



Interagency Council on Homelessness

September 24, 2025

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Interagency Council on Homelessness

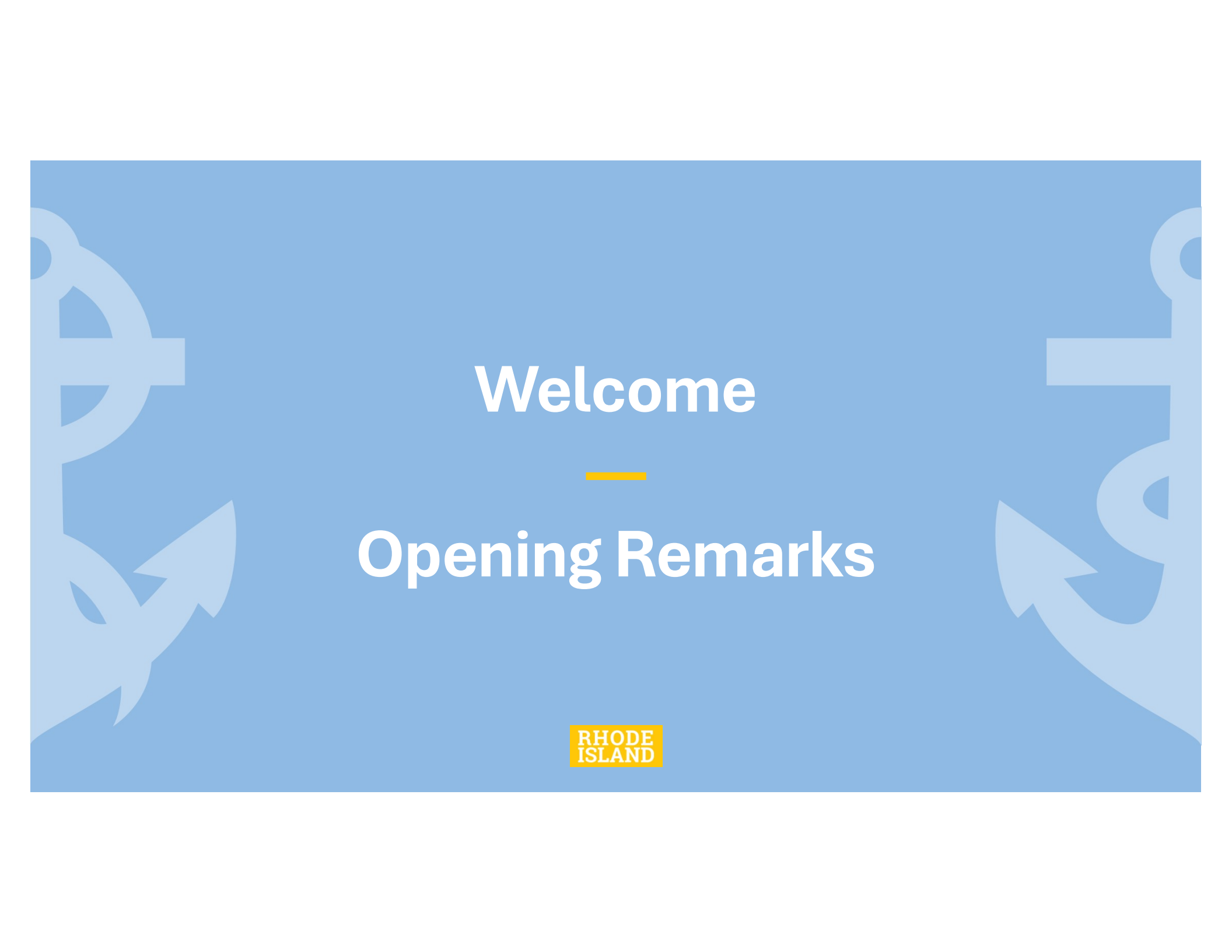
Agenda

- Call to Order
- Introductions
- Executive Office of Housing Updates, Opening Remarks
- Presentation: Alvarez & Marsal Consulting Group
 - Updates: Statewide Housing and Homelessness Mapping Project
- Public Comment
- Adjourn

Interagency Council on Homelessness

Roll Call for Quorum (Members or Delegates) – September 24, 2025

- | | |
|--|---|
| 1. Secretary of the Executive Office of Housing – Council Chairperson | 10. Director of the Rhode Island Housing and Mortgage Finance Corporation |
| 2. Director of Department of Human Services | 11. Director of the Rhode Island Emergency Management Agency |
| 3. Director of the Department of Health | 12. Representative from the Rhode Office of Veterans Services |
| 4. Director of Children, Youth & Families | 13. Office of the Public Defender |
| 5. Director of Healthy Aging | 14. Medicaid Director with the Department of Human Services |
| 6. Director of Behavioral Healthcare, Developmental Disabilities and Hospitals | 15. Secretary of the Executive Office of Health and Human Services |
| 7. Director of Department of Labor & Training | 16. Chair of the RI Continuum of Care |
| 8. Director of Corrections | 17. Office of the Lieutenant Governor |
| 9. Commissioner of the Department of Elementary and Secondary Education (RIDE) | |



Welcome

Opening Remarks

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Executive Office of Housing Updates

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Alvarez & Marsal Consulting Group

Updates

Statewide Housing and
Homelessness Mapping Project

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Agenda

- Phase 1 Recap
- Phase 2 Objectives
- Operational Enhancements
- EOH Next Steps

Phase 1 Assessment & Phase 2 Alignment Deliverables

Phase 1 mapped Rhode Island's homelessness ecosystem and identified key risks, setting the stage for Phase 2 to align on shared metrics, funding strategies, and coordinated action

Phase 1 - Assessment

- **Mapped Programmatic Ecosystem:** Cataloged 97+ homelessness programs across Prevention, Sheltering, and Housing actions
- **Quantified Aggregate Investment:** Identified federal and state financial resources to address homelessness, & developed process to refine estimates
- **Measured Financial Vulnerability:** Flagged at-risk federal funding including COVID-era rollbacks, Medicaid changes, and federal cuts to the system
- **Estimated Cost per Bed:** Assessed macro-level cost across 40 shelter projects (\$16.9K avg/bed), segmented by shelter type and population served
- **Highlighted Synergy Opportunities:** Identified 8 clusters of similar programs, concentrated primarily in two segments
- **Identified Inflow Points:** Pinpointed four entry points into homelessness highlighted by statewide agencies
- **Delivered Actionable Roadmap:** Outlined phased HSG plan to close data gaps, prioritize programs, structure communications, and align future funding



Phase 2 - Alignment

- **Coordinated Funding Strategy:** Integrate recommendations to streamline funding requirements and align resource provider contributions
- **Shelter Cost Standardization:** Standardized cost-per-bed analysis across RI shelters, enabling in-state comparisons and national benchmarking
- **Data Agreement Support:** Facilitate data sharing agreements with agencies, enabling secure and consistent data sharing among ICH members
- **Priority Metrics Framework:** Define a subset of standard metrics to measure homelessness program effectiveness impact
- **Funding Transparency:** Reconcile BFM financial data at a program level and enable future real-time reports
- **Program Prioritization Report:** Identify underperforming programs and prioritize scalable, high-impact investments for future programs

Street Outreach Program Examination

Funding
Strategies

Shelter
Costs

Data
Agreement

Metrics &
Funding

With historically limited coordination and shrinking funds, outreach services statewide must align to ensure no region or client goes unserved

12+ outreach programs historically occurred across 3 agencies...

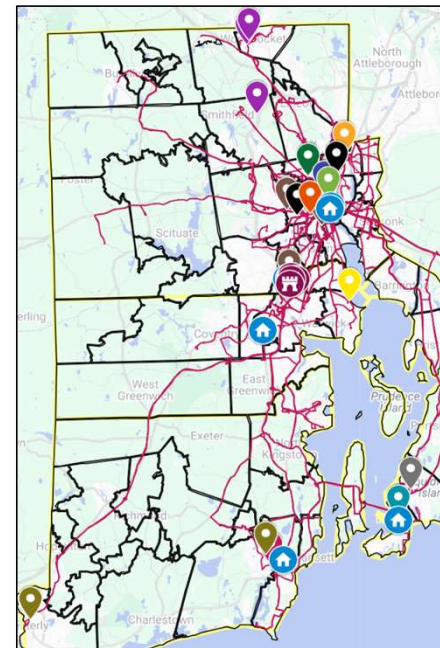
Street Outreach & Home Visit Contracts, FY2025

Community Provider	Outreach & Home Visit	
	Project	RI Agency
Provider 1	Street Outreach	Agency 1
Provider 2	Street Outreach	Agency 1
Provider 3	Street Outreach	Agency 1
	Mobile Outreach	Agency 2
	Home Visiting	Agency 3
	Home Services	Agency 2
Provider 4	Mobile Outreach	Agency 1
Provider 5	Street Outreach	Agency 1
Provider 6	Street Outreach	Agency 1
	Street Outreach	Agency 1
	Street Outreach	Agency 1
	Street Outreach	Agency 1
Provider 7	Street Outreach	Agency 1
Provider 8	Street Outreach	Agency 1
Provider 9	Street Outreach	Agency 1

- Multiple state agencies contracting with the same providers to conduct outreach to overlapping client groups
- Homeless and housing-insecure clients often answering the same questions from multiple providers
- Program funding is being stretched thin amid national cutbacks

...with an estimated 56% of outreach focused in Providence

Shelter & Outreach Program Coverage, FY2025



- Examining outreach patterns relative to shelter location
- No historical coordination of outreach, likely resulting in a concentration in the Providence area
- Reviewing public transport options and feasibility to address recurring transportation concerns tied to shelter access

Street Outreach Program Enhancements

Funding
Strategies

Shelter
Costs

Data
Agreement

Metrics &
Funding

Statewide outreach is now centralized with a single coordinator to reduce duplication & enhance geographic coverage, focusing on improving the client experience and maximizing limited funding resources

EOH Outreach Enhancements

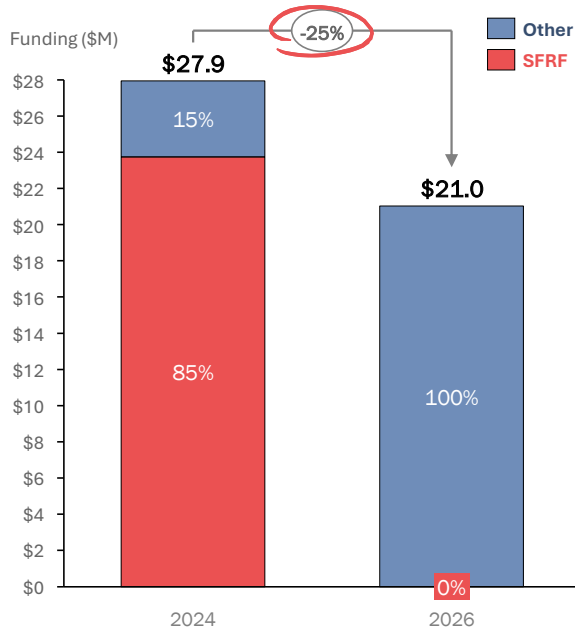
- ✓ **Centralized Coordination:** Statewide outreach programs funded by EOH, only, are now managed by a single statewide coordinator, Will Blais, based at EOH, who acts as a single point for direct communication with providers for sharing resources and assistance
- ✓ **Smarter Coverage:** Geographies are aligned to reduce potential duplication of services across providers and, more importantly, verify that all regions are covered so no clients go unserved statewide
- ✓ **Enhanced Experience:** Coordinating across sister agencies with outreach programs to reduce duplicate touch points for clients while maintaining high service levels to ensure people receive the help and resources they need while maximizing funding resources amid expirations and cuts
- ✓ **Access Point Coordination:** Launching regional access points which provide outreach coordinators another local hub of support to better connect clients with services in their communities

Shelter Cost Standardization

After emergency funds expired and the budget fell 25%, EOH optimized per-bed costs by 48% and narrowed per-bed cost variance by \$55K—enabling 1,327 beds in FY26 & adding regional access points, a real-time bed dashboard, & winter shelter funds to better meet client needs

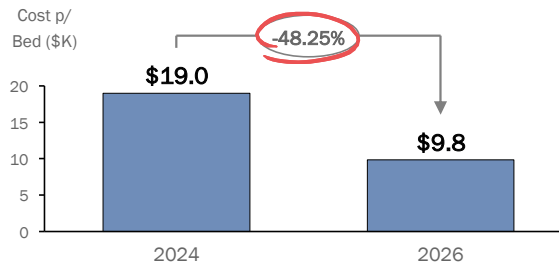
Emergency funding reduced budget 25%

EOH Budget by Funding Source, FY24-FY26

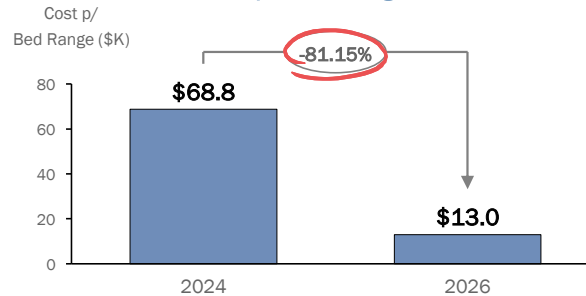


Cost p/ Bed ↓48%; Range ↓81%

Shelter Cost per Bed, FY24-FY26



Shelter Cost per Bed Range, FY24-FY26



EOH Shelter Enhancements

- ✓ **Access Points:** Embedded seven Regional Access Points (including a mobile unit) as one-stop hubs for referrals, housing problem-solving, and crisis response, eliminating reliance on a single statewide hotline
- ✓ **Availability Dashboard:** Community providers have real-time shelter bed availability in one place, eliminating the need for time-consuming calls to individual shelters
- ✓ **Shelter Bed Funding:** 1,327 total beds funded for FY26, with resources set aside for additional

Data Sharing Case Study – DOC Engagement

Throughout phase II, EOH engaged with DOC to identify relevant historical context, data, analysis, and data sharing requirements to understand homelessness recidivism rates and model diversion strategies; the partnership should serve as a model for ICH collaboration

1 Engagement

- Offender discharge from DOC facilities identified as entry point into homelessness system
- DOC historical context provided on courthouse diversion programs
- Data identified for relevant analysis on recidivism, cost avoidance



2 Data Sharing

- Data sharing agreement pursued with DOC for anonymized offender release data
- DOC cost-per-offender data pulled from publicly available DOC reports
- Operators of historical diversion program interviewed



3 Analysis

- Analyzed data to determine increased likelihood of homeless offenders to recidivate
- Analyzed average cost of homeless offender to system
- Projected required number of diversions to cover costs of case manager salaries

RIDOC Recidivism by Homelessness

Individuals with a history of homelessness recidivate more often and incur 13% higher incarceration costs on average—underscoring the need for targeted reentry support

Correctional Facility Utilization & Cost by Homelessness History, CY21-24

RIDOC Facility & Annual Cost per Individual (FY2023)		Not Identified As Homeless (CY21-24)	*Identified as Homeless (CY21-24)
Home Confinement	\$ 18,898	12.7%	0.6%
Intake Service Center	\$ 88,282	37.9%	33.9%
Medium Moran	\$ 88,890	23.7%	33.3%
Minimum Security	\$ 124,429	12.8%	17.2%
Maximum Security	\$ 153,780	3.1%	5.2%
WF1	\$ 172,479	8.5%	7.5%
High Security	\$ 256,534	1.3%	2.3%
Avg. Annual Cost		\$ 95,615.60	\$ 107,875.91

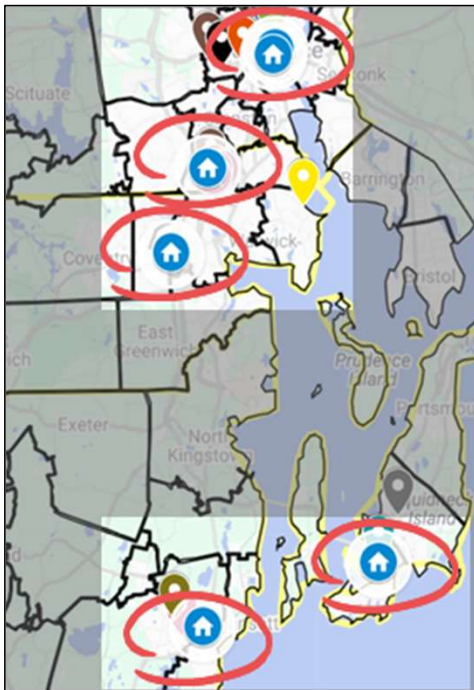
Commentary

- 59% of individuals released between 2021-2024 recidivated at least once
- Individuals with a history of homelessness recidivate at a rate of 4.23 times—15.57% higher than the 3.66 rate of those who never experienced homelessness
- Individuals with a history of homelessness face 13% higher costs due to elevated recidivism and overrepresentation in high-cost facilities
- *Note: Correctional costs are step-fixed: staffing only drops with significant reductions in population, while infrastructure remains constant, thus savings occurs when a reduction in the population allows for the closure of housing modules*

RIDOC Court House Diversion Program

Diverting 8 individuals from corrections annually yields breakeven for 6 case managers—and delivers up to a 3x ROI per person thereafter
(noting that correctional costs are largely fixed, with meaningful reductions primarily at scale)

Hiring 6 case managers, one per courthouse...



...breaks even at <9 total diversions 76% of time annually...

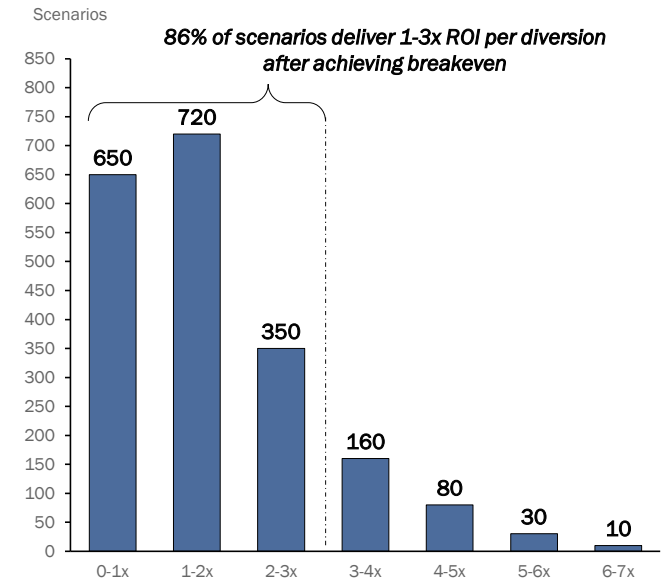
Average Number of Diversions to Breakeven by Program Costs & Case Manager Salary (2K Scenarios)

	Case Manager Salary				
	\$ 40,000	\$ 55,000	\$ 70,000	\$ 85,000	\$ 100,000
10k-20k	2.66	3.65	4.65	5.65	6.64
20k-30k	2.91	4.01	5.10	6.19	7.28
30k-40k	3.30	4.53	5.77	7.01	8.24
40k-50k	3.82	5.26	6.69	8.12	9.56
50k-60k	4.55	6.26	7.96	9.67	11.37
60k-70k	5.54	7.62	9.70	11.78	13.85
70k-80k	6.99	9.61	12.23	14.85	17.47

76% of scenarios result in breakeven diversions of fewer than 9 individuals, or <1.5 diversions per case manager

...delivering a 1-3x ROI per person after breaking even.

Post-Breakeven ROI per Diversion (2K Scenarios)



Refining Program Metrics & Funding Transparency

Streamlined data reporting and smarter system tagging delivers an enhanced client experience during Q&A, reduced time completing admin for case management, and sharper insights for leaders to utilize

Priority Metrics – Refinement

- | | |
|----------------------------------|----------------------------------|
| Street Outreach Metrics and Data | ▪ 25 metric categories captured |
| | ▪ 40 service categories captured |
| Shelter Metrics | ▪ 36 metric categories captured |

- | | |
|----------------------------------|-------------------------------------|
| Street Outreach Metrics and Data | ▪ 8 metric categories prioritized |
| | ▪ 10 service categories prioritized |
| Shelter Metrics | ▪ 13 metric categories prioritized |

Fewer metrics, smarter insights—simpler for clients, easier for case managers, & sharper insights for leaders

Funding Transparency – Mapping

- **Rhode Island ERP Implementation**
 - ✓ Mapped legacy financial line sequences to new RI appropriation codes, enabling funding traceability for homelessness programs
 - ✓ Applying tagging codes post-ERP launch to unlock real-time, on-demand reporting of program funding
- **EOHHS Ecosystem Data Sharing**
 - ✓ Executed a data-sharing agreement to improve service delivery for highest-needs populations
 - ✓ Enhanced visibility into outcomes of community-based services

Funding mapped for real-time visibility into program funding and data insights into outcomes for those most in need

Immediate Next Steps*

Exploring priority levers—from program funding and technology solutions to external partnerships, benefits access, and data-sharing—with the purpose to enhance and accelerate sustainable housing solutions



Program Prioritization

Measuring current and historical statewide homelessness programs to:

- Identify **underfunded, high-impact** programs
- Uncover **upstream bottlenecks** limiting future scale if enhanced
- Flag **funding cliffs** that threaten program sustainability & support for high-needs clients



Technology Solutions

Exploring technology solutions to:

- **Reduce case manager admin time** for applications and paperwork
- **Improve client experience** by eliminating repeated questions
- Centralize client data to **streamline the benefits process**



External Partnerships

Examining collaborations with private entities, philanthropic groups, and not-for-profits to:

- **Expand & scale** state programs
- Revive **historically successful initiatives**
- **Enhance client experience** across services
- Utilize innovative models to **increase affordable housing supply**



Community Transitions

Analyzing initiatives to assist individuals move from institutional care into stable community housing, via:

- Transitions from high-cost institutional settings to stable housing
- **Reducing reliance on institutional care** through sustainable housing pathways



Benefits Access

Streamline processes between agencies and community partners to **expedite client hand-offs** & **ensure timely access** to housing and health benefits which clients are entitled to



Cross-Agency Insights

Establishing secure data-sharing agreements across sister-agencies to:

- Enabling **shared learning** from programs
- **Identify trends** across programs & populations
- Improve **coordination during service hand-offs** & close inflow points into homelessness

Thank You.



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Next Meeting:

TBD

9:00am

Department of Administration
Conference Room 2

Street parking available (metered)

Public Discussion



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Adjournment



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