Workshop #1
The Big Picture: How We Can End Family Homelessness

- Presenters were:
  - Sharon McDonald, NAEH, Moderator
  - Barbara Poppe, USICH
  - Ann Oliva, HUD
  - David Wertheimer, Bill & Melinda Gates Foundation
  - Michelle Flynn, The Road Home, Utah

- The Presenter slides can be found at:
  [http://www.endhomelessness.org/library/entry/1.1-the-big-picture-how-we-can-end-family-homelessness](http://www.endhomelessness.org/library/entry/1.1-the-big-picture-how-we-can-end-family-homelessness)
Barbara Poppe - USICH

Key Components to Ending Homelessness:
- Coordinated Assessment
- Ensuring interventions & assistance are tailored to needs of families
- Help connect to mainstream benefits
- Develop & build on evidence-based practices

Hazards to Avoid:
- Avoid implementing an assessment system without looking at shelter & housing resources in community
- Avoid letting people place restrictions on entry
- Avoid ignoring a student’s school as a place of origin
- Avoid making things more convenient for providers rather than more convenient for clients

Main Points to Start with:
- Remove income & barriers to entry
- Keep families together
- Ensure Fair Housing
- Increase housing education for staff and clients
Ann Oliva - HUD

- “What we are doing now isn’t getting the job done. We aren’t ending homelessness.”
- HUD made deliberate decisions in the last COC Competition. “Policy decisions that forced communities to take their HMIS data and use it in a different way, in a strategic decision making way, not just report on, but use as a baseline and make decisions.”
  - Objectives in COC Application – Chronic Homeless, Housing Stability, Income, Mainstream Benefits
  - Identify what you did & what you are going moving forward
- HUD “will continue to focus on Rapid Re-housing” in future funding – both in ESG and in COC funds.
  - NAEH released “core components of RRH” – joint USICH, NAEH, HUD
    - [http://www.endhomelessness.org/library/entry/rapid-re-housing2](http://www.endhomelessness.org/library/entry/rapid-re-housing2)
“Every person deserves the chance to live a healthy, productive life.”

**Five Pillars of Homelessness**

- Coordinated Entry data used to inform service & resource allocation
- Rapid re-housing linked to individually tailored services
- Housing conversion to ensure the right mix of shelter, TH, & PH options
- Forged, formal linkages to multiple mainstream systems to promote stability, self-sufficiency, & resiliency
- Strategic & catalytic use of private sector resources

Coordinated Assessment “promotes basic fundamental level of fairness that doesn’t exist when a bunch of providers are doing their own thing. The ability to access housing should NOT be based on the skill of a case manager to manipulate the system.”
Workshop #2
Working Together to End Homelessness: TANF & Workforce Development Agencies

Presenters were:
- Kollin Min, Bill & Melinda Gate Foundation, Moderator
- Kathy Kinard, Washington State Department of Commerce
- Ross Mason, Idaho Department of Health & Welfare
- Ali Sutton, US Department of Health & Human Services

The Presenter slides can be found at:
http://www.endhomelessness.org/library/entry/2.3-working-together-to-end-homelessness-tanf-and-workforce-development-age
Overview:

- **Ali Sutton** (US Dept. HHS)
  - Use of TANF Funds to Serve Homeless Families & Families at-risk of Experiencing Homelessness, February 2013

- **Kathy Kinard** (Washington State Dept. of Commerce)
    - [http://publications.rda.dshs.wa.gov/1498/](http://publications.rda.dshs.wa.gov/1498/)
  - 7 month pilot – coordinated case management/accountability
  - Clients receive an IRP (an individualized housing & service plan which combines a housing stability plan & employment plan)
  - Lesson learned: Homeless providers need to shift thinking. Need to focus on stabilizing the housing crisis BEFORE talking about employment rather than requiring employment/income in order to “get” housing.
Workshop #3
Wide Open Spaces: Addressing Homelessness in Rural Areas

Presenters were:
- Cathy ten Broke, State of Minnesota, Moderator
- Zach Brown, West Virginia Coalition to End Homelessness
- Rusty Bennett, Collaborative Solutions Inc. – Birmingham, Alabama

The Presenter slides can be found at:
Summary

- Employment & Training – AFTER housing crisis has been stabilized; work on soft skill pre-employment training first
- Providers have to be at the table when discusses are being had about affordable housing
- Do not re-create the wheel; who is the expert at what.
- Figure out what is working and then replicate it!

Example of a Project - Rural Homeless Youth Listening Sessions Project Summary Report (MN)

- Purpose was to research issues related to youth homelessness in rural & tribal communities in greater MN in order to help educate policy makers, public & private funders, and the general public.
- [http://b.3cdn.net/naeh/5865d968106965d3b3_ivm6ivdh2.pdf](http://b.3cdn.net/naeh/5865d968106965d3b3_ivm6ivdh2.pdf)
Workshop #4
Q & A with HUD: Federal Priorities and Progress on Ending Homelessness

- Presenters were:
  - Brett Gagnon, HUD
  - Ann Oliva, HUD
  - Marcy Thompson, HUD

- The Presenter slides can be found at:
Summary:

- COC Competition – goal for next cycle: done and awarded by 9/30/14

- Rental Assistance & Non-Profits – temporary fix

- Involuntary Family Separation – 24 CFR 576.102(b): this applies to anyone who receives “a dime of our money.”
  - Ann Oliva, “If you serve a family, you have to take the whole family and serve the whole family. If you don’t want to do this, that is fine with me, but you won’t get federal dollars. HUD will not waive this policy. DOJ and HHS on the federal level are on board with this.

- Future SNAP topics: involuntary separation, match/leverage, service dollars, PHA, graduating PSH and the “moving up” strategy

- Authority – COC or HUD? – importance of governance charter;
  - HUD preference? UFA status

- Point-in-Time - before January 2015, new methodology based guidance from HUD
Workshop #5
Community Performance Improvement: Using Reallocation Strategies to Meet System Needs

- Presenters were:
  - Steve Berg, NAEH, Moderator
  - Mark Johnston, HUD
  - Marygrace Billek, Mercer County Department of Human Services, West Windsor, NJ
  - Katie Kitchin, Community Alliance for the Homeless, Memphis, TN

- The Presenter slides can be found at: http://www.endhomelessness.org/library/entry/5.1-community-performance-improvement-using-reallocation-strategies-to-meet
Mark Johnston – HUD:

- No new money in the foreseeable future. 4 years in a row, HUD asks for funds but Congress hasn’t approved it. New projects will be from Reallocation.

- “This means you have to make tough choices. It forces you to get rid of laggards. SSO projects need to go. They have to find another way to pay for services – like richer deeper pockets somewhere else. HUD is going to continue to chose units over services.”

- Decision making must be cost-effective, focused on high performing projects, those with a strategic value of ending homelessness.
  - For example: take a TH program that may have great outcomes. But what does it cost per HH? If you can do RRH at $1/4 of the cost, you need to start asking providers “Why aren’t you embracing RRH?”
  - Use your own data (TH) and compare to RRH. No one is saying it is easy. But looking at cost and actual outcomes, “you will be surprised.”
Marygrace Billek – Mercer County DHS, New Jersey

What they discovered?
- People were staying in TH too long & not exiting to PH.
- Long-term stayers in TH were not those with the highest needs.
- 80% of persons in TH could have been rapidly rehoused.

Role of Data:
- “HMIS used to be a dirty word. Now, if you don’t have a data committee, you need to get one. It is one of the most important things we do. Data tells us the truth.”

Outcome Measures that led to Reallocation (TH vs. RRH):
- Increased earned income – 14% to 50%
- Reduced recidivism rate – 21% to 6%
- Cost Per Diem – Emergency shelter ($125), TH ($84), TRA & RRH service ($50)

Feedback Loop
- Quality Improvement Plan – outlines performance targets, monitors progress & action steps
- Quarterly Performance Report Card – outcomes, compliance, HMIS, fiscal
Katie Kitchin – Community Alliance for the Homeless (Memphis, TN):

- “Biggest lessons learned about reallocation, fear of what will happen is A LOT worse than what actually happens.”

- Performance Management Process
  - Established community-wide performance benchmarks
  - Adopted written policies & procedures to govern the process
  - Conducted agency site visits, random file selection, financial & data management
  - Produced program performance reports – allowed corrections with documentation
  - Established appeal process

- Monitoring is imperative!
  - “When you are using HMIS to score & rank programs, there is a potential for deception. Ensure that the case file matches what is reported in HMIS. Defuse the financial incentive to lie by demonstrating that we are going to randomly select and look at case files.”
  - Also look at audits & drawdowns. These can signal fiscal management problems.
Summary:

- All three presenters emphasized the following:
  - Transitional Housing is not Rapid Rehousing.
  - Just because you call something rapid re-housing doesn’t necessarily mean that is what it is.

- NAEH Performance Improvement Calculator:

- Sample Performance Scorecard from Memphis:
  - [http://b.3cdn.net/naeh/75d38aca31b0ebfc55 erm6bnu1g.pdf](http://b.3cdn.net/naeh/75d38aca31b0ebfc55 erm6bnu1g.pdf)
Workshop #6
Best Meeting the Needs of Homeless Persons: Using HUD’s Homeless & Mainstream Housing Programs

Presenters were:
- Jennifer Ho, HUD, Moderator
- Ann Oliva, HUD
- Brett Gagnon, HUD
Overview:

- **Rules/Standards**
  - Chronic Homeless Definition – will be published as a FINAL rule. Will release a series of notices to help fill in gaps, i.e. prioritizing those in need and documentation requirements.
  - ESG and COC Program Interim Rules will come back out again for comment.

- **Opening Doors**
  - “It is the lens by which we make all kinds of decisions, including budgetary.”
  - SSVF is a great example of what happens when you manage a plan.
    - VA isn’t contracting with itself.
    - Using models from HPRP and RRH demo projects.
    - Will use the data that comes out of these projects to translate across programs/populations.
    - COC’s should be connecting veterans to the veteran system. Those not eligible can be & then should be served with other federal dollars (COC or ESG).

- **COC Competition**
  - You need to develop performance standards. Focus on decreasing LOS homeless, decrease recidivism, increase income, and increase mainstream benefits.
Eight Policy Priorities

- **Strategic Resource Allocation**
  - Must look at your data! Those projects that are ineffective or underperforming need to be reallocated.
  - Create written standards for administering assistance – who you are targeting and how; make sure it is transparent; requirements are for HUD funded programs but the more you can bring online, the better.
  - Questions to ask: prioritizing those most in need, housing first, cost effective outcomes?

- **Chronic Homelessness**
  - “We are pushing you on purpose. Housing First should be implemented on a project & system-wide level.”

- **Veterans**
  - “Veterans who cannot be served by SSVF are the only ones that should be served with COC and/or ESG dollars.”

- **Family**
  - Review Core Components for Rapid Re-housing

- **Youth**
  - COC’s need to partner with schools, child welfare, & RHY. Your COC must become “a youth informed system of care.”
Removing Barriers

- Must remove barriers to entry at a system & project level. “This is especially true in Transitional Housing programs.”
- “Huge issue, COC’s have let resources & programs drive the bus rather than the needs of the people.”
- Review TH models for cost effectiveness, performance, number & type of criteria for eligibility. Is RRH a better model? “The outcomes are overwhelming, 80% stay out of the homeless system of care.”

Maximum use of Mainstream Benefits

Partnerships

- Public Housing Authorities – pressure has been applied and will continue to be applied
- Philanthropy – difference between charity and strategic giving

Jennifer Ho, “We are navigating a period of extreme change. Adopt a mentality of doing things – Better, Faster, and Smarter.”