

DRIVING CHANGE STATEWIDE

BfZ State Model

State-level actors can play five powerful roles to drive toward functional zero statewide:

- Convene communities around a shared aim and build collective will
- Resource and empower those communities to build local, multi-agency homelessness reduction systems, rooted in shared, real-time, population-level data
 - Fund staff capacity at state and local/CoC level, to focus on **system-level** data and collaboration, continuous improvement, and performance management
 - Incentivize local communities to prioritize quality data collection as the measure for homelessness in the state
 - Align state funding with population-level outcomes
- Work collaboratively to clear away barriers in direct response to local, data-identified needs
- Engage anchor institutions and partners from other sectors, including health care, to align behind shared aims
- Embed improvement methodologies into state administrative practices to support scale and long-term sustainability of quality data and functional zero outcomes

BFZ State Model Theory of Change

Statewide reductions in
Homelessness
(measurable 3-5 year Aim)

**CONVENE STATEWIDE
STAKEHOLDERS AROUND
SHARED AIM & BUILD
COLLECTIVE WILL**

- Launch statewide community engagement strategy
- Develop communications strategy for influence & accountability
- Build strategic partnerships to align behind what's working
- Leverage state cohort to increase & sustain commitment to zero

**ACHIEVE STATEWIDE
QUALITY DATA**

- Activate state partners to build comprehensive data
- Develop state-level performance management infrastructure
- Adopt statewide measurement standards & mechanisms for cross-Hub coordination

CLEAR THE PATH

- Set a shared, measurable, time bound goal
- Build a state-level/Cross-agency team
- Develop a robust state/local feedback loop
- Align resources & incentives to drive population-level outcomes
- Align state policies & administrative practices to clear the path
- Solve for local challenges to accelerate outcomes

**DEVELOP INFRASTRUCTURE TO
SCALE & SUSTAIN
SOLUTIONS STATEWIDE**

- Commit dedicated staffing capacity responsible for population-level outcomes at state & local levels
- Lead deployment & adoption of standards, tools & model using QI framework with community teams
- Reinforce data infrastructure to scale & sustain quality data over time
- Scale up evidence-based best practices (program & system)

**CENTER RACIAL EQUITY AND LIVED
EXPERTISE AS
KEY DRIVERS IN
ENDING HOMELESSNESS**

- Establish a measurable racial equity framework, for all local teams/regions
- Center racial equity goals in communications, performance management & peer learning
- Develop models of engagement in system design, leadership, and improvement, for people with lived expertise

Vertical Alignment to Remove Barriers

IMPLEMENTATION SPACE

How structure gets translated into technical behavior

How systems do/don't collaborate

How the pieces fit together around the user

State Strategy Team

Surface & remove barriers



Feedback loop to drive strategy

Local Hub Teams

TECHNICAL SPACE

Housing and service models
Practical service delivery

Evidence-based interventions and best practices

Local Providers

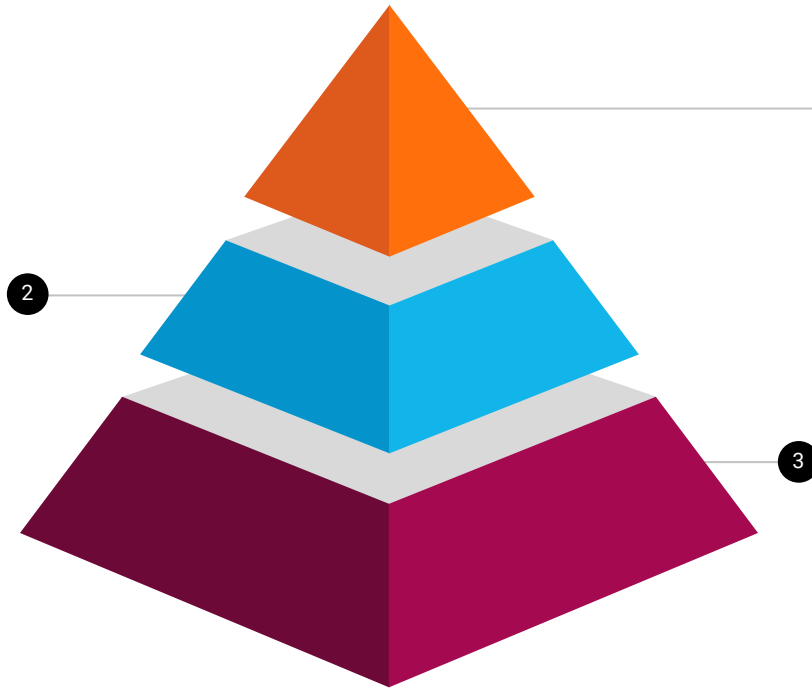
STRUCTURAL SPACE

Laws and policies

Benefits and entitlements

Funding parameters and amounts

- *State Legislature*
- *Interagency Council*
- *Governor's Cabinet Group*
- *State Housing Finance Agency*



BfZ Maine: State Strategy Team



**Maine Statewide
Homeless Council**

BfZ Maine: State Strategy Team (SST team members who are also active SHC members)

Lauren Bustard	Senior Director of Homeless Initiatives	MaineHousing
Awa Conteh	CoC Tri-Chair	Maine Continuum of Care
Virginia (Ginny) Dill	Housing Program Manager	DHHS - Office of Behavioral Health
Kate Easter	Housing Services Coordinator; CoC Tri-Chair	Maine Coalition to End Domestic Violence; Maine CoC
Aaron Geyer	Social Services Director	City of Portland
Beth Hamm	Deputy Commissioner	Maine Dept. of Health and Human Services
Tara Hembree	CoC Project Coordinator	MaineHousing
William Higgins	Executive Director	Homeless Advocacy for All
Sharon Jordan	Director of Clinical Services	Wabanaki Public Health and Wellness
Amelia Lyons	McKinney-Vento Homeless Education State Coordinator	Maine Department of Education
Cory McLain	State Director, Maine	US Department of Housing and Urban Development
Amy Morin	Clinical Social Worker	Veterans Administration
Greg Payne	Senior Housing Advisor	Governor's Office of Policy Innovation and the Future (GOPIF)
Heather L Pelletier	Delivery System Reform Unit - Program Coordinator	Office of MaineCare Services (OMS)
Vickey Merrill	CoC Tri-Chair	Maine Continuum of Care
Cullen Ryan	Executive Director/Chair	Community Housing of Maine/Maine CoC
Sara Wade	Contract Administrator	Maine Dept. of Health and Human Services
Kelly Watson	Homeless Initiatives Operations Manager	MaineHousing
Katie Spencer White	Chief Executive Officer	Mid-Maine Homeless Shelter & Services
Shawn Yardley	Chair, Statewide Homeless Council	Statewide Homeless Council

BfZ Maine

Second State to adopt Built for Zero

- State team launched 1st Action Cycle in June 2022

Convened cross-agency, cross-community State Team to clear the path for local outcomes

9 Service Hubs covering the full state

MaineHousing is funding full time Hub Coordinators (systems capacity) in each of the 9 Hubs

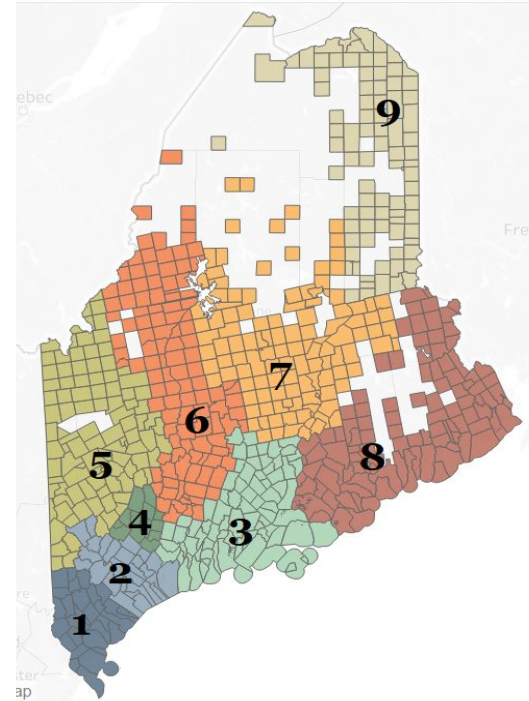
All Hubs currently working to achieve quality data

OVERVIEW:

- **Homeless population:** 4,412 (AHAR 2022)
- **Homeless Per Capita:** 32/10,000
- **One Statewide CoC**
- **One HMIS system** (run by MH)
- **State Staff:** one FTE dedicated to Hub and State-level System Improvement

Examples of State Team Focus Areas

- Reaching quality data statewide
- Streamlining access to housing
- Address racial disproportionality
- Accessing Medicaid services and support



Maine BFZ Long Term Aims

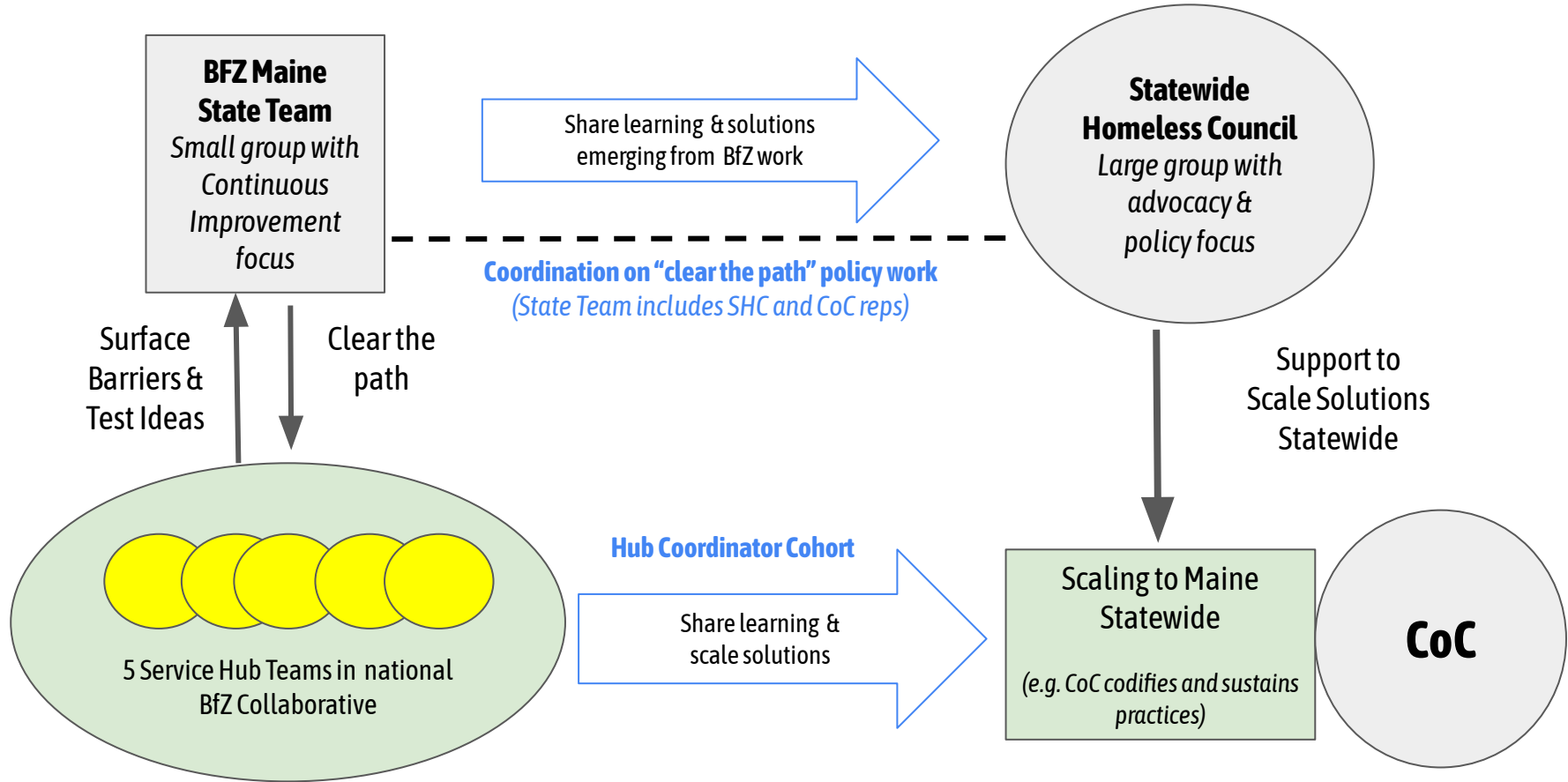
- **By June 30, 2026 (4 yrs):**
 - **Reach Functional Zero statewide for Chronic homelessness**
 - **Reduce homelessness for All Single Adults by 25%**
 - Must include significant reduction in Greater Portland (add %)
- **By June 30, 2025 (3 yrs):**
 - **Reach Functional Zero statewide for Veterans**
- **By June 30, 2024 (2 yrs):**
 - Reach quality data statewide for youth and families (building path to FZ)
- **By June 30, 2023..... X of 9 Hubs are at Quality Data?**
 - In 2023, CS will finalize measurable standard for *state-level* QBND

Migrating the SST work to Statewide Homeless Council



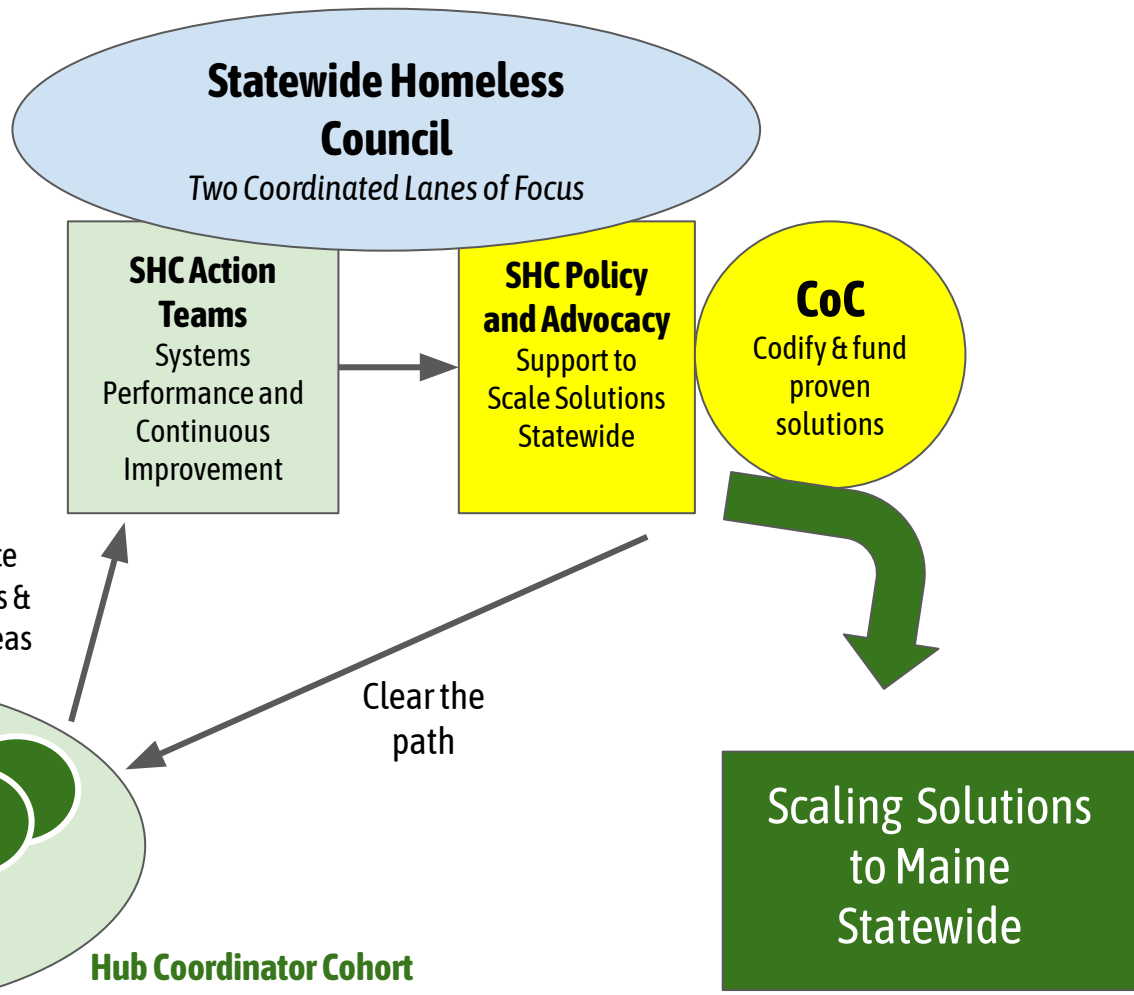
**Maine Statewide
Homeless Council**

CURRENT: June 2022 - June 2023



**PROPOSED:
Starting July 2023**

*Add SST Action-focused work as
a complementary lane under
SHC umbrella*



Proposed: SST Action Teams become SHC Action Teams

CURRENT TEAMS	MILESTONES	TEAM MEMBERS
Veteran Surge	By June 30th <ul style="list-style-type: none"> design engagement and Communication Plan to promote Veteran Surge (VS) Define over all VS goal and identify resources 	Amy Morin, Matthew Kennedy, David Richmond, Awa Conteh, Vickey Merrill, Sara Wade, Lauren Bustard, Tara Hembree, Erin Healy
Systems Improvement	Case Conferencing Protocols By 4/15, a team has designed case conferencing protocols for the Hub Network Streamline Housing Process <ul style="list-style-type: none"> By 2/28, establish a baseline for # Days-In-Process By 6/30, implement changes that reduce average DIP by 10% By 12/31, reduce ave DIP by X% By 12/31, increase Monthly Outflow by X% Increase Rural Outreach <ul style="list-style-type: none"> By 6/30, confirm funding to increase Outreach capacity in rural Hubs by X% By 12/31, # new outreach staff activated in rural Hubs 	Cullen Ryan, Kate Easter, Kelly Watson, Ginny Dill, Beth Hamm, Heather Pelletier, Lauren Bustard, Tara Hembree Katie Spencer- White, Amy Morin, Hub Coords
Racial Equity & Lived Expertise	By X date, clarify clear, complementary lanes of work b/w this Action Team and CoC DEI Workgroup	William Higgins, Sharon Jordan, Amelia Lyons, Katie Spencer-White, Kate Easter

BREAKOUT DISCUSSIONS -- Feedback on this Idea

- What do you like about this idea?
- What are your concerns about this idea?
- What questions do you have?
- What tweaks would you make to the proposed idea?
- Any alternative ideas? How else might we design a transition process that:
 - Sustains the momentum of the SST action teams and goals
 - Aligns best with SHC form and function
 - Is complementary to SHC's policy and advocacy mission