



# Large City Last Mile

2023 Learning Session



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# Welcome and Introductions

# Welcome!

 **Find a seat!**

- Get to know who's at your table
  - Share: Your Name, Pronouns, Community, Role and...
  - What your essential road trip items are

# ROAD TRAP

**Who is on this journey with you?**

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**Shawn Liu**

*Director of Communications  
Homeless Programs Office  
Veterans Health Administration  
Department of Veterans Affairs*



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*Consultant  
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Built for Zero*



**Kally Canfield**


*SIA, Large Cities  
Built for Zero*



# Welcome to Our Partners

- The John D. and Catherine T. MacArthur Foundation
- Rocket Community Fund
- The Home Depot Foundation
- JPMorgan Chase
- Kaiser Permanente
- Ballmer Group
- United States Interagency Council on Homelessness
- U.S. Department of Veteran Affairs
- U.S. Department of Housing and Urban Development
- ORS Impact

# Large City Road Trip!

 Stand up and wave  
when we travel to  
your community!

# ROAD TRAP

# WASHINGTON, D.C.



Washington,  
D.C.

**Community Name:**  
Washington, D.C.

**Population:**  
Veteran

**Type:**  
Large City

**Functional Zero:**  
27

**Actively Homeless # in August: 252**

# CHARLOTTE, NORTH CAROLINA



**Charlotte/  
Mecklenburg  
County**

**Community Name:**  
Charlotte/Mecklenburg

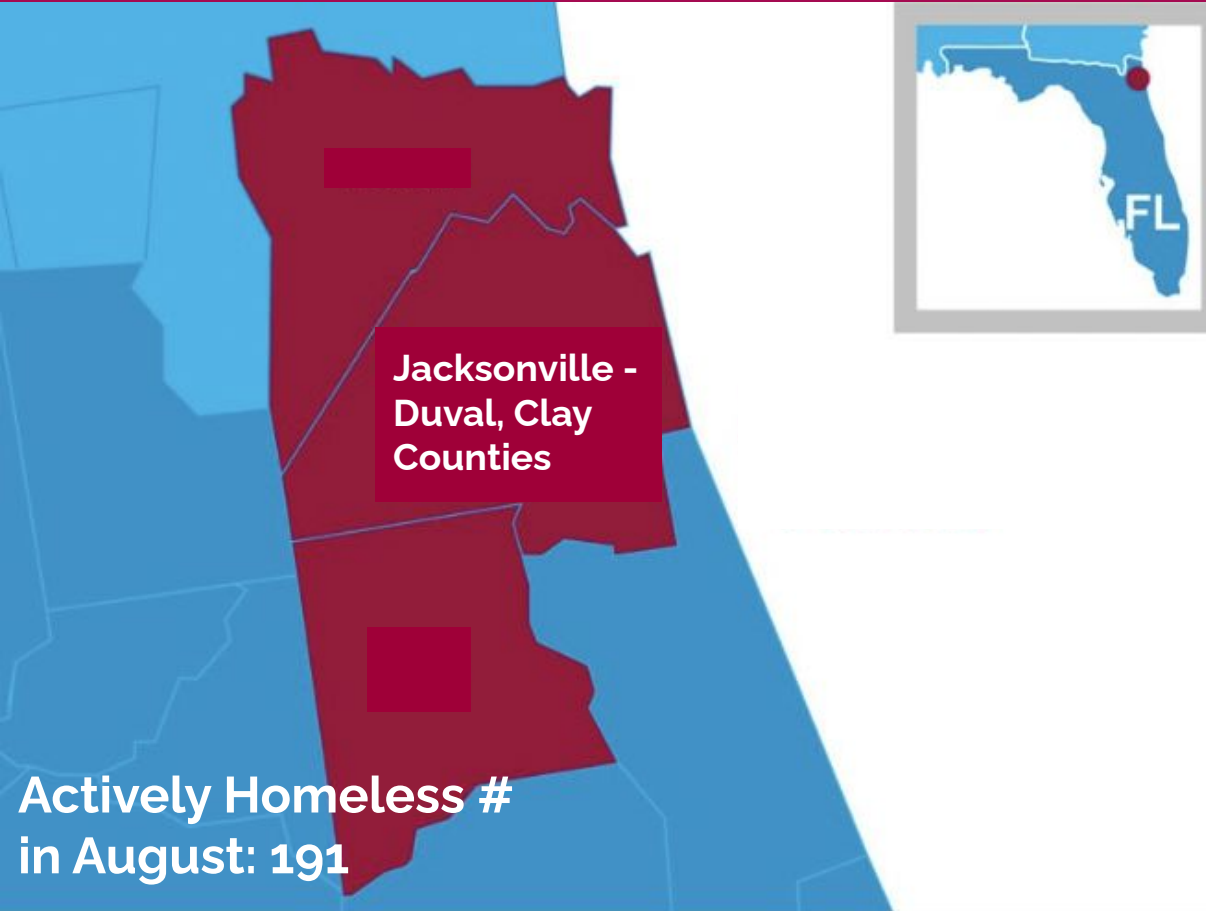
**Population:**  
Veteran

**Type:**  
Large City

**Functional Zero:**  
14

**Actively Homeless # in August: 233\***

# JACKSONVILLE, FLORIDA



**Community Name:**

Jacksonville-Duval, Clay

**Population:**

Veteran

**Type:**

Large City

**Functional Zero:**

19

**Actively Homeless #  
in August: 191**

# DETROIT, MICHIGAN



**Community Name:**

Detroit

**Population:**

Veteran

**Type:**

Large City

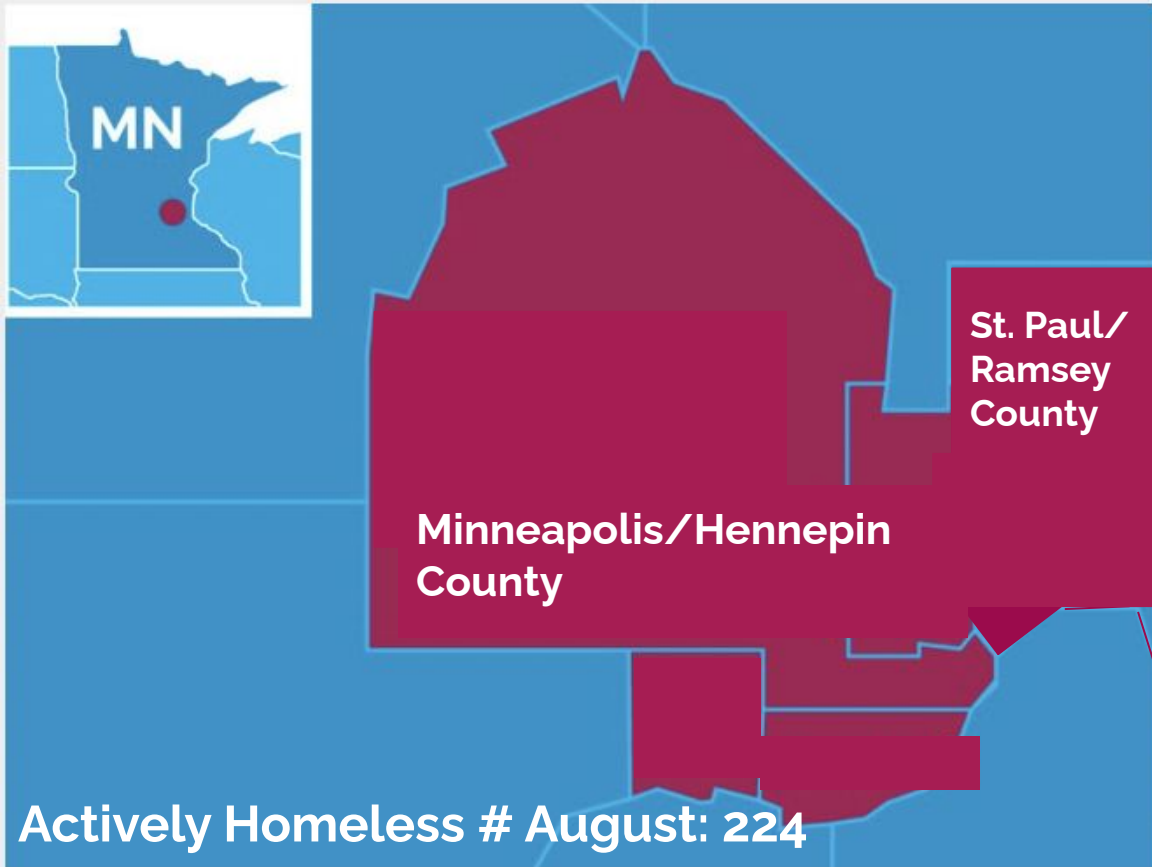
**Functional Zero:**

15

**Actively Homeless #  
in August: 107\***



# TWIN CITIES (Minneapolis/St. Paul), MINNESOTA



Community Name:

Twin Cities

Population:

Veteran

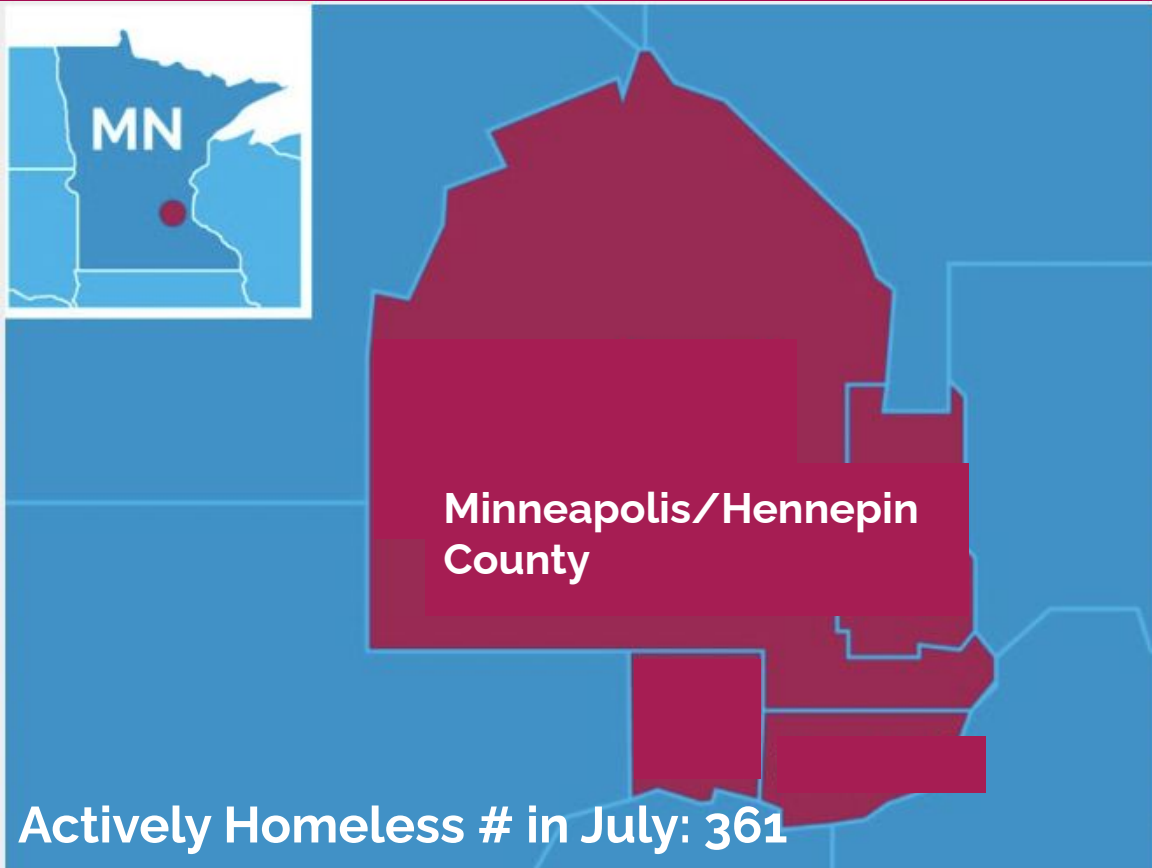
Type:

Large Cities

Functional Zero:

27

# MINNEAPOLIS, MINNESOTA



**Community Name:**  
Minneapolis/Hennepin

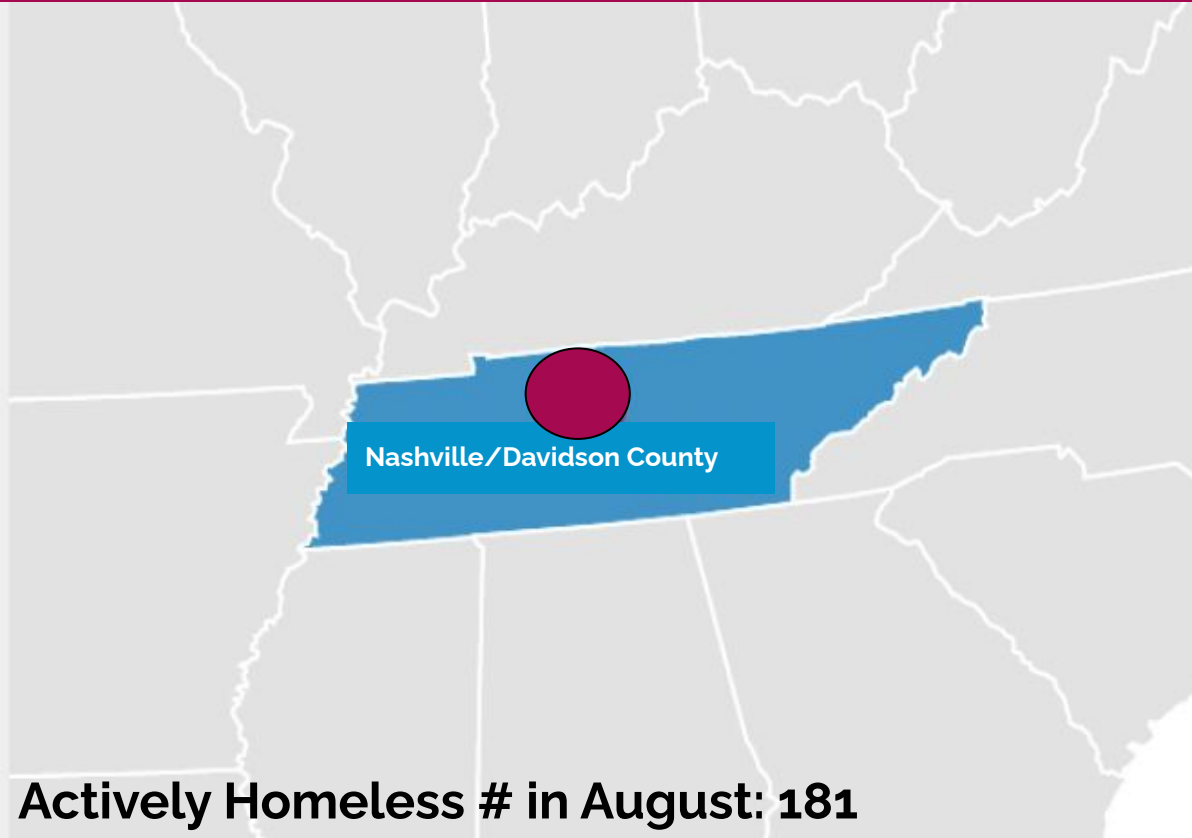
**Population:**  
Chronic

**Type:**  
Large City

**Functional Zero:**  
3

**AND....**

# WELCOME TO NASHVILLE, TENNESSEE!!!



**Community Name:**

Nashville/Davidson

**Population:**

Veteran

**Type:**

Large City

**Functional Zero:**

15

**Actively Homeless # in August: 181**



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## LCLM Breakouts: Objectives and Overview

# High-Level Objectives for Our Time Together

- Celebration and Reflection
- Cross-Sharing and Learning
- Group Problem-Solving
- Connection with Peer Communities
- Work-Planning with Support from BFZ Data and Visualization Staff

**ROAD  
TRAP**



# Session Flow

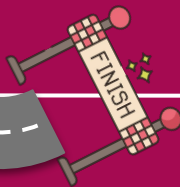
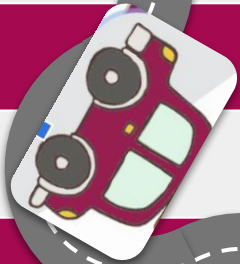


**Introductions and Agenda Overview (10:45 - 11 a.m.)**

**Celebrations and Reflections (11 - 11:15 a.m.)**

**Detroit's Reduction Road Trip (11:15 - 11:55 a.m.)**

**Session Close-Out (11:55 a.m. - 12:00 p.m.)**





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## Celebrations and Reflections

# Celebrations and Reflections

## Washington, D.C.

Incredibly strong and **reliable data**

Implemented a process for **non-chronic step-ups** to help reduce recidivism

**Strong partnerships** across the system

Core Team steps in to **support providers** when they are struggling to help brainstorm ways to support and connect them to resources

Recently launched a **Central Unit Repository**

Obtained and are implementing **Creative Outreach Funds!**

5 historical **downward shifts!**

**PLEH engagement:** System-Wide Leadership Slate/Restructure

## Detroit

No spoilers! — You'll get to hear directly from them soon!



# Celebrations and Reflections



## Twin Cities

**Met the LCLM threshold** in July of this year!

Launched a **State Voucher Program (MNVEST)**: Mirrors VASH but can serve vets that are ineligible for VASH. Income is adjusted for garnishments (adjusted gross income). Also, no restrictions on criminal background (felonies like meth production/arson/lifetime registry).

Successful **Financial Advising and Rep-Payee Pilot Program**: Veterans can self enroll and receive financial advising/coaching and/or rep payee services. Over 100 veterans enrolled in first 7 months of pilot.

**Statewide effort and commitment** from Governor Walz! Major investments and increases in funding. Increased funding has allowed for development of their own housing to house vets with high barriers.

Have met **USICH's Federal Criteria and Benchmark** in all CoCs statewide except for the Twin Cities.

## Minneapolis

**Only Large City in BFZ** to meet LCLM threshold for **Chronic**.

**1490** individuals experiencing chronic homelessness have been housed since June 2017.

Building off of their successful Hotels to Housing program, the County decided to utilize ARPA funding to bring on a permanent housing-focused case management team called **Homeless to Housing**. Since the team's launch in November 2021 they have housed 563 people and counting (also with a **97% housing retention** rate to date).

Huge **legislative win** that will dramatically expand access to state-funded rental assistance for ELI households (capping amount households have to contribute to 30% of income).

Achieved a **downward shift** in 2022!

# Celebrations and Reflections



## Charlotte

**Outreach** coordination improvements

Developing a project to improve **staff retention** and improving supports provided by service providers

Developed **project-based** units for veterans that are 55+

Participating in the **Housing Stabilization and Learning Cohort**

To address inequities in their system, they led a process to update their **Prioritization Tool**

One Number - **All Populations**

**Strong collaboration** between CoC, VA, and SSVF partners

## Jacksonville

Recently achieved a **downward shift!**

Launching a **Landlord Campaign**.

**3 properties** have been purchased by the Community Solutions sponsored Large City Acquisition Fund

Restructuring and relaunching their **flex funding** to have more flexibility in serving veterans with barriers.

SSVF program has **doubled** in size for FY24!

Have made **Case Conferencing Improvements** to better target veterans for PH resources, like HUD-VASH.

Recently completed **System Mapping** to better understand the flow of their system

# Celebrations and Reflections



## Nashville

**Welcome** to the Large City Last Mile Pipeline!

Recently achieved a **downward shift!**

**1 property** has been purchased by the Community Solutions sponsored Large City Acquisition Fund.

Improved **outreach** capacity and coordination

Used **Flex Funding** to eliminate housing barriers for BNL Long Stayers

Have taken the **Implementation Assessment** - consensus-building call to be scheduled.



# LCLM Housing Placements Celebrations



## 1 Detroit (Veterans)

- *2023 Housing Placements through July: 131*

## 2 Washington, D.C. (Veterans)

- *2023 Housing Placements through July: 180*

## 3 Twin Cities (Veterans)

- *St. Paul 2023 Housing Placements through May: 39*
- *Minneapolis 2023 Housing Placements through July: 139*

## 4 Minneapolis (Chronic)

- *2023 Housing Placements through July: 184*

## 5 Charlotte (Veterans)

- *2023 Housing Placements through April: 54*

## 6 Jacksonville (Veterans)

- *2023 Housing Placements through August: 143*

## 7 Nashville (Veterans)

- *2023 Housing Placements through August: 108*

# LCLM 2023 Total Housing Placements:



978!!



# LCLM BFZ Funding/Capacity Highlights



## 1 | Detroit (Veterans)

- *Funding/Capacity Highlights: System Lead, Data Lead, and Flex Funding*
- *Concept Note Submitted for Additional Flex Funding*

## 2 | Washington, D.C. (Veterans)

- *Funding/Capacity Highlights: System Lead, Data Lead, and Flex Funding*
- *Concept Note Submitted for Catalytic Funding*

## 3 | Twin Cities (Veterans)

- *Funding/Capacity Highlights: Concept Note Submitted for Data Lead Role*

## 4 | Minneapolis (Chronic)

- *Funding/Capacity Highlights: System Lead and Catalytic Triage Position*
- *Concept Note Submitted for Flex Funding*

## 5 | Charlotte (Veterans)

- *Funding/Capacity Highlights: System Lead and Flex Funding (HSLC)*

## 6 | Jacksonville (Veterans)

- *Funding/Capacity Highlights: Flex Funding*

## 7 | Nashville (Veterans)

- *Funding/Capacity Highlights: Flex Funding*



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# Detroit's Reduction Road Trip





### Presenter

Jennifer Tuzinsky, LMSW  
*HCHV Coordinated Entry Specialist*

### Discussion Panel

Dr. Gerald Curley, DSW, LMSW  
*Director – MH Homeless Programs*  
*MH Social Work Authority | Director, MHSW Training*

Diandra Gourlay, MPAP  
*Vice President of Social Services*

Kevin Salter  
*By-Name List Coordinator*

Lauren Licata, MSW  
*Program Analyst*

**Detroit is approaching Functional Zero for its Veteran population and has made progress in several key areas since joining Built for Zero.**

## **Built for Zero Metrics**

- Detroit achieved quality by-name data for Veterans in October 2016.
- Detroit earned a 23 on the All Singles Scorecard completed in 2022

## **Reductions**

- **Since 2017**, there has been a 70% reduction in Veteran homelessness in Detroit. Current BNL is at **107**
- Have reduced GPD Beds to **80** as of October 2023.



# Detroit is approaching Functional Zero for its Veteran population and has made progress in several key areas since joining Built for Zero.

## Highlights

- **Forming relationships & building trust**
- Veteran Coordinated Entry System & Community Coordinated Entry System
- **Assessments** – Immediate referrals to SSVF; referrals to VASH after BSP
- **Bridging SSVF to HUD VASH**
- Data: BNL in HMIS – Reporting
- VLC, Improvement Team, **GPD Strategy Team, GPD Ad Hoc Committee**
- Flex Funds
- Housing First – Front and Center



## Leverage strong relationships and embrace collaboration, enabling the community to best meet the needs of Veterans.

- **Trust and transparency** are enabling partners to communicate and work in different ways
- **Established meeting structures and a regular cadence for meetings** and committees
- Partner organizations have become **less siloed**
- **Shared policies and procedures** help partners work in more aligned ways
- Ending homelessness **requires a lot of entities to come to the table**
- **Staff are passionate and willing** to set aside differences to work together

“Now we're in that same room together, working together to see how we can develop, or how we can navigate moving into one direction, with the same goals.”  
(Detroit Case Study Profile, Equal Measure 2023)

## Detroit's Coordinated Entry System

- Strong and consistent leadership in VA programs, SSVF and GPD partners (VLC/Improvement Team/CoC Board)
- Dedicated Coordinated Entry Specialist position dedicated to focusing on supporting VA homeless programs to fully collaborate with the community, (Continuum of Care (CoC), SSVF, Shelters and other community partners)
- Detroit integrated as one system. It has been instrumental in more comprehensively understanding Veterans' needs

“We have a system that moves and when there's an issue, we're working on that issue simultaneously along with the issues that are happening...We have an issue, but we've surrounded that issue and saturated it with expertise and people who can keep the system moving.” (Detroit Case Study Profile, Equal Measure 2023)

## Detroit's Coordinated Entry System

- BNL integrated into HMIS. Better qualify data and reporting
- Dedicated Veteran By-Name List Coordinator who manages the by-name list
- Written policies and procedures of entire system/standard referral documents/consistent evaluation of system/flexibility
- **Referral process** to SSVF, HUD VASH and GPD/CR placement is clear and everyone follows the process

“We have a system that moves and when there's an issue, we're working on that issue simultaneously along with the issues that are happening...We have an issue, but we've surrounded that issue and saturated it with expertise and people who can keep the system moving.” (Detroit Case Study Profile, Equal Measure 2023)

## Assessment and Referrals

- Initial homeless assessments happen on the **same day** (walk-in/Phone)
- **SSVF** referrals occur within **24-48 hours** of contact with the CES
- **Self-Resolve** Veterans are referred within **24-48 hours** of assessment to the Case Management Grant
- **HUD VASH & GPD/CR** referrals occur the same day the VA SW completes Biopsychosocial Assessment
- Veterans are **bridged to HUD VASH** via Progressive Engagement or if part of the VASH Expansion Program and/or other special circumstances

“We have a system that moves and when there's an issue, we're working on that issue simultaneously along with the issues that are happening...We have an issue, but we've surrounded that issue and saturated it with expertise and people who can keep the system moving.” (Detroit Case Study Profile, Equal Measure 2023)

## Data is being used in more intentional ways to better understand and meet the needs of Veterans.

- Progress in streamlining and sharing data, including a by-name list that is integrated into HMIS
- Created a dashboard in Tableau which creates a visual to better understand our population
- Daily BNL report
- Housed Veteran Report
- **Recidivism** Report
- HOMES reports used to compare data with BNL (GPD/CR/HUD VASH)

“I think making progress, any progress that we can make in data that streamlines and makes it easier for us, because when the by-name list wasn’t integrated in HMIS, we didn’t know where people were. It was terrible. ... I think we’ve gotten a lot better with sharing out data over time.” (Detroit Case Study Profile, Equal Measure 2023)

## GPD Beds in Detroit

- **Number of GPD beds** in Detroit has decreased over time: 384 in FY2014 to 80 as of October 2023
- **GPD Strategy Group**
- **GPD Ad Hoc Committee**
- Additional resources, including funds for furniture and utilities, provided Veterans incentives to move into housing (SSVF, Flex Funds)

"There were people in GPD who just couldn't get their foot out. They had the acuity to move, but they didn't have the resources they needed to get over that big hump of moving, the furniture, the lights and the gas. And once we put those things in place, it was a mass exodus."(Detroit Case Study Profile, Equal Measure 2023)

## Housing First

- Improvement Team developed a plan: **Housing First embedded in Detroit's system**
- Slide Deck
- Flyer
- Housing First video
- Implementation

“I can say that there's been definitely more active conversation around housing first, housing focused approaches, starting on the housing plan from day one, really sort of engaging Veterans in a more progressive manner if they're stuck.” (Detroit Case Study Profile, Equal Measure 2023)



## Despite the progress made, Detroit is still addressing some challenges.

- Despite desire and willingness to collaborate, Detroit's still faces challenges with standardized processes, information sharing, and coordination of services.
- **Information** doesn't always trickle down to staff, especially those working on the frontline
- Detroit is sharing and using data in more intentional ways to better understand and meet the needs of Veterans, yet some barriers remain.

## Despite the progress made, Detroit is still addressing some challenges.

- The number of GPD beds in Detroit **has decreased substantially** over time. Partners are still figuring out the best way to prepare for and implement GPD conversions.
- **Providers believe the system needs additional resources**, including:
  - ❖ More low barrier affordable housing, resources to prevent evictions, funds to offer supportive services, financial assistance, and incentives when moving Veterans into housing
- Despite making progress towards ending homelessness for the Veteran population in Detroit, **partners are still seeking solutions to effectively serve the hardest to reach individuals and those who cycle through the system.**
- Partners are interested in understanding policy decisions from the national VA

## Contact Information

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*HCHV Coordinated Entry Specialist*  
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*MH Social Work Authority | Director,*  
*MHSW Training*  
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Lauren Licata, MSW  
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*Program Analyst*  
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# Questions and Open Discussion





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What to Expect Next and Close Out

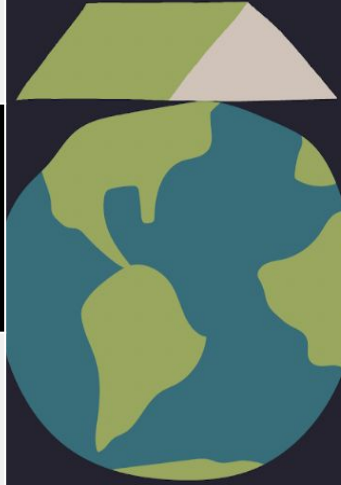
# 2nd Session

**Welcome Back!**  
(2:30-2:35 pm)

**Activity Overview**  
(2:35-2:45 pm)

**Group Problem Solving**  
(2:45-3:45 pm)

**Close-Out**  
(3:45-3:50 pm)



# 3rd Session

**Welcome Back!**  
(9:45-9:50 am)

**Team Time**  
(9:50-11:40 am)


**Close-Out**  
(11:40-11:45 am)






# Head to Lunch!

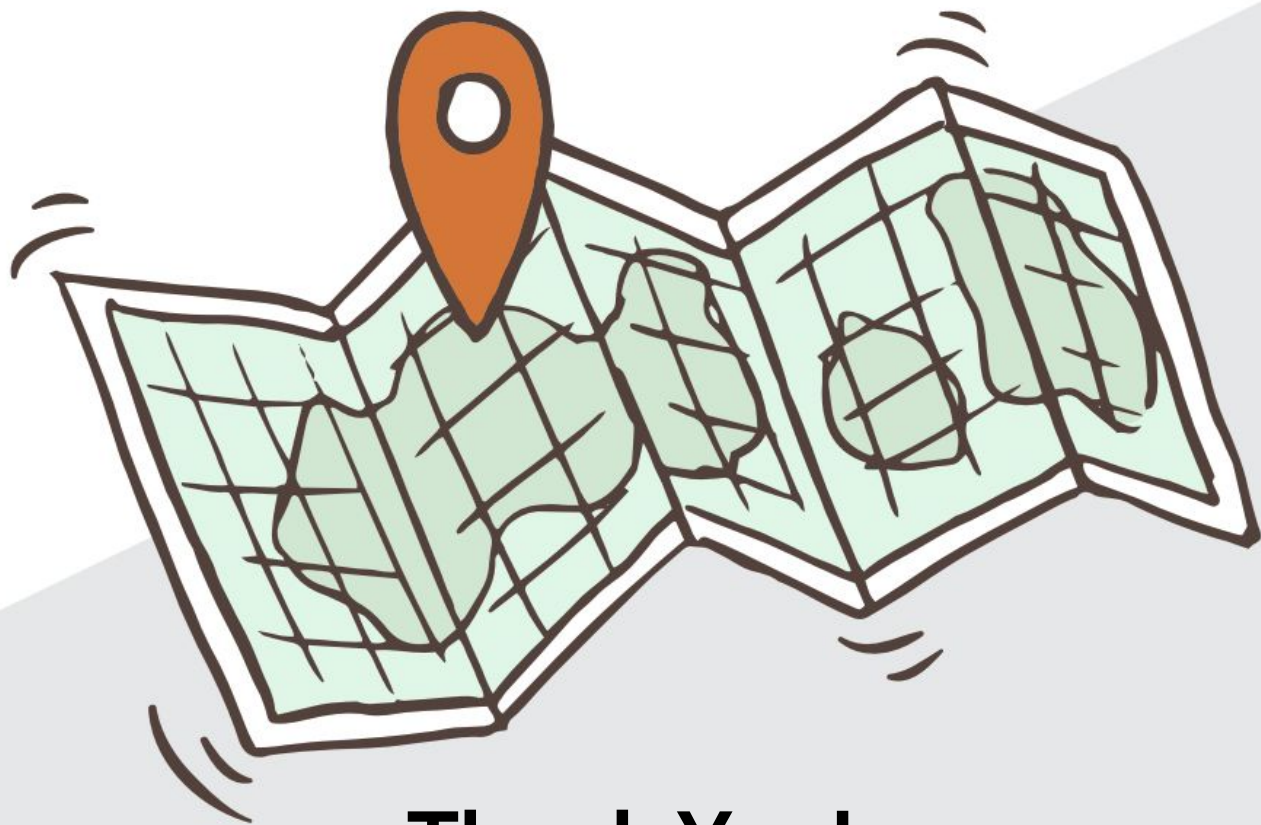
See you again in this room at 2:30 p.m.

 If you were invited to attend the **Federal Partner Lunch**, please go to the Georgetown room (Follow our federal partner, Shawn!)

 **Detroit GPD Providers** and **Detroit GPD Liaisons**, you will be meeting with Nadine and Paul at 2:30 in the Howard Conference Room. You are also invited to have lunch with Nadine and Paul now (Follow them!)

# ROAD TRAP





**Thank You!**

# Welcome Back!



**Find a seat: Sit with people who are not from your community!**

# Session Flow

**Welcome Back!**

(2:30-2:35 pm)

**Activity Overview**

(2:35-2:45 pm)

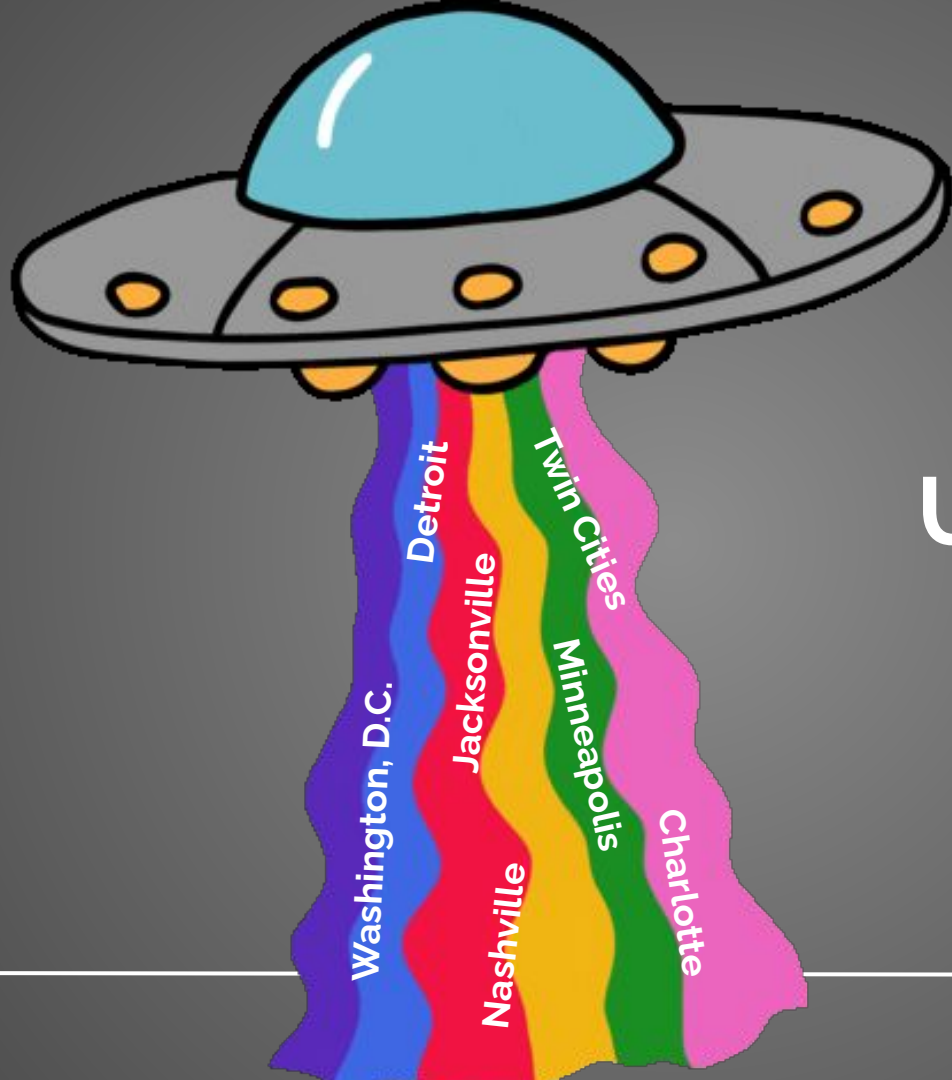
**Group Problem-Solving**

(2:45-3:45 pm)

**Close-Out**

(3:45-3:50 pm)





# UFO Exercise

# UFO Exercise Instructions:

- Write down 1 thing on a sticky note that has you, your team, and/or your community feeling really stuck. This should be something that you want your peer communities/table members to solve for you.
- Determine who at your table will share first. This person should read their problem statement out loud to the table.
- Table members have 2 minutes to ask clarifying questions before the UFO comes and carries away the person presenting the problem.
- UFO arrives (music plays) and carries the person presenting the problem away (Not really...Just turn your chair around).
- Table members have 2 minutes to quietly brainstorm ideas on sticky notes and 6 minutes to discuss as a group. The person who presented the problem remains silent and takes notes as the group discusses how to solve the presented problem.
- UFO returns (music plays) and the person who presented the problem turns back around. You have 4 minutes for debrief as a group.
- Repeat as many times as we have time for. Please note that not everyone will be able to go.

# Sourced Example Problems:

- My community struggles with engaging folks who continue to decline housing and services. What strategies have proven successful for working with this population? Are there any low-barrier housing models (eg, no paperwork, no background checks) that have been tried?
- My community is trying to identify strategies for keeping folks in housing without taking away funding and resources for those experiencing literal homelessness. How could we achieve this?
- My community will be bringing on new BFZ-funded positions soon (project coordinators, data support). How do we most strategically use these positions? What lessons learned exist from other communities?
- My community currently has GPD/TH beds that are full, but we also have functional zero within sight (within the next 1-2 years). When should we start thinking about and discussing GPD conversion? What's the process? How can we best support providers with GPD grants to remain financially viable while still ensuring our system is configured the optimal way?
- My community has identified a gap in program/service models for our aging and medically frail seniors, especially those with behavioral health needs. What are communities doing to meet this need?
- Our community is starting to see higher levels of inflow. How can we get on top of this before our trendline starts moving in the wrong direction?
- Once a client is matched to a resource, we're finding that it's still taking too long to help them through the paperwork/documentation process. What strategies exist for expediting paperwork and lease-up?
- Our community is finding that housing placements are beginning to slow. A big part of the problem seems to be unit availability. What have other communities found to be most successful with regard to landlord partnerships and unit identification?

# Welcome back to Earth!

We will see you all again tomorrow morning at 9:45 am for team planning time.

Have at least one team member bring their laptop with them, if possible.





**Shout Outs!**

**Who gave you a great/creative idea  
and what was it?**



**Thank You!**

# Large City Last Mile

2023 Learning Session



# 3rd Session

**Welcome Back!**  
(9:45-9:50 am)

**Team Time**  
(9:50-11:40 am)

**Close-Out**  
(11:40-11:45 am)

Find a seat:  
Sit with your community





# Data and Visualization Support Staff Available for Work Planning



Washington, D.C. - Marco



Twin Cities - Sunyoung



Minneapolis - Elliot  
(virtually)



Jacksonville - Lauren



Detroit - Adam



Charlotte - John  
(virtually)



Nashville - Floating Support

# LCLM Team Planning:

Work time with your team!

Pull up your current projects -  
Pull in folks from other teams  
if there is something you want  
to discuss with them.



Think about the things you  
heard in the prior sessions  
that you want to learn more  
about and the projects you  
are working on currently!

Nashville: Start thinking of  
the improvements that you  
need to make and your draft  
timeline to FZ.

# Nashville Large City Last Mile Timeline (Veterans)

June '23

Dec '23

June '24

Dec '24

June '25

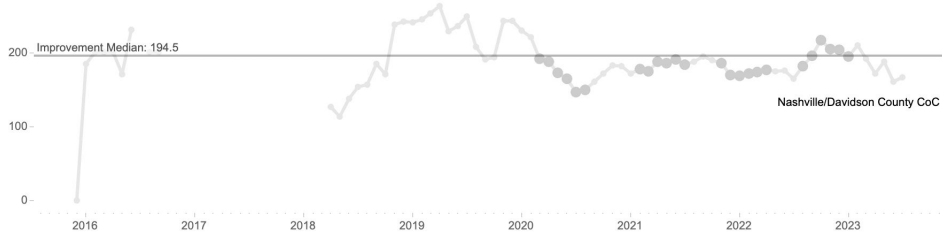
Dec '25

June '26

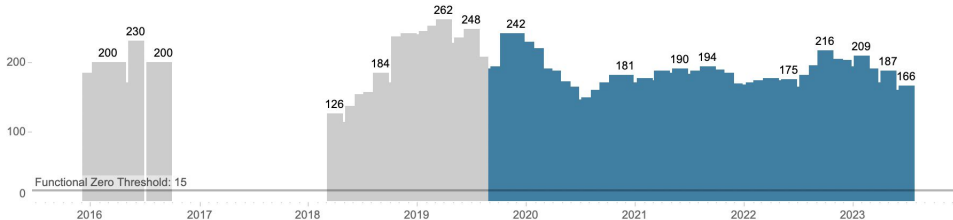


AIM:

**Actively Homeless** Monthly **Veteran Single Adults** data with signal indicators for **Shifts**



**Actively Homeless Population** Monthly count for **Veteran Single Adults**



**Built For Zero.**  
COMMUNITY SOLUTIONS

A MOVEMENT TO END HOMELESSNESS



# Veteran

DATE		DATE
Increase Outflow		
Decrease Inflow		
General System Improvements		
AH #		AH #

# Big Ideas and Next Steps

- 1 idea that you're excited to bring home
- 1 immediate next step you plan to take



**Thank You!**