

# MONTHLY LEADERSHIP REPORT

HOMELESS SERVICES IN TARRANT & PARKER COUNTIES

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TARRANT COUNTY HOMELESS COALITION

April 8, 2019

Dear community leaders and partners in service,

We are off to a wonderful start in 2019 and I want to thank each of you for playing such a crucial role in the campaign to end homelessness. TCHC held its annual Point In Time Count in January and with the support of more than 560 volunteers and 100 members of law enforcement, we were able to collect the most current and accurate data about homelessness in Tarrant and Parker counties. The data we collected formed the foundation for our State of the Homeless addresses we delivered in Arlington and Fort Worth in late March. **The CoC is pleased to announce that homelessness in Tarrant and Parker counties rose by only 0.6%. When you compare this modest increase to the robust population growth of more than 1.6% in Tarrant County, homelessness is actually decreasing as a percent of population.** I wish to extend a heartfelt thank you to the entire community for your tireless work and dedication to ending homelessness.

This month's issue of the Leadership Report will be a little different than usual. In it, we will be detailing the Continuum of Care Strategic Plan that is the result of months of planning and collaboration between The CoC Board, TCHC staff, stakeholders and community leaders. The CoC has a new vision, mission and a framework of five strategic goals that will guide and propel our community forward for the next five years.

In addition to the CoC strategic plan which will be outlined in this issue, the TCHC Board has been hard at work on its own strategic plan that will guide our organization in the years ahead. The TCHC strategic plan will reinforce the agency's role as the supportive backbone of the Continuum of Care and places us in an ideal position to support our community's work. The adoption of both concurring plans will provide a clearer understanding of where we are, where we want to go and how we are going to get there as an organization and a community.

Like prior issues of the Leadership Report, this one comes complete with an overview of the CoC Board and committee structure, specifically highlighting committee responsibilities in implementing the strategic plan, information regarding affordable housing, an update on our community's accomplishments and a preview of what's on the horizon for TCHC. Again, my hope is that this report helps our community have a clear picture of what is happening within our Housing Crisis System of Care now and what is planned for the future. Please let me know if you have questions or would like more information.

Our community is moving forward together and TCHC appreciates the opportunity to serve.

In Service,



Tammy McGhee  
Executive Director

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# STRATEGIC PLAN 1

## CoC Strategic Plan

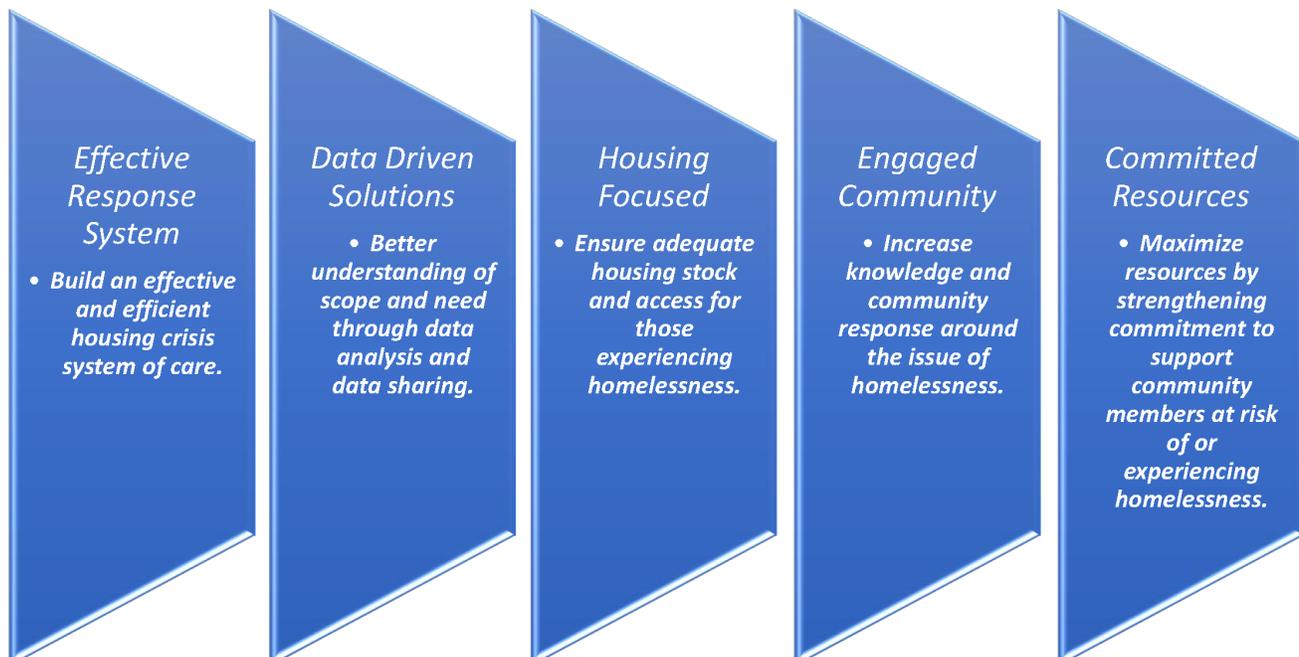
The Continuum of Care (CoC) Board of Directors in collaboration with TCHC staff and, community leaders and stakeholders and consultants is proud to unveil its community strategic plan which was adopted on March 25, 2019. This plan is the result of intensive and focused thought and planning and represents **Where We Are, Where We Want To Go and How We Are Going To Get There.**

**Vision** – A vibrant community where every individual has a place to call home and the resources to live their best life.

**Mission** – The Continuum of Care cultivates partnerships to collectively create effective and efficient community solutions for the homeless.

## Community Strategic Goals

# Community Wide Strategic Goals



The CoC Strategic Goals are the guideposts of the journey to prevent and end homelessness. They are purposefully community-wide in scope because it will take the entire community rowing in one direction to affect significant and positive change for those at risk of or experiencing homelessness.

Each section of this report outlines a specific goal in more detail including underlying strategies, where it fits in the overall structure of the plan and any relevant examples of initiatives TCHC is embarking on to support the goal's success.

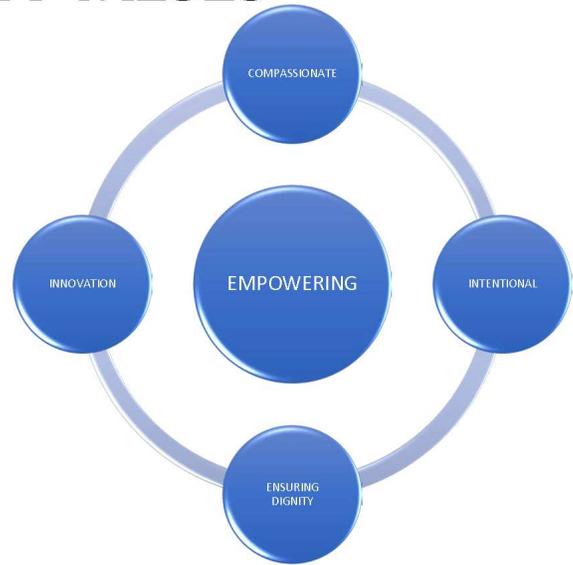
# STRATEGIC PLAN 1

## Community Core Values

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Our community core values will permeate everything that we do and every service we provide. TCHC seeks to empower both our partners and the community we serve by adhering to these five key principles. By being intentional about how we structure our initiatives and making certain that we infuse them with our values will allow TCHC and the CoC to provide value and opportunity to the people we serve.

### COMMUNITY VALUES



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## Community Competencies

### COMMUNITY COMPETENCIES



These five competencies represent the collective skill-set of the CoC. They will inform our decisions and infuse every program and intervention that we as a community design and implement. The CoC is committed to ensuring that everyone is working with skills and best practices at a high level of competency so we can better serve our partners, clients and the community.

# LEADERSHIP 2

## The CoC Board of Directors

The Continuum of Care (CoC) Board of Directors helps chart the course for the entire community regarding the issue of homelessness. The CoC Board has five (5) standing committees, each playing a vital role in establishing strategic priorities and developing the community's response to end homelessness.



## CoC Board Committees

The CoC committees, along with TCHC staff, have primary responsibility of implementing the strategic plan. Below is a breakdown of what committee is paired with which goal and the specific area of importance it addresses.

By distributing the responsibilities to multiple groups who all serve one Board will help guarantee accountability and the development of cohesive work plans. To address the many issues surrounding affordable housing, the CoC formed the Housing committee in March, 2019.

Strategic Goal	CoC Committee	Addresses
Goal 1 – Effective Response System	Improvement, Coordination & Training	Systems and Processes
Goal 2 – Data Driven Solutions	HMIS	Data collection, utilization and sharing
Goal 3 – Housing Focused	Housing	Affordable housing
Goal 4 – Engaged Community	Governance	Communications, education and public engagement
Goal 5 – Committed Resources	Allocations	Funding and investment

# PERFORMANCE 3

## Effective Response System

Building a strong safety net is a key priority for the CoC and TCHC. Within this system, there are opportunities to target interventions around priority populations which will result in a more optimal allocation of resources

**Goal 1- Build an effective and efficient housing crisis system of care.**



Identify and target **priority populations**.



Pinpoint and engage in **targeted interventions**.



Implement **streamlined services**.



Ensure capacity to **deliver best practices**.

## 2019 Point In Time Count Results

The 2019 Point in Time Count was conducted January 24th with the incredible support of 560 community volunteers and more than 100 members of law enforcement. The numbers below represent a snapshot on how our system of care performed on one night. Based on the data collected from emergency shelters and through interviews conducted by our volunteer teams, **the rate of homelessness rose by only 0.6%**.

When you compare this slight increase to the 1.6% yearly population growth Tarrant County is experiencing, our community is performing well. Additionally, our community saw a significant **17.4% decrease in unsheltered homeless**. The five-year historical data is broken out below by where people are sleeping.

## Point in Time Count: 2019 Results

	Unsheltered (UN)	Emergency Shelter (ES)	Safe Haven (SH)	Transitional Housing (TH)	Total	Annual Change
<b>2019</b>	<b>560</b>	<b>1,263</b>	<b>20</b>	<b>185</b>	<b>2028</b>	<b>+0.6%</b>
2018	678	1,228	20	89	2,015	+5%
2017	390	1,294	20	220	1,924	-0.70%
2016	423	1,088	20	407	1,938	+1.25%
2015	217	1,245	20	432	1,914	-21.07%

# SYSTEM ACCOMPLISHMENTS 4

## Data Driven Solutions

**Goal 2: Better understanding of scope and need through data analysis and data sharing.**



Increase thoughtful and deliberate **analysis of key data points** to provide more objective perspective for partners and stakeholders.



Expand **external partnerships** for increased data sharing.



Utilize agreed upon credible data source to ensure reliable and accurate **data quality**.



Implement **cross-systems analysis** for accurate analysis of resource utilization.

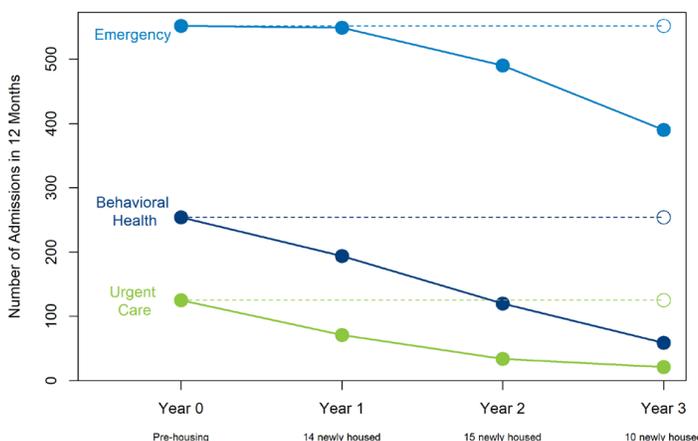
Having the most accurate data possible and sharing it with each other is at the core of the CoC strategic plan. More data sharing means a more comprehensive picture of homelessness while better data quality leads to increased investment in proven programs that work.

## Pathways To Housing

In 2015 the community partnered with JPS, Tarrant County, The Salvation Army, and Amerigroup to create a PSH program to house our highest utilizers of the JPS Emergency Room. The program provides rental assistance, case management and supportive behavioral health services to individuals who have 4 or more visits to the ER in 12 months time. Most have more than 80 visits with the highest having 167 visits in 12 months. Not only did we achieve our primary goal of decreasing ER visits and connecting people to more targeted healthcare treatments, but visits to Behavioral Health and Urgent dropped substantially as well.

## Cross System Analysis Success Story: Pathways to Housing

Figure 1: Effect of Housing on Admissions



- Permanent Supportive Housing program which began in November of 2015
- Provides rental assistance, case management, and supportive services for chronically homeless high utilizers of the JPS Emergency Room
- Collaborative Partnership: Tarrant County, JPS, The Salvation Army, Amerigroup

# SYSTEM ACCOMPLISHMENTS 4

## State of the Homeless Addresses

On March 20th and 21st, TCHC gave its State of the Homeless Address to Arlington and Fort Worth respectively. The presentations contained the latest and most accurate data surrounding the issue of homelessness in our community. TCHC used this opportunity to unveil its community strategic plan that will guide and propel us to achieve tremendous things during the next five years and well beyond.

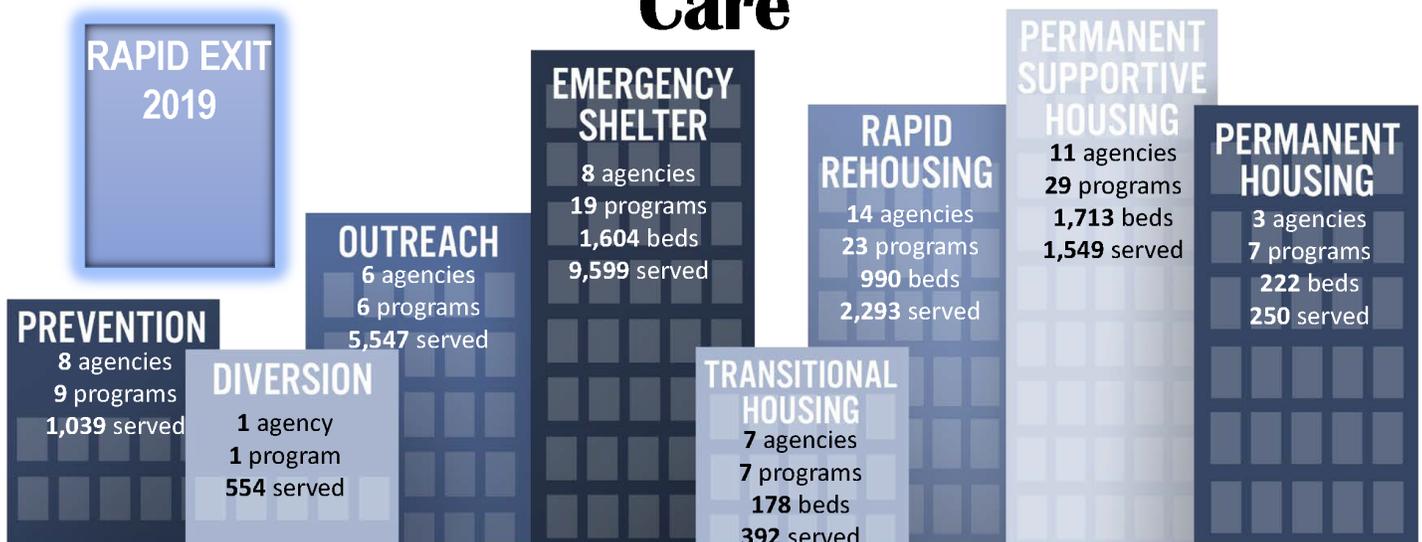


TCHC Executive Director, Tammy McGhee, delivers remarks at the TCHC State of the Homeless address at the Salvation Army in Fort Worth.

## System Performance Successes

Our Housing Crisis System of Care is truly amazing. **Comprised of more than 50 agencies, 100 programs and over 300 case managers, it served 21,223 people last year alone.** With the 2019 introduction of Rapid Exit, a program that quickly connects clients who need very little assistance with housing through employment, the breadth of services offered by the CoC continues to expand. Thanks to the tireless efforts of each and every direct service provider, we will move ever closer to achieving our vision of everyone having a place to call home.

## 2019 Homeless Crisis Response System of Care



### TOTALS

58 agencies | 101 programs | 4,707 beds | 21,223 served

# AFFORDABLE HOUSING 5

## Housing Focused

**Goal 3: Ensure adequate housing stock and access for those at risk of or experiencing homelessness.**



Work collaboratively with local government to **prioritize policies** and resources to support housing needs.



**Commitment to develop** permanent supportive housing and rapid rehousing units to meet current and projected need.



**Educate and support landlords** around key issues of housing people exiting homelessness.



Build **healthy and thriving communities** that are affordable and accessible.



Build bridges between organizations and key institutions to **increase partnership**, cooperation and action around affordable housing in our community.

Housing is the key to ending homelessness. It is the only permanent intervention that is currently available. That is why TCHC is committing so much time, energy and effort to developing and implementing a wide array of housing solutions.

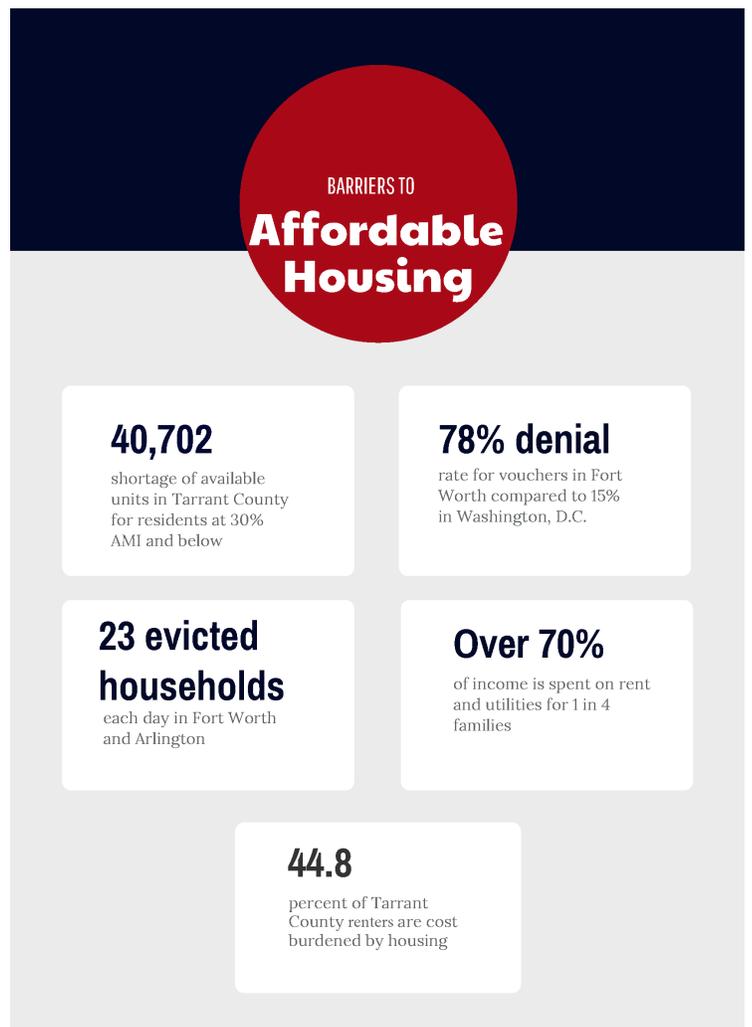
## Barriers to Affordable Housing

The statistics here serve as a stark reminder that there is much work to be done in ensuring our community has an adequate and diverse stock of housing.

TCHC is actively engaging landlords to give people experiencing homelessness a chance as a tenant by accepting housing vouchers. A goal of the CoC is to recruit a high number of landlords willing to provide homeless individuals and families an opportunity at housing.

Being cost burdened, or spending more than 30% of income on housing is another significant issue. Nearly half of all Tarrant County renters fall into this category.

The lack of affordable housing is a problem that touches thousands of our friends and neighbors. It will take the entire community uniting to see that everyone has a place to call home.



# Engagement 6

## Increased Community Response

**Goal 4:  
Increase  
knowledge and  
community  
response  
around the  
issue of  
homelessness.**



**Increase the capacity** of partners and stakeholders so they can influence the conversation around homelessness.



**Strengthen engagement** to increase the community's understanding of the issue.



**Mobilize the community** to create reasonable, viable solutions.



**Engaged and informed leaders.**



**Intentional Calls to action.**

A fully informed and engaged community is a key to achieving our vision of ending homelessness. When the entire community pulls in the same direction, we can accomplish tremendous things.

## HUD Secretary Visits Fort Worth

US Department of Housing and Urban Development Secretary, Ben Carson, met with community leaders during his recent visit to Fort Worth. Secretary Carson applauded the efforts of our community, calling Fort Worth, "a model for the country."

During his visit, Secretary Carson discussed the need for more public-private partnerships as key to ending homelessness. He specifically commended the high level of cooperation between agencies, non-profits, cities, the county and private donors happening in Fort Worth and throughout Tarrant County.

From L to R: Andy Miller, Artie Williams, HUD Secretary Ben Carson, Fort Worth Mayor Betsy Price, Tammy McGhee, Billy McCutchan, Toby Owen



# FUNDING 7

## Committed Resources

The CoC is committed to investing in and expanding its portfolio of partnerships to fund performance driven initiatives. In addition to intelligently allocating resources, we want to strengthen the overall safety net for all those experiencing homelessness.

**Goal 5: Maximize resources by strengthening commitment to support community members at risk of or experiencing homelessness.**



Commitment to be **performance driven** to make the biggest impact with resources.



Ensure **continuous quality improvement**.

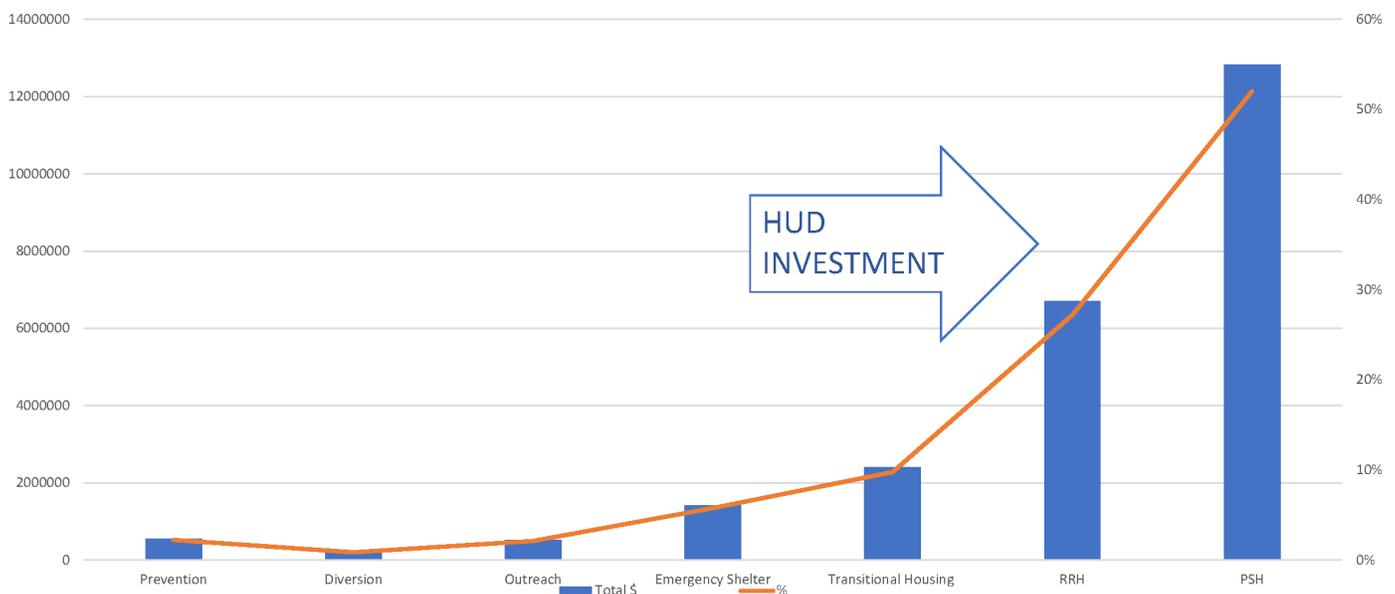


**Invest in partnerships** to expand opportunities.

## At Work in the Community

The CoC received \$13.3 million from HUD to fund its housing operations. The graph below shows the public sector investment in our community broken out by type of intervention. The CoC is committed to allocating resources to fund interventions that have growth potential like Prevention and Rapid Exit and therefore, will be actively pursuing new and varied sources of revenue in the future.

## Where does the money go?



# ON THE HORIZON 8

## SOHA Complete Report Release



**The 2019 State of the Homeless Report will be released to the public this April.** This comprehensive report is the definitive source for the most current and accurate data touching the issue of homelessness in Tarrant and Parker counties. The report will be available in print and via the TCHC website at: <http://ahomewithhope.org/>.

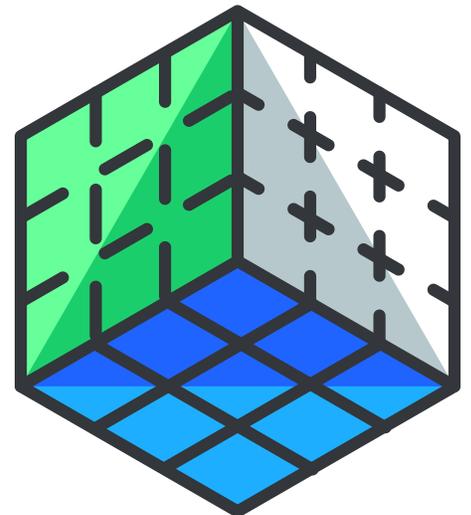
## Green River Implementation

TCHC is contracting with Green River to enhance and streamline its current HMIS software – Efforts to Outcomes. Green River will allow TCHC to engage in cross systems integration with a wide array of partners – law enforcement, hospitals, school districts and others – and customize reports detailing our current system and how resources can more efficiently be utilized.

In addition to improved functionality and adaptability, Green River also provides value to our community through cost savings. Open Path is an expansive, web-based software platform that helps care providers,

governments, hospitals and insurance companies better serve people experiencing homelessness. It serves as a data integration platform and analytic data warehouse that supports care coordination, coordinated entry processes, and in-depth analysis of homeless services.

TCHC is currently working on customizing the software to optimally fit the needs of our community and will begin a gradual roll-out over the next few months. To learn more about Open Path and how it will impact our community, please visit <https://www.openpath.host/>.



## How To Get Involved

You can partner with TCHC in many different ways. From donating directly to support vital programs of support and service, to having your organization conduct an in-kind drive to sponsoring and attending our fundraising events, your support enables TCHC to continue to build a vibrant community where everyone has a place to call home.

To plug into the campaign to prevent and end homelessness, please contact **Kayla Mosley, Community Engagement Coordinator**, at [kayla@ahomewithhope.org](mailto:kayla@ahomewithhope.org)