



## PUBLIC SECTOR SERVICES

# Doing More with Less to Support Housing and Homelessness Services:

*How Innovative Solutions and Interagency Coordination Can Drive Results Amid Reduced Funding*

State and local governments responsible for addressing the housing and homelessness crisis are facing a **perfect storm as demand grows and funding shrinks**. Across the country, trends exacerbated during the COVID-19 pandemic have led to multi-agency patchworks of support programs that lack the necessary transparency to effectively coordinate the delivery of services. Now is the time for state and local leaders to **reprioritize interagency coordination and the innovative use of all available funding** to mount a strategically coordinated, **whole-of-government response** to today's housing and homelessness crisis.

Even before the federal government's most recent budget proposals, states and local governments responsible for delivering housing and homelessness services were already facing a new era of significant resource constraints, despite the growing demand for support services.

The COVID-19 pandemic exacerbated long-term housing and homelessness trends, placing new demands on already strained support ecosystems across the country. Although the federal government provided immediate relief through COVID funding packages, such funding will soon be exhausted, and the remaining funding will likely be insufficient to respond to the current need.

While the sudden influx of federal funding enabled the **rapid expansion of housing and homelessness services during the pandemic**, in many jurisdictions it was conducted in an uncoordinated manner as well-intentioned government agencies and service providers rushed to fill the void. **In many jurisdictions the result has been an inefficient patchwork of overlapping housing and homelessness programs that lack the transparency required for effective governance and accountability.**

As state and local governments prepare for this new era of constrained resources, they have an opportunity and obligation to evaluate all programs across government responding to the housing and homelessness crisis — both directly and indirectly — to marshal resources for a strategically coordinated, whole-of-government solution.

## The Consequences of Siloed Solutions to Complex, Jurisdiction-Wide Challenges

Limited interagency coordination has significantly hindered the ability of state and local governments to effectively leverage all available resources to address the housing and homelessness crisis.

In many cases, **agencies operate in silos**, not knowing what programs or vendors the other agencies are funding, while utilizing disparate metrics and data collection methodologies to measure success. This **makes it increasingly difficult for agencies to share data, assess impact, or develop and execute comprehensive, data-driven solutions**. Further complicating matters, data is often stored in systems that require formal sharing agreements, HIPAA compliance, or specialized training — barriers that slow down critical collaboration and impede the overall effectiveness of programs aimed at addressing homelessness.



This **disjointed approach prevents state and local governments from incorporating all available funding streams** into combating the housing and homelessness crisis. For instance, while programs like SNAP, TANF, and Medicaid are categorized as critical anti-poverty programs, their recipients overlap with homeless and housing-insecure populations. In certain circumstances these funds may be directly applied to providing housing and homelessness services. However, at the very least, they represent an important intervention point to prevent households from falling into homelessness. Failing to map these connections and leverage resources effectively represents a missed opportunity for state and local governments desperate for solutions.

Similarly, in the absence of shared information, **public servants have been forced to solve problems in isolation**. This often leads to significant redundancies and inefficiencies, as multiple agencies unknowingly utilize their individual budgets to create similar versions of the same general support programs, instead of leveraging the expertise of each agency to design specialized, agency-specific programs and coordinate the effective handoff of recipients between agencies. For example, in some jurisdictions four distinct agencies (housing, child and family services, health, and human services) have developed their own versions of street outreach and housing navigation, often contracting with the same network of service providers.

In addition to cannibalizing talent, the resulting **patchwork of programs has led to regulatory disfunction**, with each government agency requesting unique data points in an attempt to conduct oversight, requiring providers to divert their attention from providing service delivery in favor of bureaucratic navigation. As noted above, program-to-program inconsistency makes it nearly impossible to use this data to compare programs, or measure and replicate success without significant additional effort.

The failure of agencies to effectively collaborate often leads to significant redundancies and inefficiencies in the delivery of critical housing and homelessness services.





## Our Solutions

In supporting state and local leaders responsible for addressing the housing and homelessness crisis, we leverage A&M's Assess, Improve, and Transform framework to develop and execute concrete solutions to drive improvements in interagency coordination and the effective delivery of housing and homelessness services. Our approach focuses on assessing the current state of operations, quickly improving services to assist short-term outcomes, and transforming organizations to ensure long-term and sustainable impact.



- 1. Interagency Collaboration:** Reporting directly to governors, mayors, and departmental leaders, we facilitate collaboration across agencies, supporting strategic planning and working sessions, establishing data-sharing agreements, standardizing metrics, and creating unified strategies to address homelessness.



- 2. Resource Assessment and Optimization:** Working across agencies and with offices of management and budget, we conduct comprehensive assessments of all funding streams and programs across government, including those from anti-poverty programs not traditionally controlled by departments of housing, like SNAP, TANF, and Medicaid. By understanding the full inventory of funds and programs, we are able to help governments understand overlapping programs to identify potential redundancies and opportunities to improve coordination.



- 3. Data-Driven Decision-Making:** Our expertise in data analysis allows us to provide insights that inform decision-making. After standardizing data, we can help state and local governments measure program impact, hold vendors accountable, and make adjustments as needed to deliver concrete results.



- 4. Strategic Planning and Implementation:** We assist in developing and implementing strategic plans that maximize the impact of available resources. This includes identifying priority programs, encouraging the specialization and coordination of programs based on agencies' expertise, setting practical, achievable goals, and monitoring progress to achieve success.



- 5. Innovation and Best Practices:** Drawing upon our deep industry knowledge and past experiences supporting state and local leaders across the country, we utilize best practices to explore new funding opportunities, leverage emerging technologies, and implement evidence-based interventions to help our clients deliver for their constituents.



## Conclusion

The COVID-19 pandemic exacerbated long-term housing and homelessness challenges resulting in a crisis today. While the sudden influx of funding provided immediate relief, it also had the adverse effect of supporting the uncoordinated expansion of support services across government, as dedicated public servants worked to address the immediate crisis. With agencies often operating in isolation, a patchwork of poorly coordinated and overlapping programs were created that has limited transparency and governance while creating burdensome regulatory redundancies.

With the federal funding landscape changing, through both the end of COVID-era programs and new proposals from D.C., now is the time for state and local governments to reprioritize strategic coordination across their housing and homelessness programs to maximize the impact of every dollar spent on this critical responsibility. With A&M's past record of successfully supporting state and local housing and homelessness leaders, we would welcome the opportunity to partner with your organization to deliver real results for your constituents and communities.

### Housing and Homelessness Services Offerings



Organizational  
Assessment



Forensic  
Accounting



Program Funding  
Review



Compliance  
Monitoring



HMIS and  
Performance  
Data Review



Workforce  
Management



Person Centered  
Service Delivery



Statewide Housing  
Strategy

Assess

Improve

Transform

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