

MYTHS AND MODELS:
**THE SEDUCTIVE DREAM OF THE
BEST PRACTICE IN SOCIAL
PROBLEM SOLVING**

August 18, 2017

COMMUNITY
SOLUTIONS



Who We Are

COMMUNITY SOLUTIONS

deploys the best problem solving tools
from multiple sectors to help communities **end homelessness**
and the conditions that create it.

What is the purpose of scale?



Scale as replication
of a model

A large, diverse crowd of people walking outdoors, illustrating the concept of scale. The crowd is dense and fills the frame, with people of various ages, ethnicities, and clothing styles. The background is bright and sunny, suggesting an outdoor event or festival. The text 'Scale as expansion of client base' is overlaid on a magenta rectangular box in the lower-left quadrant of the image.

Scale as expansion
of client base

Scale as expansion
of impact



Simple



Complicated



Complex

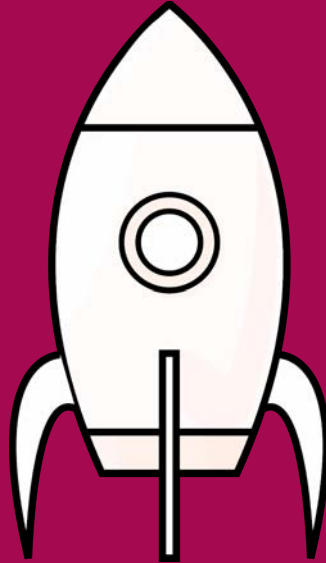


The fundamental mismatch

Technical



Complicated



Complex

Homelessness

The Achievement Gap

Community Health

Climate Change

*Bullying and School
Violence*

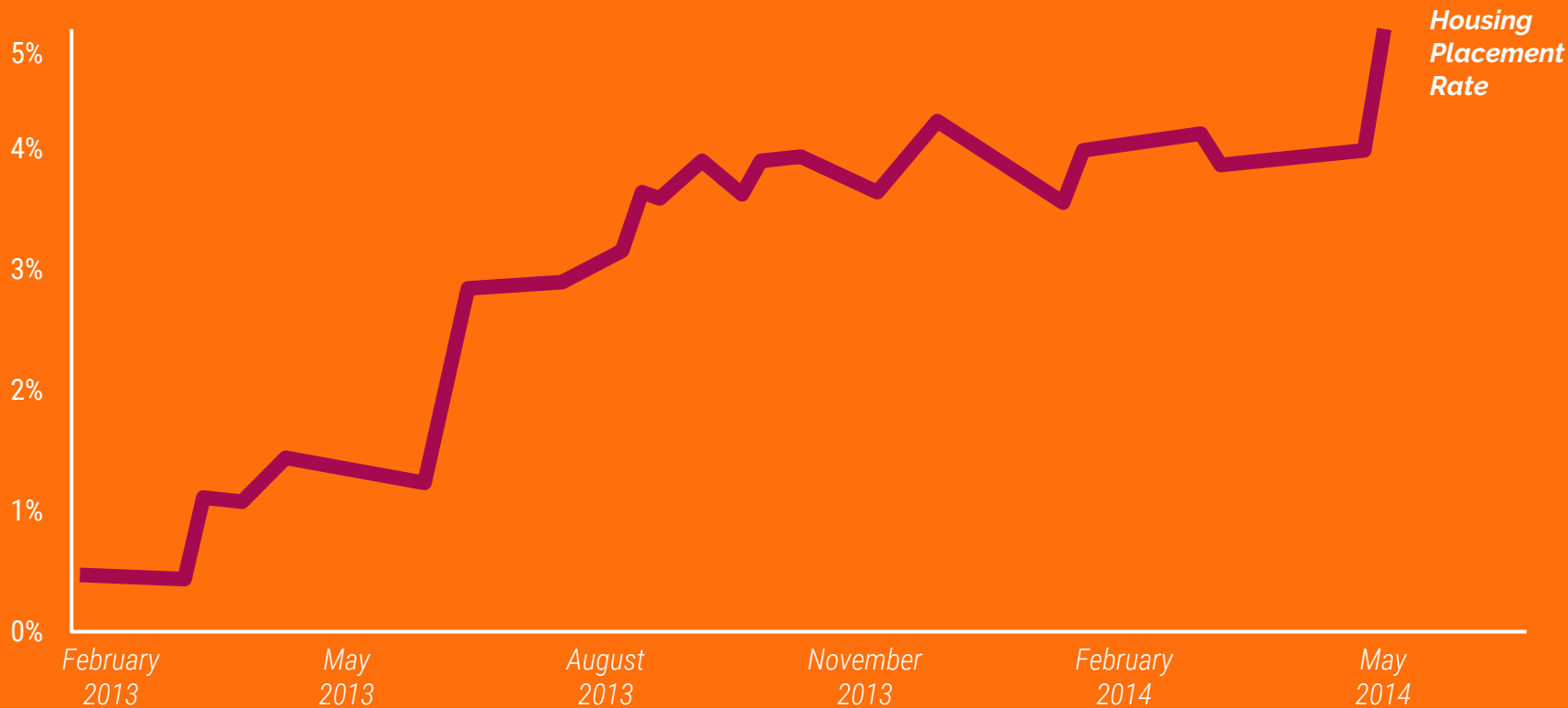
Insufficient Technical Approaches

- Long-range planning or 10-Year Plans
- Standard operating procedures
- Fixed job descriptions
- Pilot project obsession
- Optimized siloes instead of integrated systems
- Summative evaluations followed by replication toolkits

Learning the hard way



Average Housing Placement Rate



www.100khomes.org

101,628
PEOPLE HOUSED

**100,000
HOMES** | COMMUNITY
SOLUTIONS

www.100khomes.org

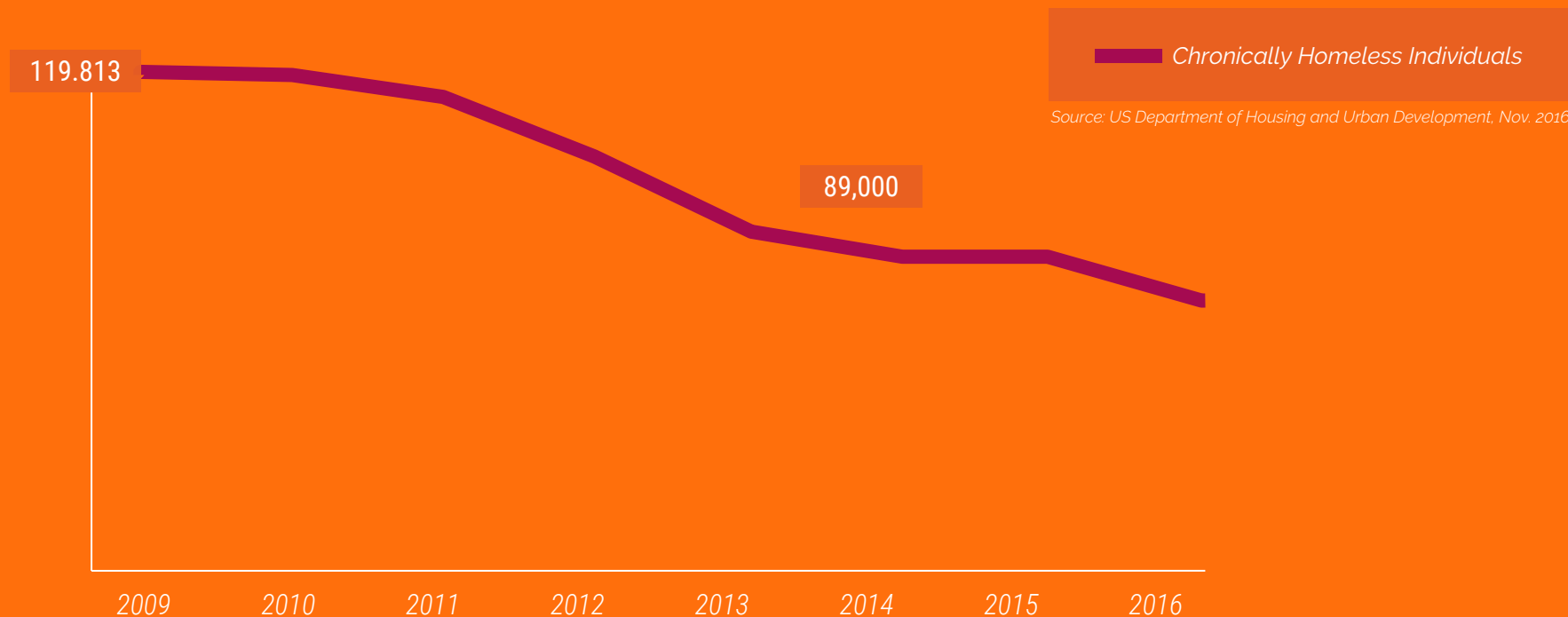
**WE CAN END
HOMELESSNESS**

**100,000
HOMES** | COMMUNITY
SOLUTIONS

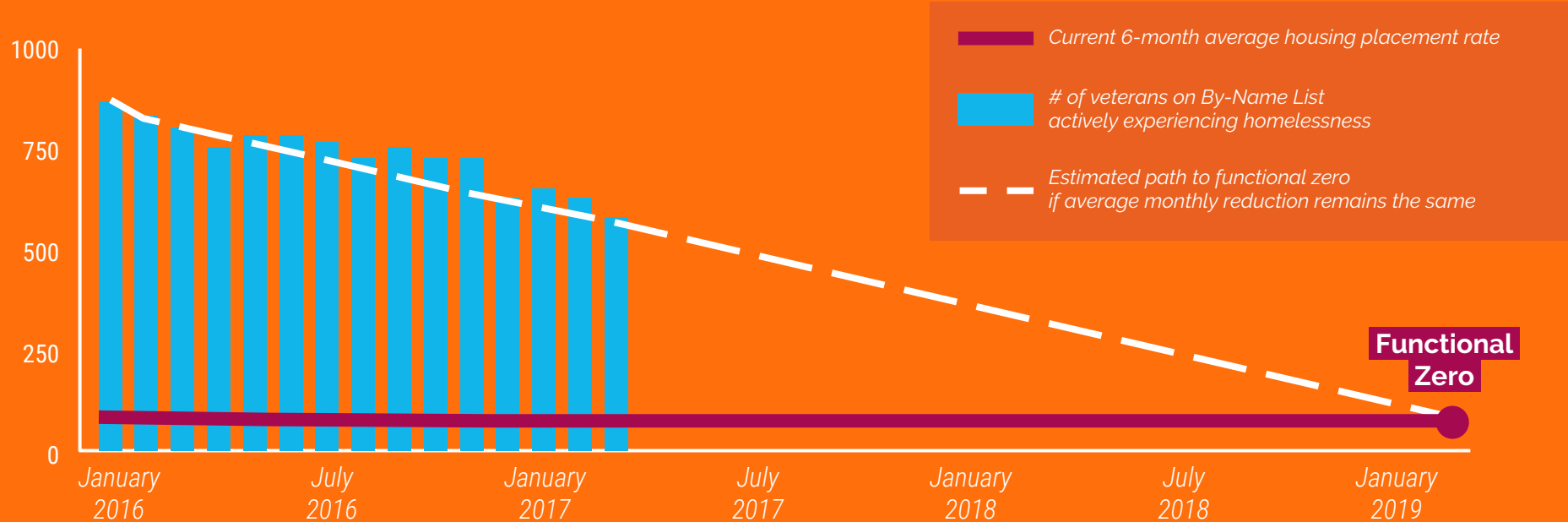
**100,000
HOMES** | COMMUNITY
SOLUTIONS

**100,000
HOMES** | COMMUNITY
SOLUTIONS

US Decreases in Chronic Homelessness



The Challenge of Counting Down



Scale as agile problem solving

Core elements of a problem-solving system

Clear end state

Rapid feedback loop

Flexible arsenal of
strategies

Command center
approach

A New Problem-Solving Toolkit

Complex social problems can't be solved by a static set of interventions. Communities need a **problem-solving system** that can flex as the problem evolves.



DATA ANALYTICS

Zoom in on the heart of the problem



HUMAN-CENTERED DESIGN

Engage people experiencing the problem to surface ideas



QUALITY IMPROVEMENT

Test and evaluate each idea with objective data



FACILITATION

Create the conditions for groups to innovate collaboratively

Functional Zero: Veterans

**# Veterans
Actively Homeless**

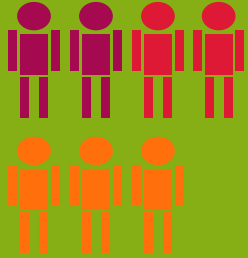


**Average Monthly Housing
Placement Rate**

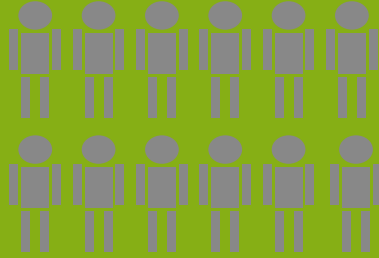


Six Key Data Points

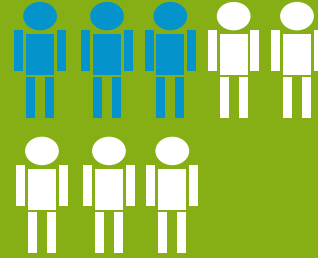
INFLOW



ACTIVELY HOMELESS



OUTFLOW



INFLOW:
NEWLY
IDENTIFIED



INFLOW:
RETURNED FROM
HOUSING



INFLOW:
RETURNED FROM
INACTIVE

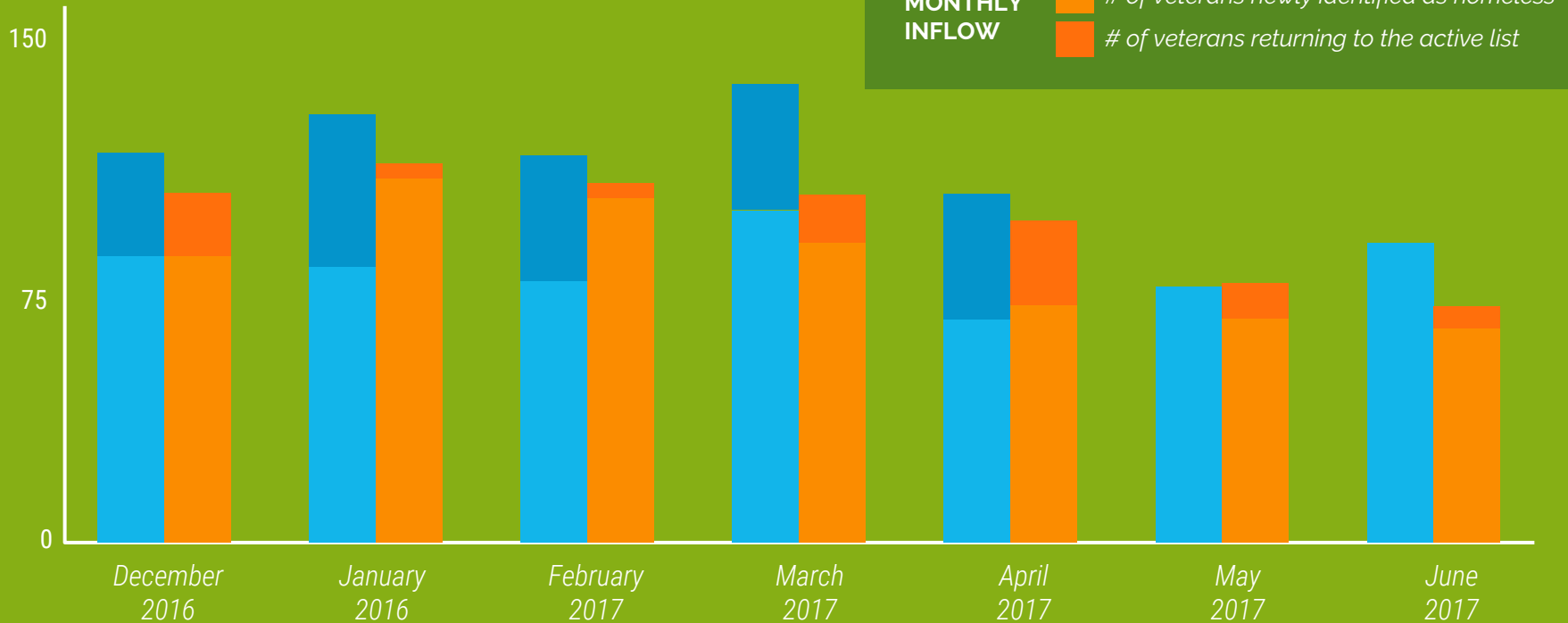


OUTFLOW:
HOUSING
PLACEMENTS



OUTFLOW:
MOVED TO
INACTIVE

System Dynamics



A model for integrating best practices

Index

Drivers

High-level categories of work critical to achieving outcomes

Accelerating Housing Placements

Reducing Inflow

Ensuring Housing Success for High Need Individuals

Integrating GPD (Grant and Per Diem)

Final Push to Functional Zero

Measures

Variables for tracking key outcomes



Strategies

Groups of testable ideas connected to drivers

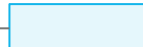
1 ...

2 ...

3 ...

Change Ideas

Actionable ideas known to support measurable outcomes



Bright Spots

Links to case study of a community that has successfully implemented this idea

Resources

Links to tools or documents that help to support the implementation of this idea



Innovations

xxxxx

Section

...

3 Expand Access to Affordable Units

CHANGE IDEAS

Establish a clear central point of contact for intake of available units and interested landlords ■ [San Diego](#)

Create a 24-hour hotline for landlords to call if a tenant issue or crisis arises ■ [San Diego](#)

Create a shared funding pool to incentivize landlords to rent to veterans with scattered-site vouchers or rental subsidies

■ [San Diego](#)

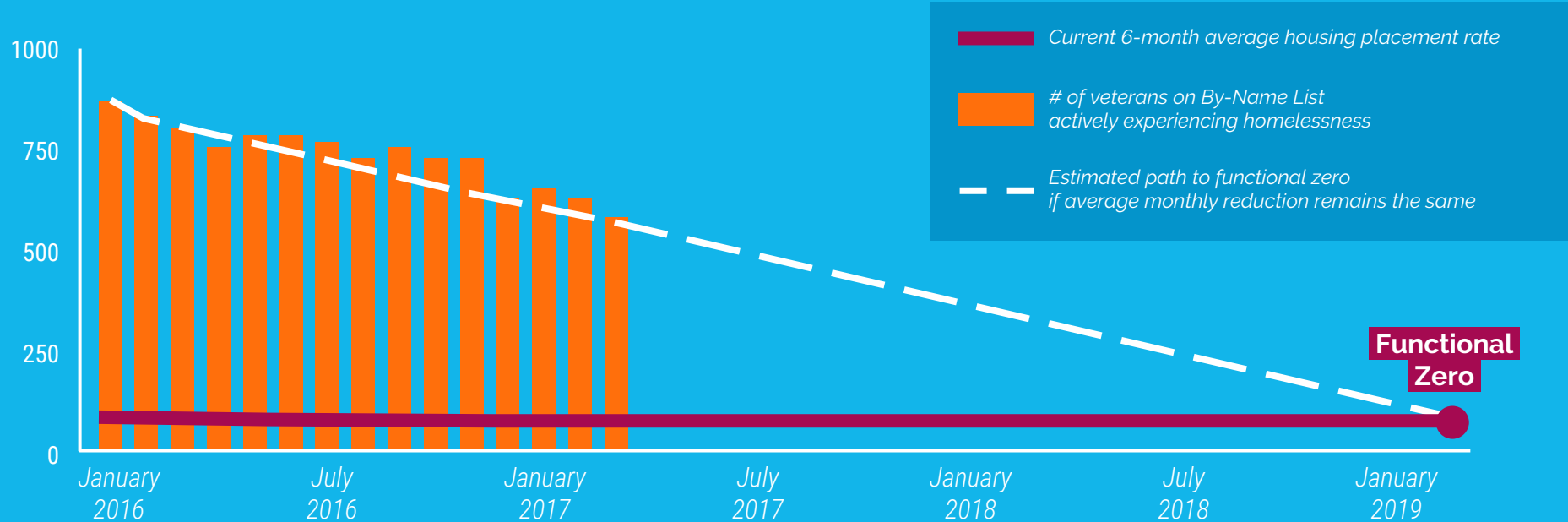
Create a "landlord mitigation fund" to cover potential repair costs and unpaid rent

■ [San Diego](#) ■ [Risk Mitigation](#)

Create a website where interested landlords can learn about renting to those with subsidies and indicate their willingness; in some instances, this website can also serve as a place to inventory available units ■ [San Diego](#)

Encourage local PHA to take leadership role and request Extraordinary Admin Fee funding from HUD (when available) to staff landlord outreach and coordination of available units ■ [San Diego](#) ■ [Extraordinary Admin Funding](#)

The Challenge of Counting Down



Scale principles

- Data-driven iteration against a measurable end state beats strict replication of best practices
- Data is for improvement, not for judgment. Performance data must be gathered and responded to as often as possible.
- No sacred cows. The only good practices are the ones that reduce/end the problem.

Thank you!

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