Strategy Recommendations

In future applications of a network approach, key recommendations include:

- Maintaining a timeline of at least two to three years to feel the full potential effects of the process. Establishing a significant culture change takes time alone, especially with the expectation of following this with strategic program changes and system wide influences. Two to three years is likely the shortest amount of time to make this possible. The most notable progress on indicators was seen in the trends overtime, and the eventual outcome of reducing the number of homeless families was not seen until nearly two and a half years into the network process.

- Selecting network members willing to commit to a long-term process and willing to have a decision maker present at all network events. The networks efficiency was aided by having key leadership present in the room. This strategy gave the group the ability to take decisive collective action on time sensitive issues. It caused noticeable delays when participants had to check back with leadership before approving a decision.

- Earlier inclusion of outside stakeholders would benefit network influence system wide. This should be considered carefully though, as to not disrupt the openness and trust within the group. Perhaps including

outside stakeholders for a two hour portion of the full day meetings to discuss a specific issue, partnership opportunity, or simply to explain the goals of the network and how they hope to engage with the larger system.

Continuing Challenges
Communication between CoCs

Network organizations have been concerned with the low level of communication between PIC and BTG. Operating on their separate islands, the groups do tend to work independently from each other. They manage their own coordinated entry systems; but they share the same HMIS database. The database is managed on Oahu and the lead organization, the State Homeless Programs Office, is also located on Oahu. Outer island organizations have pointed out a lack of communication on statewide concerns and HMIS related discussions, which do affect the outer islands as well. The network is hoping to use their strong connections with each other to begin bridging that divide and influencing the CoCs to better communicate.

Homeless Management Information System

The State's HMIS system has undergone significant changes and will likely continue to experience updates and fixes. The system has improved; however, it continues to create problems for users. A main complaint from users within the network is the limited reporting features. On the legacy system, users could personalize some reports, to more focus on the information they needed, this feature is no longer available in the Caseworthy platform and providers rely strictly on reports designed by Carlos Peraro Consulting, the HMIS administrator. Many other small user issues are encountered on a regular basis, some of this is certainly a result of user error and lack of training, but some issues are system related and fixes take considerable time to rise on the priority list of the HMIS administrator, so many organizations are frustrated with the pace of improvements regarding HMIS. There is a notable lack of accessibility to the administrator's team, including access to trainings, and a lack of accountability in the update process.

Affordable Housing Shortage

The lack of affordable housing and permanent supportive housing has been, and will continue to be, a problem. Moving forward, Partners in Care is making an effort to better assess the current capacity of housing resources in an effort to more efficiently utilize existing options, as well as establish a base to assist in deciding what new resources will need to come online to solve the crisis. This effort is being spearheaded by network organizations.

Government Policy and Administration Turnover

While considered somewhat unavoidable, State level policy and the constant shifts in leadership within the Counties has led to a relatively unpredictable environment for the organizations to operate in. Providers have had issues reworking strategies to address shifts in policy and also experience challenges in on-boarding new administrations to how the system works and what their role is. It takes considerable time and effort to build new relationships to help continue or enhance county and state support for hard fought for programs and policies currently in effect, and to convince new comers of the appropriate direction to be taken moving forward. This as an unavoidable challenge but some improved planning to make this on boarding more efficient might be helpful.

Income to Rent Disparities

SMS surveyed families placed into permanent housing in January of 2017. The twenty seven completed surveys showed that 38% of families were receiving some kind of rental assistance and 75% received assistance paying security deposits. When reported household income was compared to monthly rents, 55% of the families surveyed were making equal to or less than their monthly rent amount. These results, though only a reflection of a small number of families, further

highlight the continuing challenge of insufficiant affordable housing, and also raises concern about subsidies that only last a few months, whether coming from the agency or the government, most of these forms of assistance are temporary, and if not paired with substantial employment resources and follow up case management, may prove to lead to increasing issues with recidivism in the State.

Follow-up Resources

Organizations have expressed growing needs for follow-up case management resources. As a higher percent of clients are moving into permanent housing, and moving out of shelters more quickly, organizations are finding it difficult to maintain the necessary follow-up services to keep these families housed. Some organizations have been able to find private funding for such needs, such as U.S. Vets, who hired new staff to manage this task. Others, like Family Promise Hawaii, had been struggling with the follow-up case load and have since managed to fund some support for this need by hiring a part-time Follow-up Case Manager. It is important that resources become available for this need if time between intake and exit continues to decrease, if not, it may begin to effect recidivism numbers in a significant way. Enhanced post case management will also help maintain landlord relationships as potential issues can be dealt with and avoided in advance of evictions.

Accountability and Trust

Minimal issues have arisen during the network's time together thus far. All members, for the most part, have upheld their agreed upon commitments discussed in advance of joining the network, and during sessions. Some organizations feel there is still further to go in regards to being accountable to the group, mainly in relation to public image. Presenting a united front to the media and public, as the network, rather than as specific organizational accomplishments, could help bolster this level of trust outside of network meetings.

Now that Hawaii Community Foundation oversight of the network is being reduced, there is potential moving forward for a lack of accountability, as organizations may feel less obligated to the process as their original commitments and previous grants have expired. It is helpful that Hawaii Community Foundation has moved forward with funding some of the network administrative costs and also entered into new grant agreements with many of the members. However, there may be concern regarding the commitment level of new participants as they are not signing on with the same confidence in funding being part of the package.

Expanding Advocacy

HousingASAP advocacy efforts have been effective to some extent. The network has collaborated on some key issues and challenges and presented a united from in challenging them. In SMS survey results, organizations opinions on the networks policy and advocacy involvement grew 15% from just September 2015 to January 2016. Effectiveness of the network to expand and further influence the system will rely on their ability to advocate outside of the network. This is an area that could use further investment and consideration by the group.
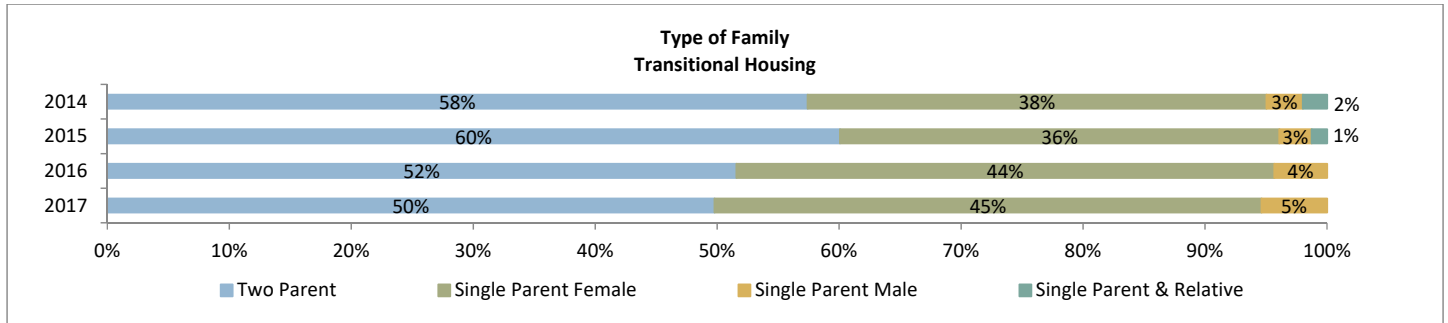
Demographic Trends
Family Type

There has been a notable shift in family type from 2014 to 2017, evident in both emergency and transitional shelter, moving from a dominant 2 parent household population to a higher majority of households being led by a single parent, and most significantly, a single female parent. In emergency shelter especially, though seeing a slight decrease this year, they maintained a dominant majority. This shift continues to cause a higher demand for single parent household needs including childcare and increased financial assistance due to a single income supporting the household rather than multiple incomes. It is likely that the increase in demand for these types of support services and a lack of resources to

fulfill them compounded the problem of worsening family homelessness until this past year. A more comprehensive discussion on what changes h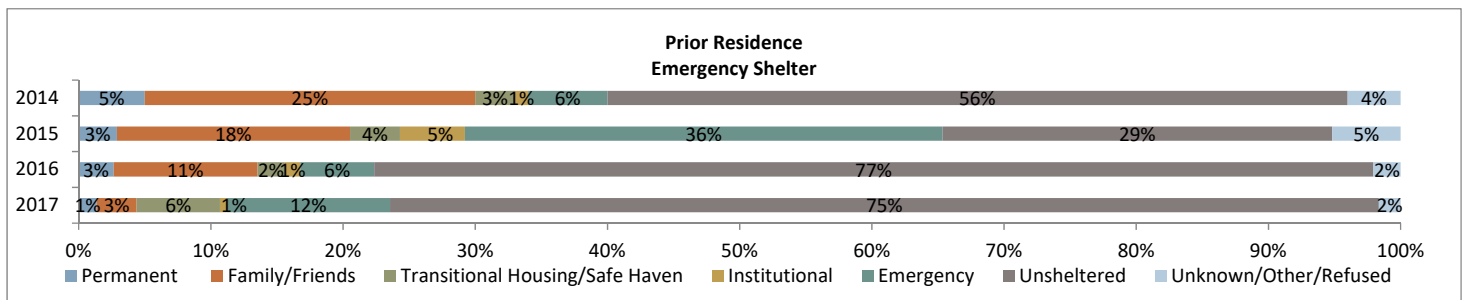ave been made and this need to be made to address the unique needs of this growing population statewide could be greatly beneficial.

Type of Family Emergency Shelter

Year	Two Parent	Single Parent Female	Single Parent Male	Single Parent & Relative
2014	52%	39%	9%	1%
2015	51%	41%	6%	2%
2016	38%	52%	10%	
2017	42%	48%	10%	

Type of Family Transitional Housing

Year	Two Parent	Single Parent Female	Single Parent Male	Single Parent & Relative
2014	58%	38%	3%	2%
2015	60%	36%	3%	1%
2016	52%	44%	4%	
2017	50%	45%	5%	
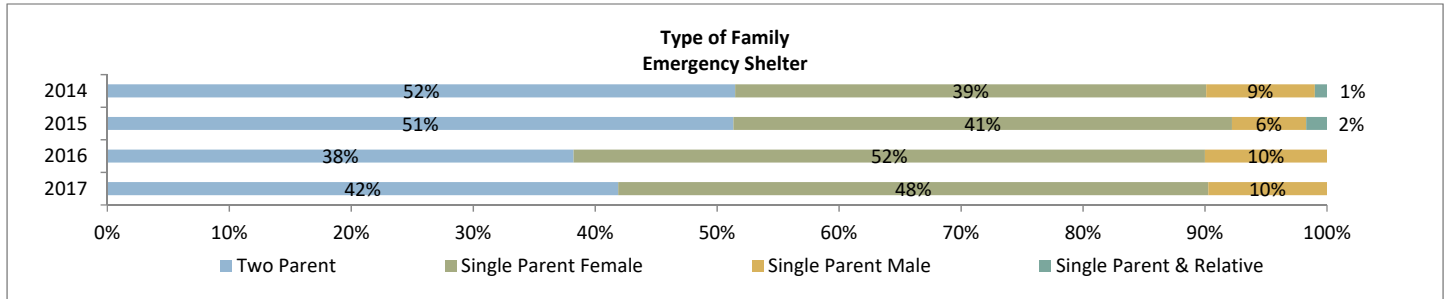
Prior Residence

The percentage of the homeless population entering shelter from unsheltered locations made a significant jump in 2016, from only 29% the year prior, to 77% and has held at 75% in 2017. The most consistent decreases seen were in families coming from stays with family and friends. These numbers are consistent with growing unsheltered populations identified in the Point in Time count over those years. Organizations have also mentioned though that what the data does not show is that outreach services are doing a better job at connecting with the unsheltered population, hence the increase in numbers not only being identified, but also eventually being served in the shelters directly from the streets.

Transitional shelter prior residence percentages have remained rather consistent over the past four years.

Prior Residence Emergency Shelter

Year	Permanent	Family/Friends	Transitional Housing/Safe Haven	Institutional	Emergency	Unsheltered	Unknown/Other/Refused
2014	5%	25%	3%	1%	6%	56%	4%
2015	3%	18%	4%	5%	36%	29%	5%
2016	3%	11%	2%	1%	6%	77%	2%
2017	1%	3%	6%	1%	12%	75%	2%

Moving Forward

Housing*ASAP* has decided to expand moving into 2018. They will be adding five or six new members, by invitation only. They have established some criteria and a screening process, including a desire to embrace housing first principles and required attendance at the Leadership Conference in November 2017. The network is hoping to on board new member organizations by their January 2018 meeting.

The network has also set a new goal, to reach functional zero, in regards to family homelessness, by December 2020. To achieve this, the network has begun to work toward defining functional zero and assessing the resources they have and need to be able to reach it. With the network's effort to expand their influence and continue their momentum using these proven strategies, that have helped reduce family homelessness statewide and place over 700 families into permanent housing in 3 years, it is an ambitious but seemingly attainable goal.

Data Sources and Methods

Data regarding populations being served was received from Carlos Peraro Consulting on a quarterly and annual basis. This data was pulled directly from the state's Homeless Management Information System (HMIS) database. Additional HMIS data, from monthly data quality reports, was used to consider progress on data use and culture. Data was also referenced from the state's annual point-in-time count, which is a surveying of homeless populations on a given day conducted every year in January.

SMS also conducted multiple surveys. Clients who had been placed into permanent housing were contacted in January of 2017 to complete a written survey to gather information on their experience and current stability. Network participants were surveyed throughout the 3 years to gather information on their perspectives on network progress thus far. Additionally, one on one interviews were conducted with executive and program leadership at various points in the process to gain insight on the development of the network, and developments within each individual organization.