

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, representing a large client base. The crowd is dense and includes people of various ages, ethnicities, and professions. Many are wearing light-colored shirts, suggesting a professional or business setting. The background is bright and sunny, indicating an outdoor event or a busy public space.

Scale as expansion  
of client base

Scale as expansion  
of impact



# Simple



# Complicated



# Complex

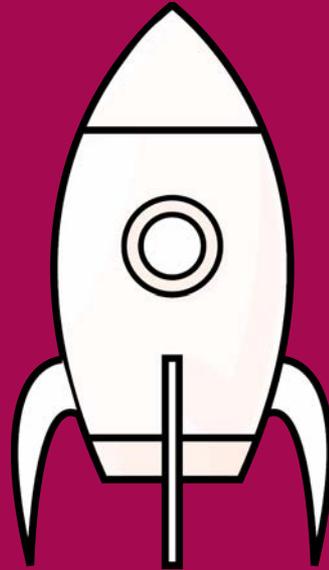


# The fundamental mismatch

Technical



Complicated



Complex

*Homelessness*

*The Achievement Gap*

*Community Health*

*Climate Change*

*Bullying and School  
Violence*

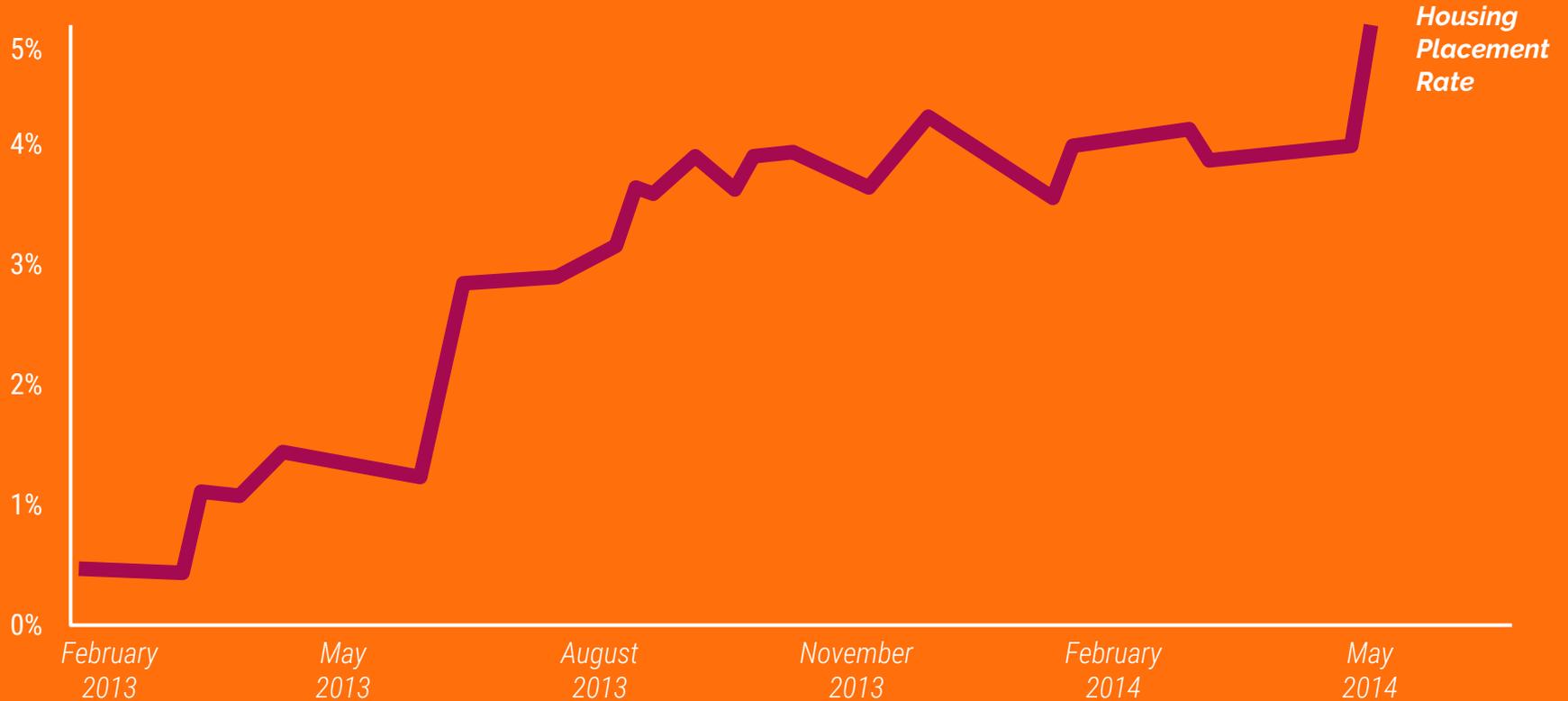
# Insufficient Technical Approaches

- 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](http://www.100khomes.org)

**101,628**  
PEOPLE HOUSED

**100,000** HOMES | COMMUNITY SOLUTIONS

[www.100khomes.org](http://www.100khomes.org)

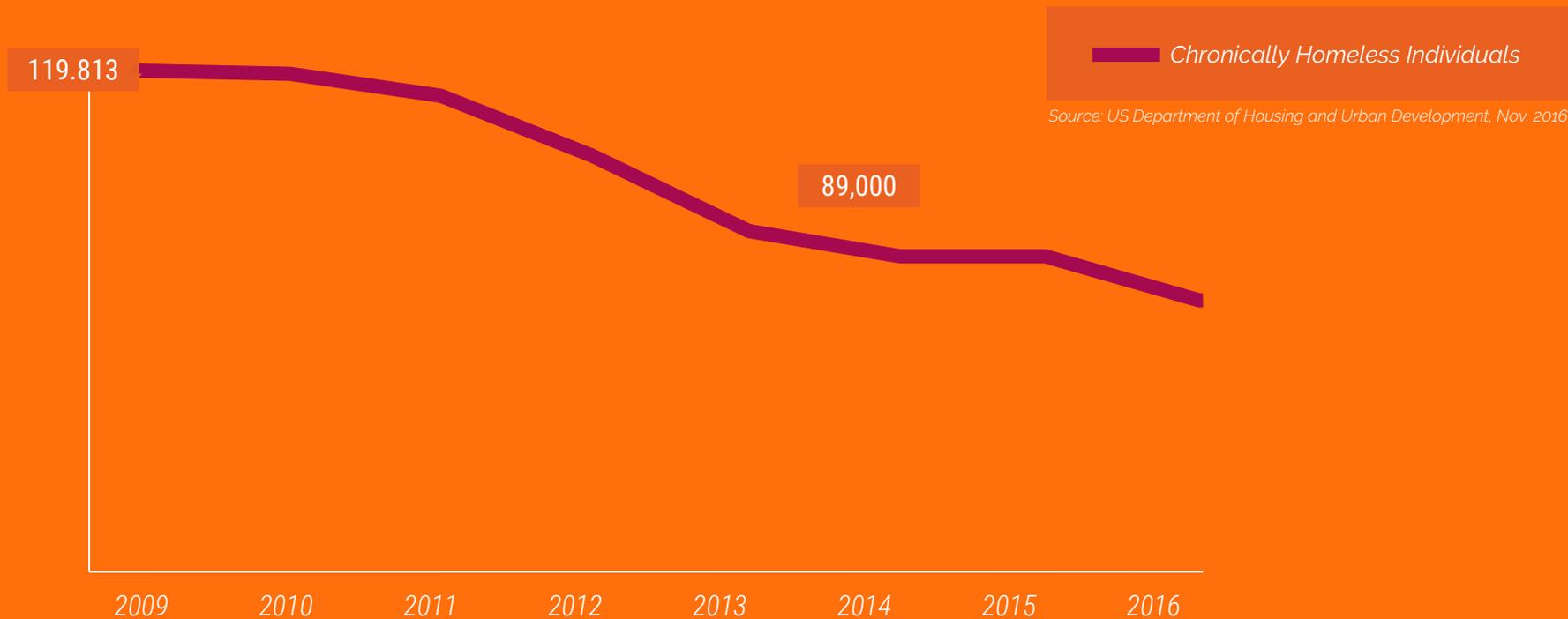
**WE CAN END**  
**HOMELESSNESS**

**100,000** HOMES | COMMUNITY SOLUTIONS

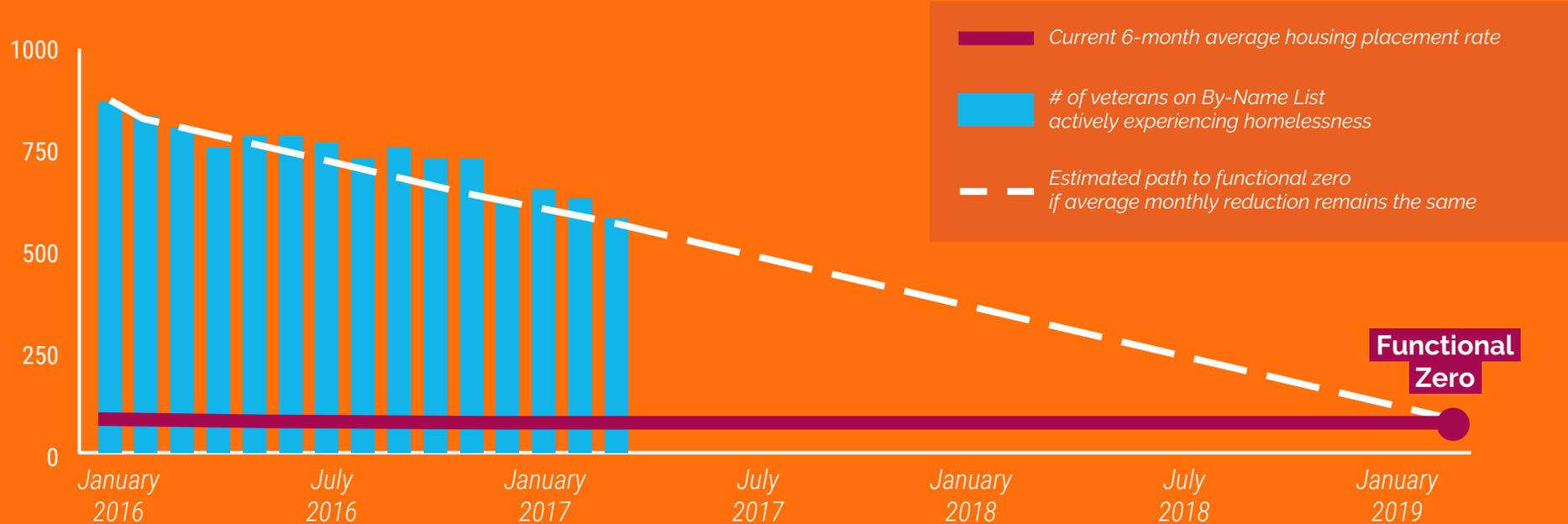
**100,000** HOMES | COMMUNITY SOLUTIONS

**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*

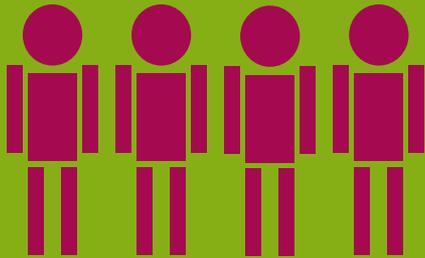


## FACILITATION

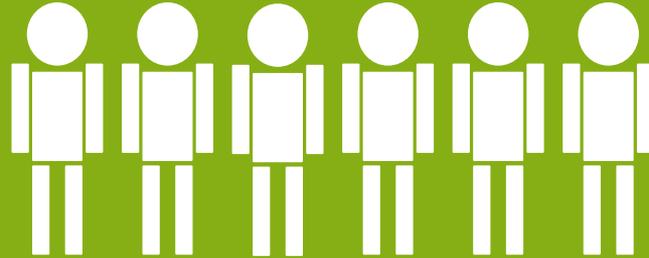
*Create the conditions for groups to innovate collaboratively*

# Functional Zero: Veterans

**# Veterans  
Actively Homeless**

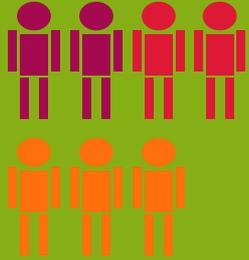


**Average Monthly Housing  
Placement Rate**

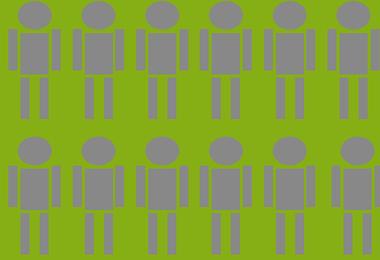


# Six Key Data Points

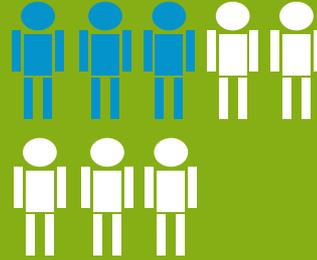
INFLOW



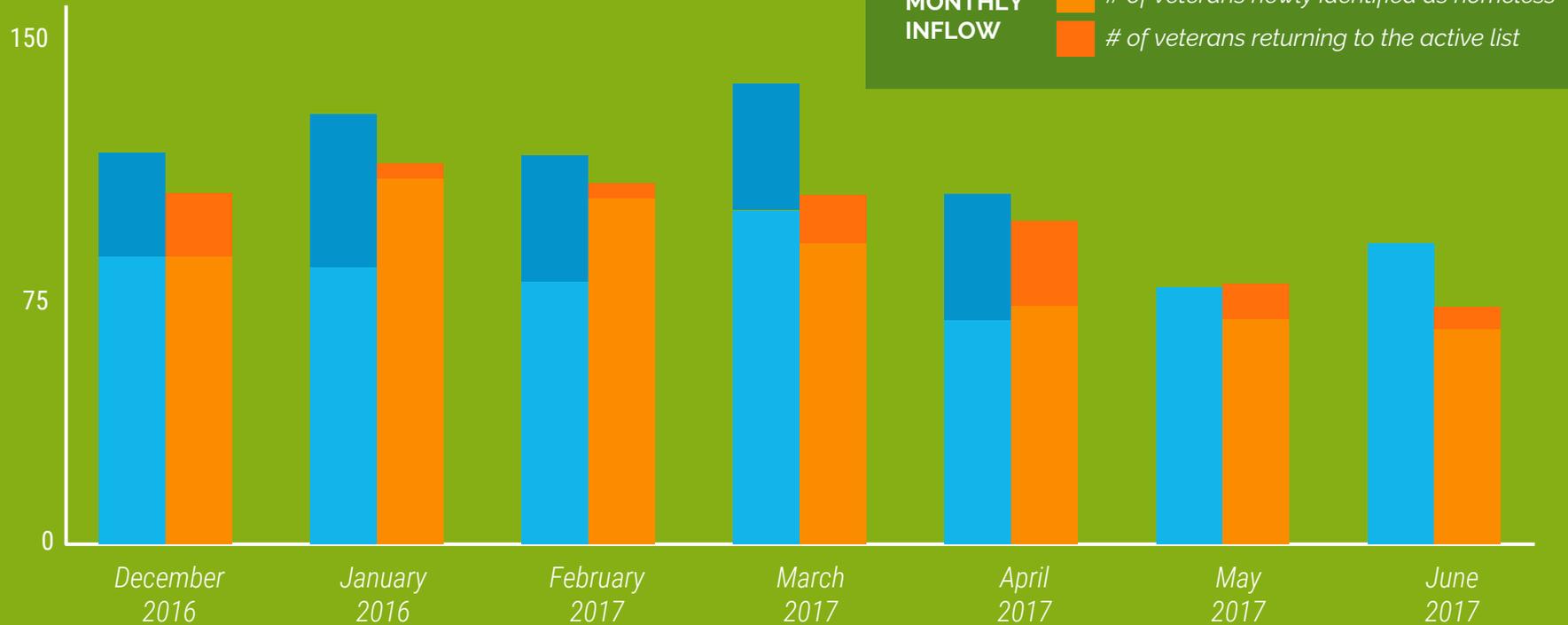
ACTIVELY HOMELESS



OUTFLOW



# 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

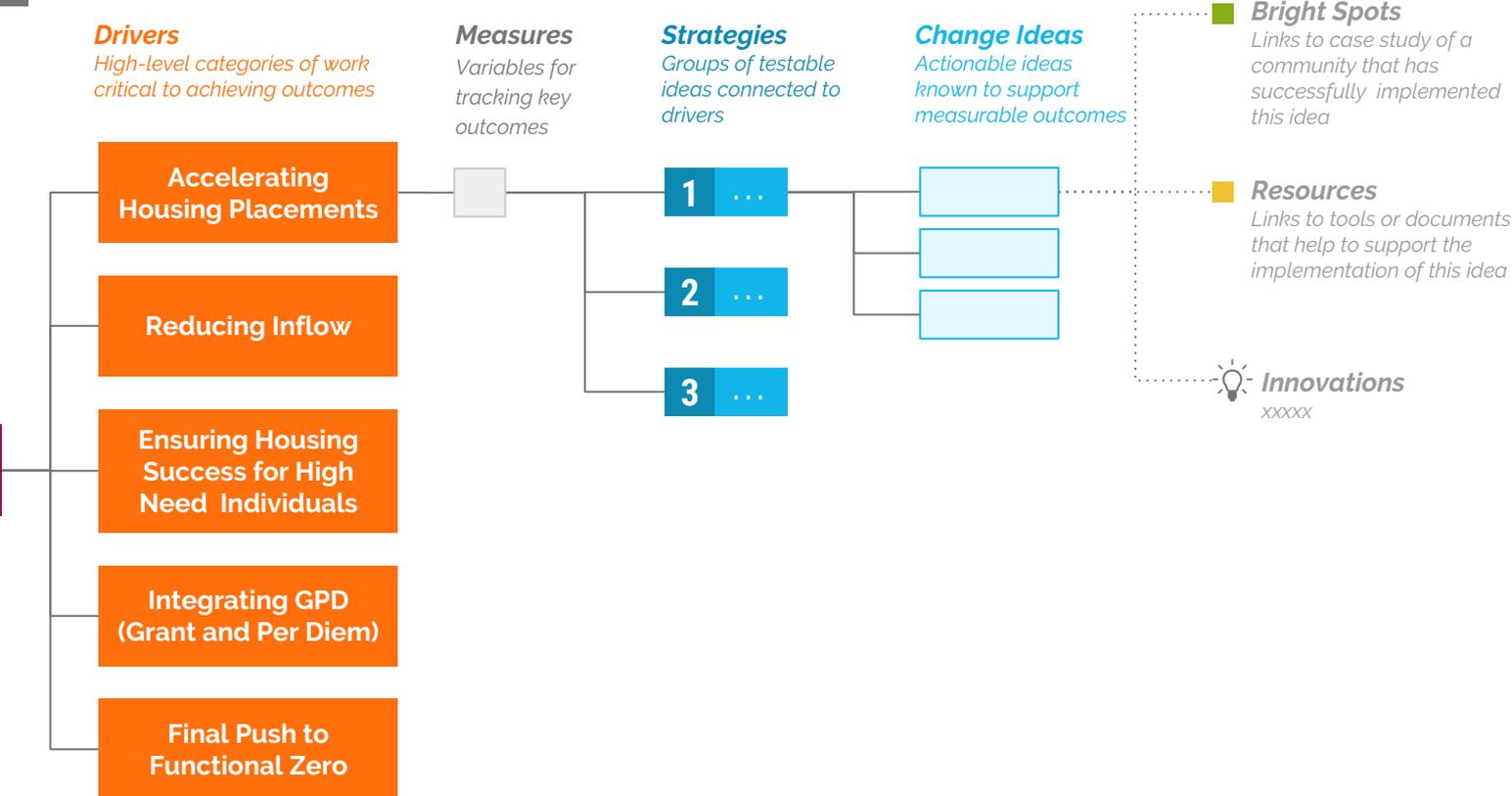
Links to tools or documents that help to support the implementation of this idea



## 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](#)

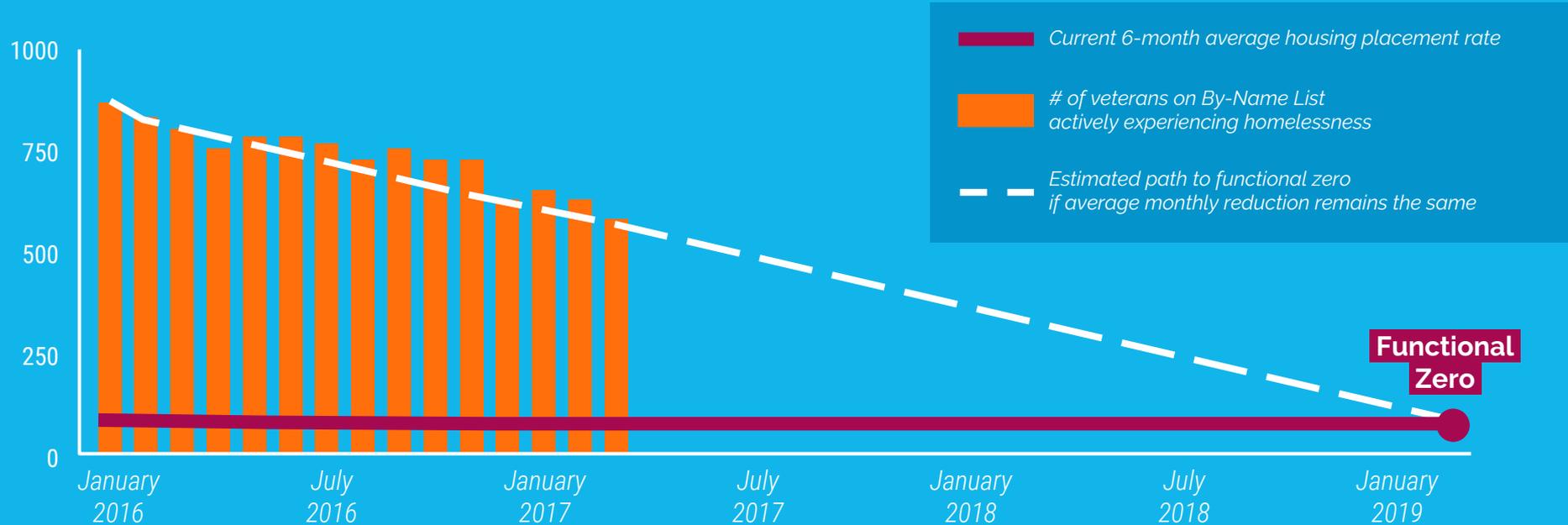
Create a shared funding pool to incentivize landlords to rent to veterans with scattered-site vouchers or rental subsidies  
■ [San Diego](#)

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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