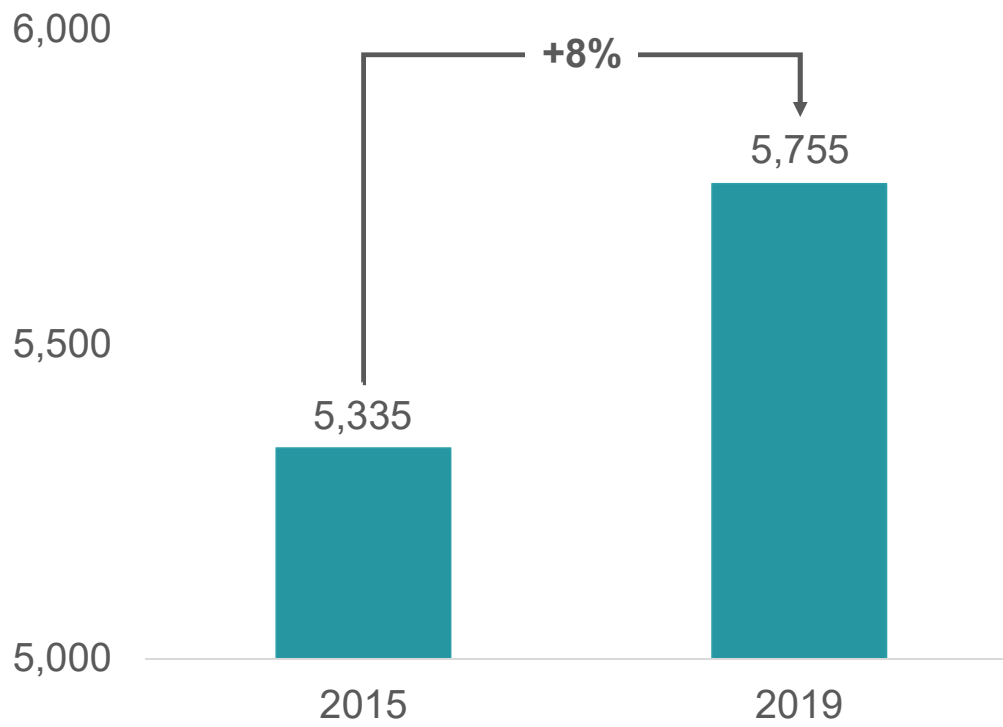


# Introduction of HousingFirst Lab

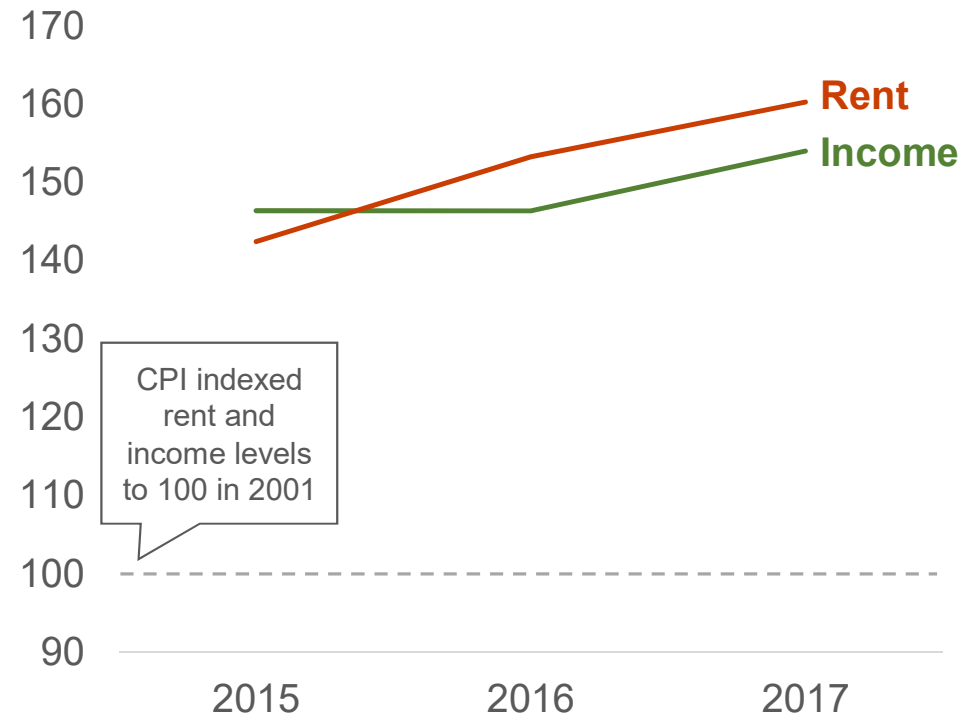
# Executive summary

- **Homelessness in the United States is far from being solved.** There are more than 550,000 individuals in America experiencing homelessness every year. At least 5,755 people in Denver experienced homelessness in 2018, an 8% increase from the previous year
- **Housing First is an evidence-based solution to homelessness**, with strong housing retention outcomes; many non-profits across Denver are already serving clients using Housing First models
- However, service providers are **facing significant barriers**:
  - **Not enough resources** are deployed to evidence-based solutions: there is a shortage of affordable housing, insufficient federal housing subsidies, and an under-involved private sector
  - **Barriers to implementation** exist for service providers: inefficient organizational processes, lack of model fidelity, and restrictive funding
- **HousingFirst Lab unites resources, talent, and knowledge across sectors to end homelessness**, by identifying organizational barriers limiting homelessness and housing agency outcomes, and connecting those agencies to the best private sector resources available
- One of our first solution offerings will be a **professional fellowship program** which embeds skilled business professionals with service providers for 4 – 12 month impact-based projects to improve service delivery and outcomes
- HousingFirst Lab will rapidly **expand programs and locations** over the next 5 years, providing executive workshops, a knowledge sharing platform, pro-bono resources, an implementation fund, and affordable housing investment
- We are looking to **fund our first year of operations**, which includes a pilot program placing 3 fellows with Denver service providers

# Denver is facing a worsening homeless crisis...



Metro Denver Homeless Population



Metro Denver CPI

...impacting local communities and governments

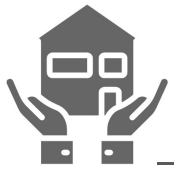
**\$29K**

Annual public cost of a chronically homeless person in Denver

**50%**

Cost reduction from placing a chronically homeless person in permanent supportive housing

# Service providers in Denver are tackling the root causes of homelessness



## Housing First providers

COLORADO  
COALITION  
FOR THE  
Homeless



THE  
Delores  
Project

Volunteers of America®



SAINT  
FRANCIS  
CENTER



## Supportive service providers



# 60+ conversations with service providers revealed several opportunities to expand and deepen their impact



## Strategic planning

Limited time, space, capacity, and support to think strategically about impact and organization

Create formal and ongoing opportunities for strategic conversations

## Process standardization & efficiency

Program inconsistency and inefficiency leads to staff burn-out and difficulty analyzing program-level outcomes

Identify areas of inconsistent and/or inefficient operations and implement solutions

## Unlocking the value of data

Complex data entry requires significant staff time without demonstrating value to the population served or the organization itself

Simplify data tracking systems and develop analytical insights that communicate impact to funders and inform internal operating decisions

## Program innovation

Scarce time or resources to analyze program performance, and scarce flexible funds to modify program parameters

Identify and implement opportunities for new programs or modifications to best serve clients and increase impact

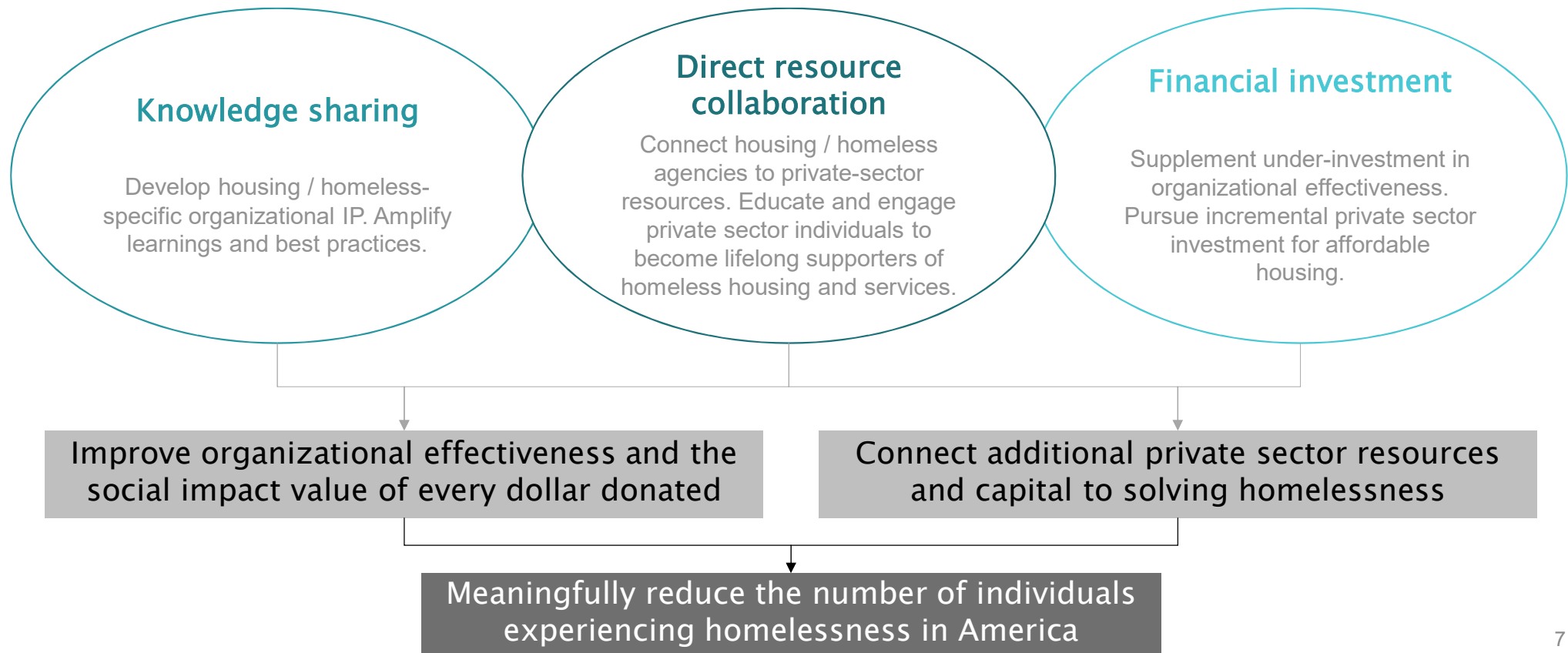
## Simplify & expand funding streams

Restricted funds, intricate grant applications, and donor-required metrics create financial and operational complexity

De-duplicate metrics tracked, allocate restricted funds effectively, and identify and pursue untapped funding streams

# The HousingFirst Lab Theory of Change

Unite resources, talent, and knowledge across sectors to end homelessness



# Solution offerings: Six options for private sector resources to collaborate with homeless and housing agencies

## Knowledge sharing

### Knowledge sharing platform

Database of previous engagements and outcomes; published articles, presentations, and peer experience sharing

### Skilled volunteer & pro bono resources network

Extensive network of collaborative private sector companies in relative fields (e.g., legal, healthcare, real estate, etc.)

## Direct resource collaboration

### Professional fellowship program

Short-term placement of 1-2 experienced business professionals on projects with direct opportunity for increased impact

### Executive leadership workshops

Annual internal sessions with corporate executive or consulting partner to discuss and refine high-level strategy

## Financial investment

### Implementation fund

Flexible funds to be allocated to client agencies with a demonstrated opportunity for improved organizational effectiveness

### Affordable housing investments

Direct contributions and low-interest investments to increase affordable housing supply in high-cost communities



# Solution offering: Professional fellowship program

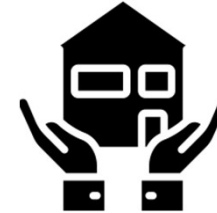


***Associates** at top-tier management consulting firm, with locations in every **major US city***

**Business professionals** contribute...

4 – 12 months of **dedicated, project-based work** to improve outcomes

**Skills** in data analysis, evidence-based decision making, performance improvement



***Agencies** providing housing or supportive services*

**Housing providers** contribute...

Executive **commitment** to collaborate

Ideas for impactful **projects**

Partial short-term **salary**

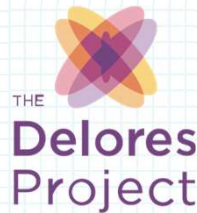


# Solution offering: Professional fellowship program – example projects

## Delores Project

### Organization

- Housing and shelter provider for individuals experiencing homelessness
- Runs Arroyo Village supportive housing



### Project

- Analyze and set-up **Medicaid billing** for supportive services
- Understand **financial trade-offs** and implementation requirements

### Impact

- **Additional health services provided to 35 families** and through Medicaid funding
- **Improved health outcomes** for long-term residents

## Bayaud Enterprises

### Organization

- Social enterprise employment programs
- **Employs current or recently homeless** individuals



### Project

- Determine pricing and business model for new **apartment renovation business**
- Achieve financial sustainability

### Impact

- **~30+ additional individuals employed** through new business unit
- Improved **housing retention** and **economic self-sufficiency**

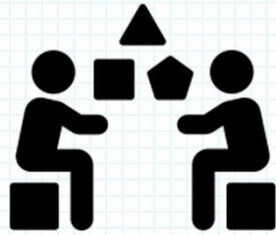
# Solution offerings:

## Executive Workshops & Knowledge Sharing Platform

### Executive Workshops

#### Description

- Annual sessions between **non-profit organization and management consulting partner/** business executive
- Discuss and refine **high-level strategy** and operations



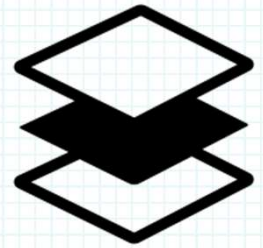
#### Impact

- Opportunity for **outside advice** on organizational strategy and operations questions
- Strategy review to **improve operational effectiveness** and service delivery outcomes

### Knowledge Sharing Platform

#### Description

- **Collection of previous engagements** and outcomes on accessible platform
- Published articles, presentations, and peer experience sharing through existing forums when possible

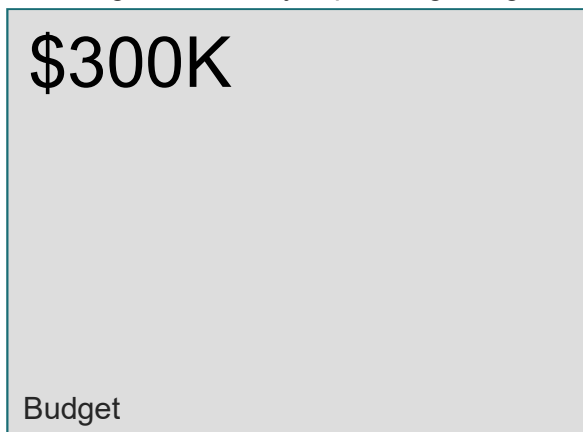


#### Impact

- Dissemination of **operational best practices** across homelessness/ housing organizations
- **Maximizing expertise and resources** by experience-sharing across similar organizations in different cities

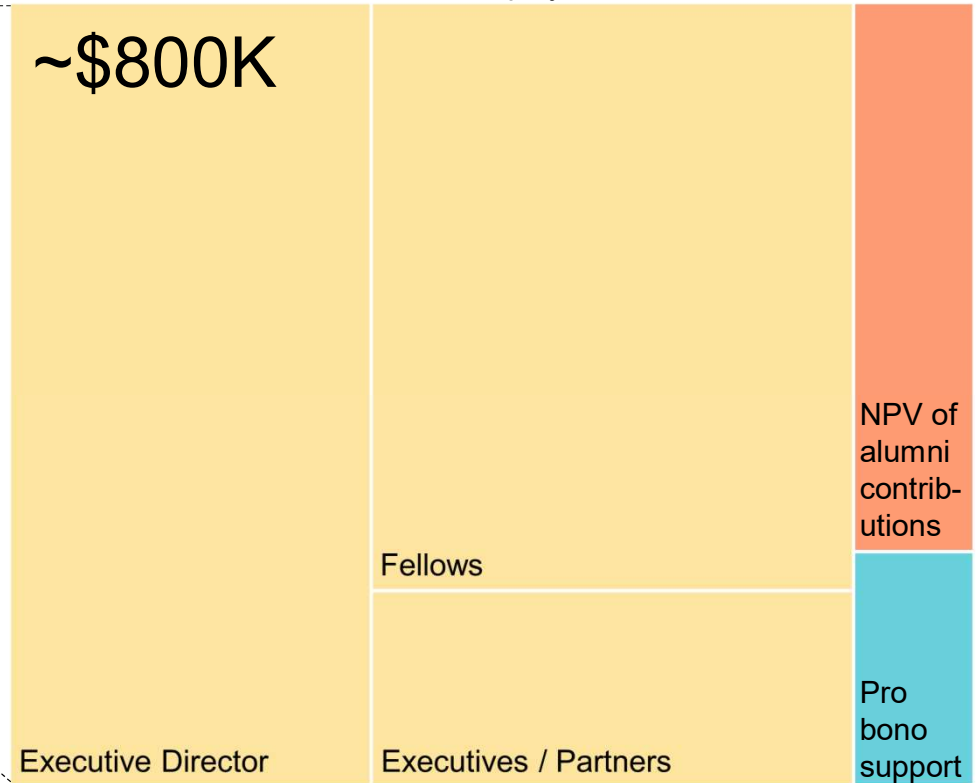
# HFL introduces private sector resources worth 2–3x its operating budget to be deployed against homelessness

HousingFirst Lab 1-yr operating budget



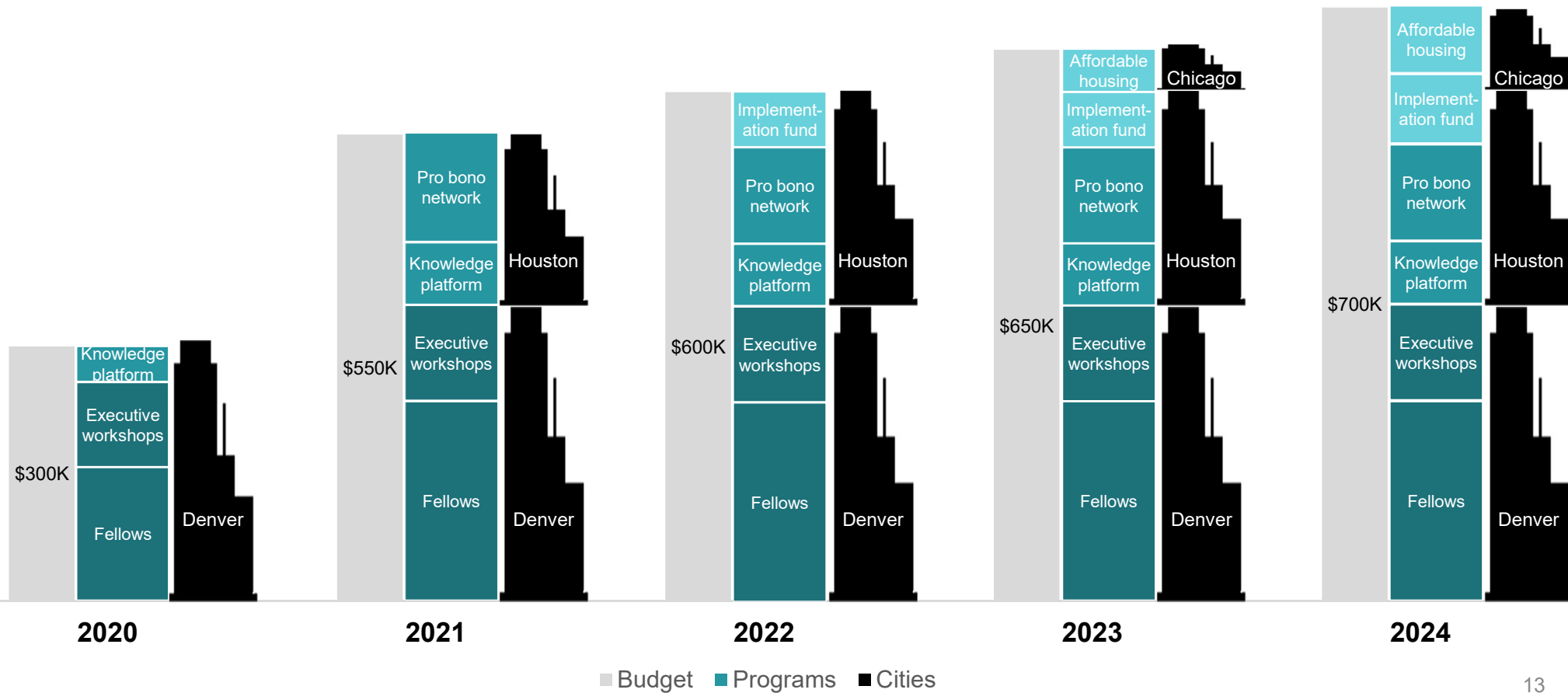
2-3x+

Private sector value of resources deployed\*



\*Estimated market-rate value of skilled labor and other in-kind support generated from first year of HousingFirst Lab operations

# HousingFirst Lab will rapidly grow its programs and locations within the next 5 years



We are raising ~\$300K for our first year of operations;  
any contribution is appreciated



## Resources

### Staff:

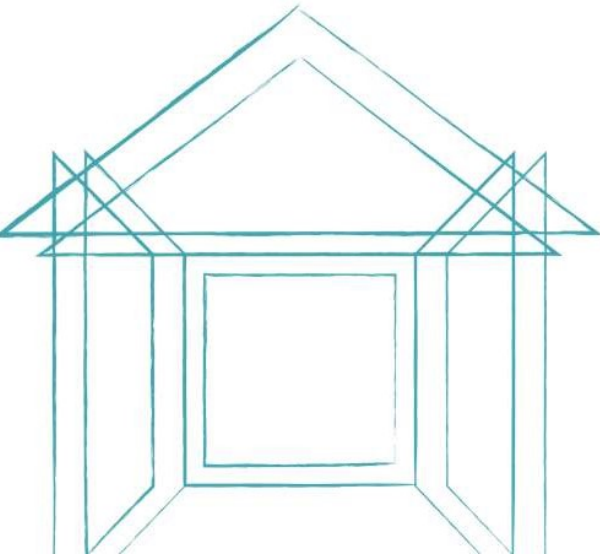
- 1 Executive Director
- 3 fellows (pilot)



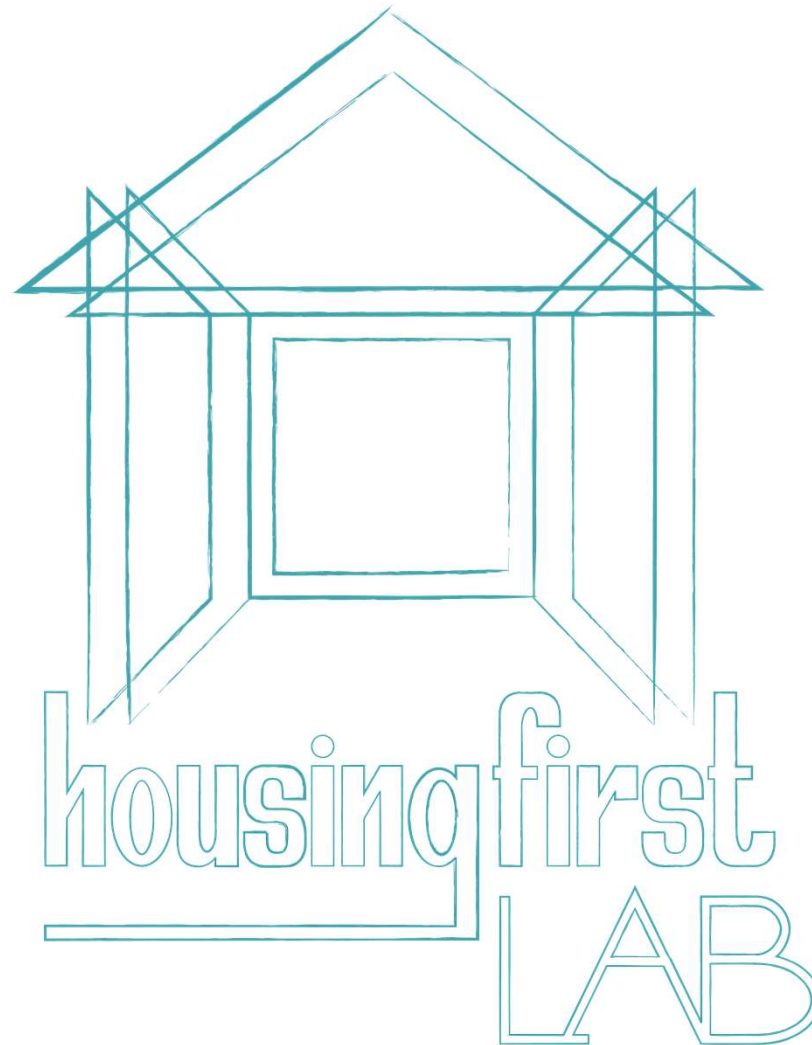
## Budget & outcomes

### ~\$300K for annual operations

- Place 3 fellows with Denver service providers for pilot projects
- Place an additional 3 – 5 fellows post-pilot
- Conduct 2 executive workshops
- Establish beta knowledge sharing platform
- Create foundation for 5-year growth strategy



# THANK YOU



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