

OVERVIEW

Heading Home utilizes a collective impact model¹ for maximizing local services aimed at making experiences of homelessness rare, short-lived and non-recurring. It has implemented such a system and model among existing service provision in Albuquerque (Albuquerque Heading Home), supplementing gaps where needed and serving as the main backbone organization in the collaboration. It is poised to be implemented statewide as a successful strategy in addressing homelessness and related issues such as mental health and incarceration.

Independent research has proven that the methodology used by Heading Home and its partners is cost-effective and achieves better outcomes for clients served.² As a result, homelessness is being reduced in Albuquerque, especially among the most vulnerable people—which includes medical and mental health vulnerabilities.

REPLICATION OPPORTUNITIES

This systemic model can be replicated. It requires that locally existing service providers form shared metrics, streamline services and target resources to those most needy (not first-come, first-served). Success requires that there be sufficient:

- Housing dollars (vouchers)
- Case management
- Ongoing facilitation of partner agency work and collaboration
- Ongoing data gathering and research

Planning Team

- Meets in 2015
 - Identifies key stages for implementation³
 - Identifies Tactical Team
 - Identifies key cities and towns for implementation
 - Identifies how vulnerability is to be defined by local stakeholders (e.g. using NMCEH coordinated assessment)
 - Plans timeline for start-up implementation
- Members (suggested):
 - Housing Organization Staff (Paula Harper, SHCNM)
 - Medical Staff (Dr. Miriam Komaromy, Project E.C.H.O.)
 - Behavioral Staff (Dr. Nils Rosenbaum)

¹ “Collective Impact,” Kania and Kramer, Stanford Social Innovation Review, Winter 2011.

² “City of Albuquerque Heading Home Cost Study,” Guerin and Tonigan, University of New Mexico Institute for Social Research, September 2013.

³ Preliminary research available includes “Albuquerque Heading Home Initiative: Lessons Learned From the First Two Years,” Gooding and Tellez-Humble, PNM Resources, October 2012; “National Evaluation of SAMHSA’s Homeless Programs: Cooperative Agreements to Benefit Homeless Individuals (CABHI), Albuquerque Heading Home, Albuquerque, NM,” Substance Abuse and Mental Health Services Administration, draft form available.

- Police Perspective (Matt Tinney)
- Government Perspective (Doug Chaplin, CABQ)
- Business Perspective (Rick Rennie)
- Backbone Organization (Dennis Plummer, Heading Home)

Heading Home

- Initially (following conclusion of Planning Team work)
 - Sends advance staff to identify with local partners who are the key and critical local partners
 - Schedules a meeting, with those stakeholders, for the Tactical Team to present model

Tactical Team

- Visits cities for a launch meeting to engage partners on the ground.
- Team is subsequently utilized as high-level technical assistance.
- Members:
 - To be identified by Planning Team

Heading Home

- Follow Up to Local Launch Meetings
 - Provides localities with policies and procedures, training manuals and other necessary templates and print materials
 - Hires local Deputy Director to lead the local collaboration
 - Deputy Director works with the forming partnership to further plan local implementation and to boost political and communal will
- Ongoing
 - Manages MOU's and sub-contracts for service delivery
 - Provides branding and marketing
 - Provides ongoing data mining and public awareness building
 - Provides technical assistance
 - Assures fidelity to the model
 - Helps locals to establish supplemental direct services

SUMMARY OF PLANNING TEAM'S ROLE

Cost projections and implementation for the state *can* be calculated by applying the same methodology outlined in the Albuquerque Heading Home Expansion⁴ and scaled to include focus on other sub-population needs (such as youth, families, disabilities, etc.).

Such a projection would be a task of the Planning Team. Determining information for the table below is one example of what this team might be tasked with to complete, city by city, for a full, state-wide implementation of this work.

Timeline	City/Town Name	Need (#s+ types)	Staff Needed	Local Partner Agencies	Cost Projections

SUMMARY OF BACKBONE ORGANIZATION'S ROLE

Heading Home Provides

- Staff
 - Deputy Directors
 - Throughout state, in localized offices
- Funding
 - Of additional local staff (case managers, etc.)
 - Through sub-contracts
- Technical Assistance
 - SOPs
 - MOUs
 - Volunteer Training Manual
 - Case Management Consolidation
 - Branding
 - Print Materials
- Data & Research Management
 - Aggregate studies and results for local and statewide use

⁴ See this report, page 4.

ALBUQUERQUE HEADING HOME EXPANSION

Current Known Cost Projections for Albuquerque

- \$6,500 per person = Fair Market Value for housing voucher
- \$50,000/20 caseloads = Case Management cost

Albuquerque Heading Home, spearheaded by the agency Heading Home, has established \$500,000 (first funded by SAMHSA, now funded by City of Albuquerque). This money accomplishes the following for 75 people annually, with continued outreach for 300:

Direct Services (91%)

Case Management (5 C.M.).....	\$255,000
Housing Specialist	\$65,000
SOAR Specialist	\$60,000
Care Coordination	\$75,000
.....	Sub-Total = \$455,000

Indirect Services (9%)

Research	\$15,000
Administration.....	\$15,000
Public Education	\$15,000
.....	Sub-Total = \$45,000

..... **TOTAL = \$500,000**

Albuquerque Heading Home has⁵:

- identified 900 medically vulnerable people experiencing chronic homelessness
- housed 300 of these people⁶

Some demographics, prior to housing, of people served include:

- 77% had received mental health treatment
- 83% had spent time in jail
- 61% had been attacked since being homeless
- 50% had traumatic brain injuries

⁵ Numbers are rounded off for ease of presenting a reasonable snapshot of the need.

⁶ Ending homelessness for these people resolves other critical issues related to behavioral health, incarceration and general public welfare and interest.

Of the 600 people left to house, 400 are projected to maintain housing. (This is calculated by current recidivism rate.) Annual funds needed to complete the Albuquerque Heading Home housing list (medically vulnerable, chronically homeless) equals \$3,956,000.

- \$6,500 per person times 400 for housing = \$2.6 million
- \$50,000 per 20 caseloads divided into 400 = \$1 million
- \$356,050 (9% of total) for administration, research & public education

