TECHNICAL ASSISTANCE TO IMPROVE DELIVERY OF HOMELESSNESS PROGRAMS

Department of Housing and Community Development

Housing Policy Division

Agenda

- Overview of HCD Technical Assistance (TA)
  - TA Request Forms
  - TA Open House Forums
- Building Capacity
  - Technical Assistance Collaborative Inc.
- Housing Stability
  - Corporation for Supportive Housing.
- Housing First
  - Home Base.
- Q & A

Technical Assistance Opportunities at HCD

	Available Assistance			
Capacity Building	Create or update Homeless plans	Setting basic and uniform expectations for Coordinated Entry Systems	Improving local Homeless Management Information Systems (HMIS) data quality or increasing participation rate or coverage	• Access and deploying resources • New tools and guidance
Housing First	Conversion of emergency shelters to a low barrier or a Housing First Shelter	Adopting and incorporating Housing First for all homelessness programs	Improve or establish a diversion strategy to prevent homelessness or reduce the demand for shelter beds	
Housing Stability	Establishing or improving rates of exits from homelessness into permanent housing	Assist RRH to move individuals and families into permanent housing	Innovative solutions to engage landlords and identify creative housing solutions in challenging rental markets	

Eligible recipients include CoCs and Counties that administer or receive a direct allocation from HCD

Summary: HCD Technical Assistance (TA)

Program Overview:	• Derives its funds from Emergency Solutions Grant (ESG)and No Place Like Home (NPLH) TA set-asides. • Up to $2.175 Million → ***approx. 13,000 hours of TA***
Recipients:	CA Counties and Continuums of Care eligible for either or both ESG and NPLH Programs
Program Goals:	• Complement the jurisdictions' TA efforts • Streamline TA opportunity where feasible • At least 50% of eligible recipients should receive TA within 12 months
Selected Consultants:	• Technical Assistance Collaborative, Inc. (TAC) → ***building capacity*** • Corporation for Supportive Housing (CSH) → ***housing stability*** • The Center for Common Concerns (Home Base) → ***Housing First***

As of April 30, 2019….

Submitted Requests	• **30 Requests for Technical Assistance**
	  • 14 – Building Capacity
	  • 9 – Housing First
	  • 7 – Housing Stability

Hours Committed	**2,881 hours**
Open-House Forums Conducted	• **2/20 – San Diego** • **2/26 – Webinar** • **2/28 - Merced** • **3/6 – Sacramento** • **3/7 - Oakland**

Tailored On-Demand Model

HCD announced the availability of TA opportunities Jan. 17th

→

Counties & CoCs submit requests for specialized TA thru HCD's website, describing their needs

→

HCD evaluates requests for completeness and eligibility

↓

HCD to assigns each request to a TA Consultant

→

TA Consultant in consultation with HCD develops a workplan

→

HCD approves the workplan, deliverables, and expectations, and deploys the Consultant to the jurisdiction

↓

HCD conducts regular check-in calls

→

TA Consultant submits a report of the TA provided

Technical Assistance Webpage and Forms

http://www.hcd.ca.gov/grants-funding/already-have-funding/technical-assistance.shtml

Technical Assistant Request Forms

- Capacity Building
- Housing Stability
- Housing First

TECHNICAL ASSISTANCE COLLABORATIVE (TAC)

CAPACITY BUILDING TECHNICAL ASSISTANCE

Technical Assistance Collaborative

- TAC is a nonprofit organization dedicated to helping our nation's human services, health care, homelessness, and affordable housing systems implement policies and practices that empower people to live healthy, independent lives in the communities they choose.

- TAC is a national leader in helping states and localities to design, implement, and evaluate strategies to understand their current homeless response system and identify housing and service resources to decrease the number of people experiencing homelessness.

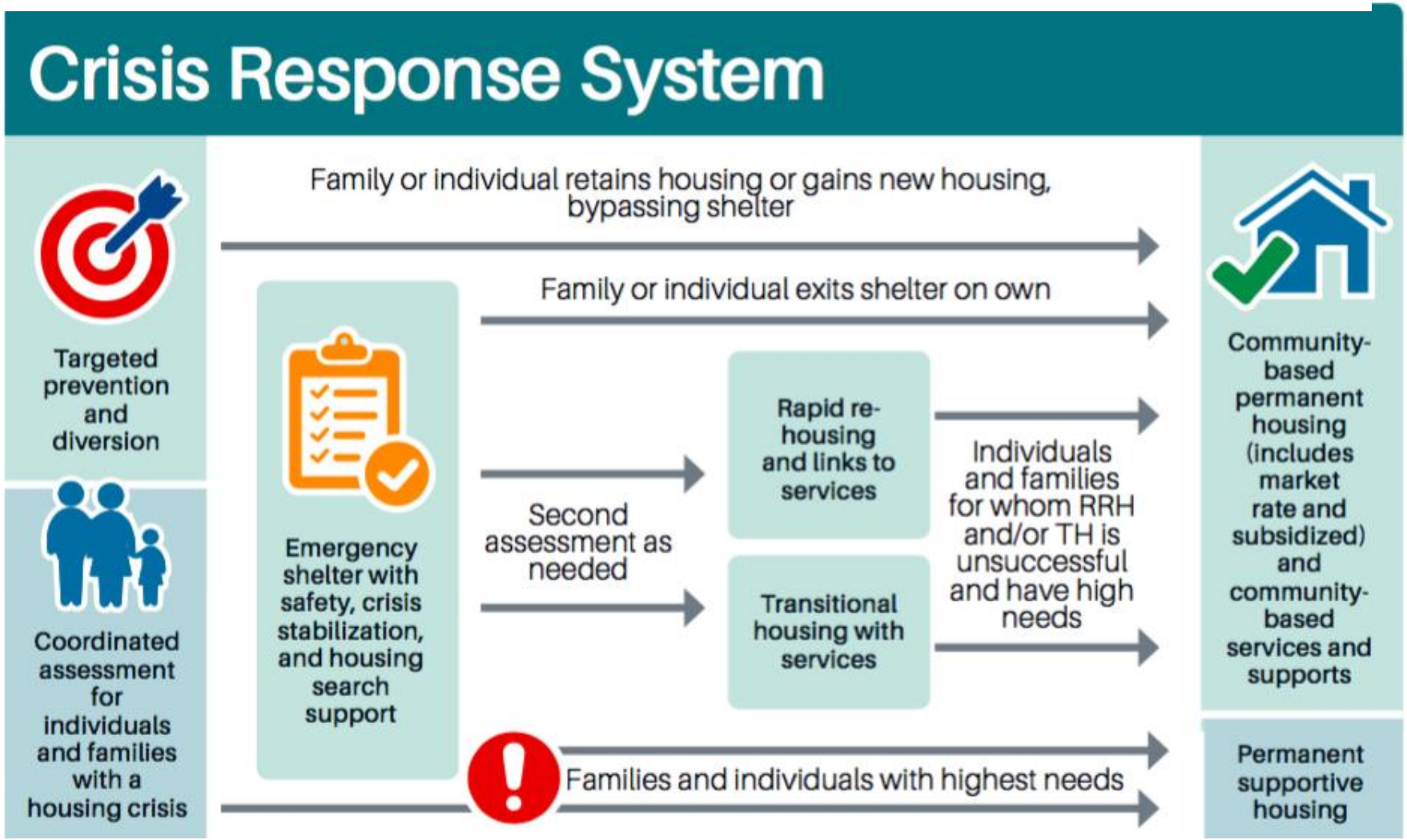
Homeless Crisis Response System Goals

- People in crisis have access to an immediate response to their crisis including a safe place to go when no alternative to entering shelter can be found.
- People are not unsheltered.
- People do not spend long periods of time homeless – they have access to help to reconnect to housing.
- People exiting homelessness do not quickly cycle back in.

Elements of Strong Homeless Crisis Response System

- Housing First approach across the system
- Diversion from homeless system when possible
- Rapid identification and engagement of people experiencing unsheltered homelessness to connect them to crisis services and housing assistance
- Quick, accessible, low-barrier pathways to shelter and other crisis services with short stays in shelter
- Rapid connection to permanent housing for all sheltered and unsheltered people, with priority on most vulnerable

Strong Capacity Building = Effective Homeless Crisis Response System



Source: National Alliance to End Homelessness- ENDHOMELESSNESS.ORG

Homeless Crisis Response System Performance Measures

The length of time individuals and families remain homeless.

- Demonstrating a reduction of the average and median length of time persons enrolled in emergency shelter, transitional housing, or safe haven projects experience homelessness.

The extent to which individuals and families who leave homelessness experience additional spells of homelessness.

- Demonstrating a reduction in the percent of persons who have left homelessness (i.e., exited continuum projects into permanent housing destinations) who return to homelessness (i.e., return to continuum projects for which homelessness is an eligibility criterion).

Homeless Crisis Response System Performance Measures

The thoroughness in reaching homeless individuals and families

- Measured through a community's coordinated entry system, the geographic coverage of homeless assistance projects, and the community's street outreach efforts

Overall reduction in the number of homeless individuals and families

- Demonstrating a reduction in the number of homeless individuals and families identified in the Point-in-Time (PIT) sheltered and unsheltered counts and annual sheltered data within the CoC over time.

Homeless Crisis Response System Performance Measures

Job and income growth for homeless individuals and families

- Demonstrating that the percent of homeless adults being served in projects increase their earned (i.e., employment) income and/or other income between their enrollment in the system and their exit (or follow-up assessment).

Success at reducing the number of individuals and families who become homeless

- Demonstrating a reduction in the number of persons experiencing homelessness for the first time.

Capacity Building Technical Assistance

Capacity Building TA

- Provide direct technical assistance to CoCs and County's endeavoring to enhance, develop, and build local capacity to resolve homelessness in the community

- TAC will engage in a variety of technical assistance activities within the community, to support efforts to build or improve a systems and capacity to coordinate homeless services and housing

Examples of Capacity Building TA

- **GOVERNANCE & STRUCTURE**
  - Reviewing your CoC structure, facilitating conversations, reviewing and revising your charter, assessing your committee structure and membership, and making practical recommendations to improve your system

- **COORDINATED ENTRY**
  - Assisting in design and implement a new coordinated entry system or helping bring a successful system to scale, we can help you identify gaps, maximize participation, and improve and evaluate outcomes

- **STRATEGIC PLANNING**
  - As your community focuses on developing or updating its strategic plan to end homelessness, we can work with you to align the policies and resources of providers, government agencies, and local efforts with best practices and federal funding priorities and resources.

Capacity Building Elements

- **PERFORMANCE MEASUREMENT**
  - Demonstrate data-informed planning and outcomes, CoCs need both project- and system-level performance measures. TAC can help you to understand your current system and make long-term plans based on defining performance measures, identifying targets aligned with federal goals, and creating tools to monitor outcomes.

- **DISASTER RELIEF**
  - Help you ensure that those who are most vulnerable are a part of your planning and recovery efforts. We can assist you with using multiple funding streams in advance of CDBG-DR, creating program guidelines, and implementation support.

- **HOMELESS MANAGEMENT INFORMATION SYSTEM**
  - Assist in improving participation rates and coverage in your community's Homeless Management Information System (HMIS), giving you both accurate client-level data and information about the provision of housing and services to homeless individuals and families.

Capacity Building Elements

- **RAPID RE-HOUSING**
  - Assist in integrating rapid re-housing into your homeless crisis response systems by making it a system-wide primary intervention, strengthening program design, creating evaluation mechanisms, and training staff

- **YOUTH HOMELESSNESS**
  - Working with communities on strategic planning processes to prevent and end youth homelessness, through collecting and analyzing data, coordinating with other systems of care that interact with youth, and implementing promising program

- **SYSTEM MAPS**
  - Develop a system map to “right size” its outreach, prevention, diversion, rapid re-housing, and permanent supportive housing resources. This is a good tool to make system flow data accessible to all stakeholders, supporting data-informed decision-making in the planning process.

Capacity Building Elements

Other aspects of homeless response system planning include

- Designing effective point-in-time (PIT) counts
- Identifying and repurposing underperforming projects
- Conducting gaps analyses to identify ways your community can meet the needs of people who are at risk or currently experiencing homelessness

Housing Stability TA with CSH

CSH

Advancing Housing Solutions That

Improve lives of vulnerable people	Maximize public resources	Build strong, healthy communities

CSH

Supportive Housing is the Solution

Supportive Housing combines affordable housing with services that help people who face the most complex challenges to live with stability, autonomy and dignity.

Housing:
Affordable
Permanent
Independent

Support:
Flexible
Voluntary
Tenant-centered
Coordinated Services

Core Outcomes related to Housing Stability

Positive Housing Outcomes

Tenants have social and community connections

Tenants stay housed

Tenants are satisfied with the services and housing

Positive Housing Outcomes

Tenants improve their physical and mental health

Tenants increase their income and employment

CSH

Scope of the Housing Stability TA

Establishing or improving rates of exits from homelessness into permanent housing.

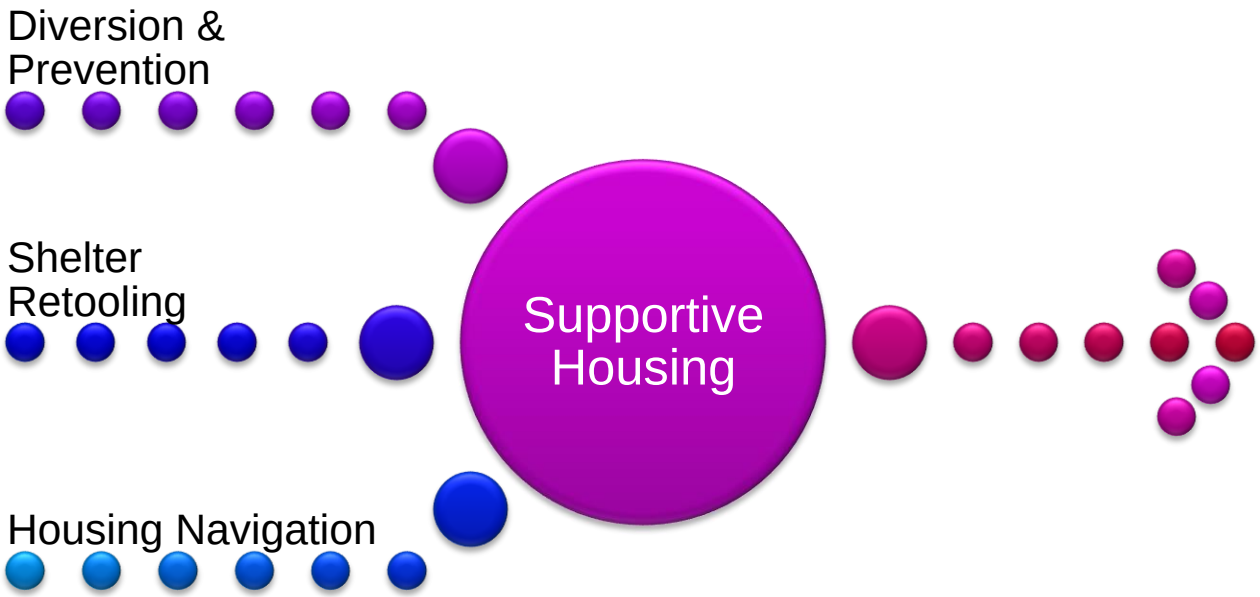
Developing written standards, policies, or procedures to help programs move individuals and families into permanent housing..

Establishing or improving innovative solutions to engage landlords and identify creative housing solutions in challenging rental markets

© All rights reserved. No utilization or reproduction of this material is allowed without the written permission of CSH.

CSH

How to Improve Rates of Exits into Permanent Housing



CSH

Examples of the TA in Practice

Address the Need for Improved Care Coordination

- **Assess Resources in Emergency Shelter or Transitional Housing**
- **Define the Roles for Housing Navigation v. Case Management**
- **Developing a Landlord Liaison Program**
- **Support Service Providers with Navigating Community Resources**

Developing written standards, policies, or procedures

Examples:

- Eviction Prevention Program
- System-Wide Policies and Procedures Alignment
- Policy Expectation Alignment
- Trainings
    - Trauma-informed care
    - Harm Reduction
    - Principles of Housing First
    - Motivational Interviewing
    - Critical Time Intervention (CTI)
    - Stages of Change

© All rights reserved. No utilization or reproduction of this material is allowed without the written permission of CSH.

CSH

Examples of the TA in Practice

CSH is a touchstone for new ideas and best practices to support alignment with Coordinated Entry (CE) policies, referrals to supportive housing providers, development of housing inventory, and strategies for ongoing property management relationship building and management.

Training, templates, and resources to educate property management on how to support vulnerable populations in SH.

Strategies for engaging tenants in the community and stabilizing in supportive housing and role clarification with service providers.

Develop tools and resources to advertise and engage landlords in order to develop a robust inventory of supportive housing units

Facilitating discussions to ensure strong communication is achieved between CE referrals, Supportive Housing Providers, and Property Management

Strategies to Engage Landlords

Innovative Solutions

- Annual Engagement Summit
- Supportive Housing Education
- Tenant Rights Education
- Media Campaign
- Identifying Community Champions

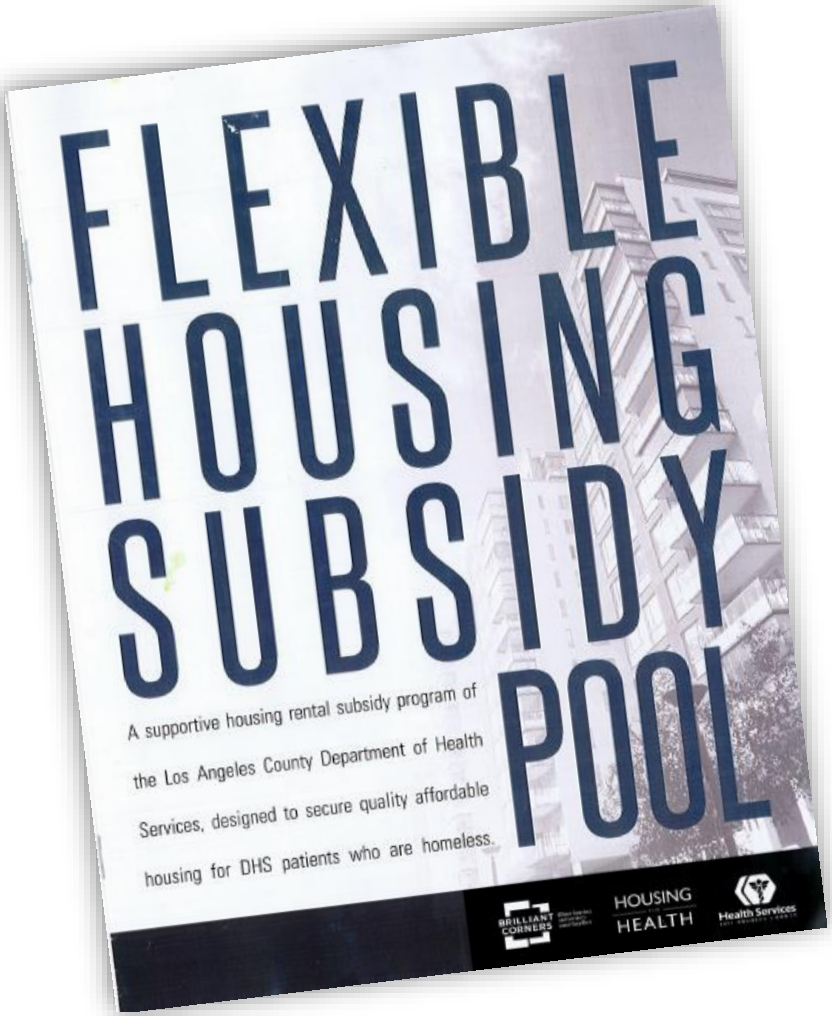
Toolkits

- Communication Templates
- Job Descriptions
- Strategies to Increase the Portfolio
- Relationship Management
- Incentive Strategies

© All rights reserved. No utilization or reproduction of this material is allowed without the written permission of CSH.

CSH

LA Flexible Subsidy Pool



BUILDING SUCCESSFUL SYSTEMS AND PROGRAMS THROUGH HOUSING FIRST TECHNICAL ASSISTANCE

Housing First Technical Assistance

Jean Field, HomeBase
Tara Ozes, HomeBase

WHO WE ARE

HomeBase
Advancing Solutions to Homelessness

HomeBase has been working with Continuums of Care and homeless service providers throughout the country for three decades on eradicating homelessness.

We help CoCs and providers design and implement Housing First and other major system changes across every level of the community.

WHY IS HOUSING FIRST SO IMPORTANT?

- Housing First ensures the most vulnerable people have access to housing and services without the barriers that keep them out of shelters and housing – and makes their situation worse
- Community-wide Housing First practices are essential to a strong, well-functioning system of care
- It's evidence-based: Housing First has proven to be more effective than systems that impose "housing ready" transitions or other requirements
- Not just a best practice…it's the law: All California state funded/administered programs (CA Welf & Inst Code § 8255 (2016) must be Housing First

WHAT IS HOUSING FIRST?

Housing First removes barriers to housing and retention and prioritizes the most vulnerable and high-need persons for housing assistance with four overarching principles:

- Homelessness is a housing problem and should be treated as such.
- People should be stabilized in permanent housing as soon as possible – and then connected to resources to sustain that housing.
- Underlying issues that contributed to a person's homelessness are best addressed after that person is in a stable housing environment.
- All persons experiencing homelessness are "housing ready."

CHARACTERISTICS OF HOUSING-FIRST PROJECTS

1. Few or No Barriers
2. Reasonable Accommodations
3. Identification of Alternatives
4. Voluntary, Client-Driven Services
5. Flexible Payment
6. Avoiding Eviction

HOW DO YOU MAKE IT WORK?

Establish a **clear vision** that reflects your community's commitment to Housing First.

Ensure EVERYONE in every agency – boards, leadership, program managers, and staff - understands and supports the vision.

Incorporate Housing First practices in **policies & procedures.**

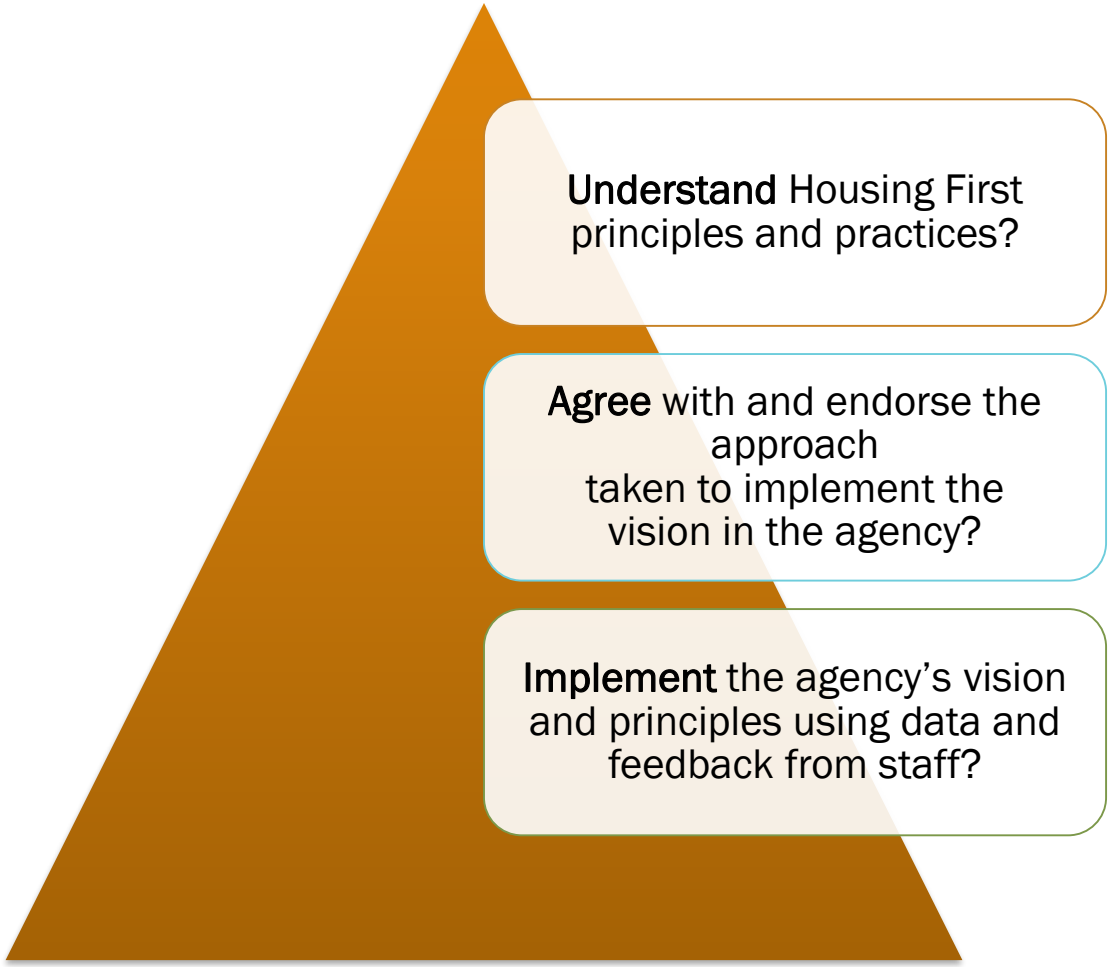
Put policies and procedures into practice at every step of the process.

ESTABLISH A CLEAR VISION WITH LEADERSHIP SUPPORT

HOUSING FIRST VISION & MISSION STATEMENTS

- Are your vision and mission statements articulated in a well-defined, distilled message with clear objectives and principles?
- Are your objectives supported by data, best practices, and feedback from engaged stakeholders?
- Do the vision and mission statements clearly define what your agency does?

LEADERSHIP IMPLEMENTATION
DO YOUR AGENCY'S BOARD AND MANAGEMENT:



POLICIES AND PROCEDURES

HomeBase

Advancing Solutions to Homelessness

Policies & Procedures Review Using a Change Management Approach

1 Review
your policies & procedures to recognize needed revisions.

2 Meet
with staff and clients to discuss changing the policies and gather input.

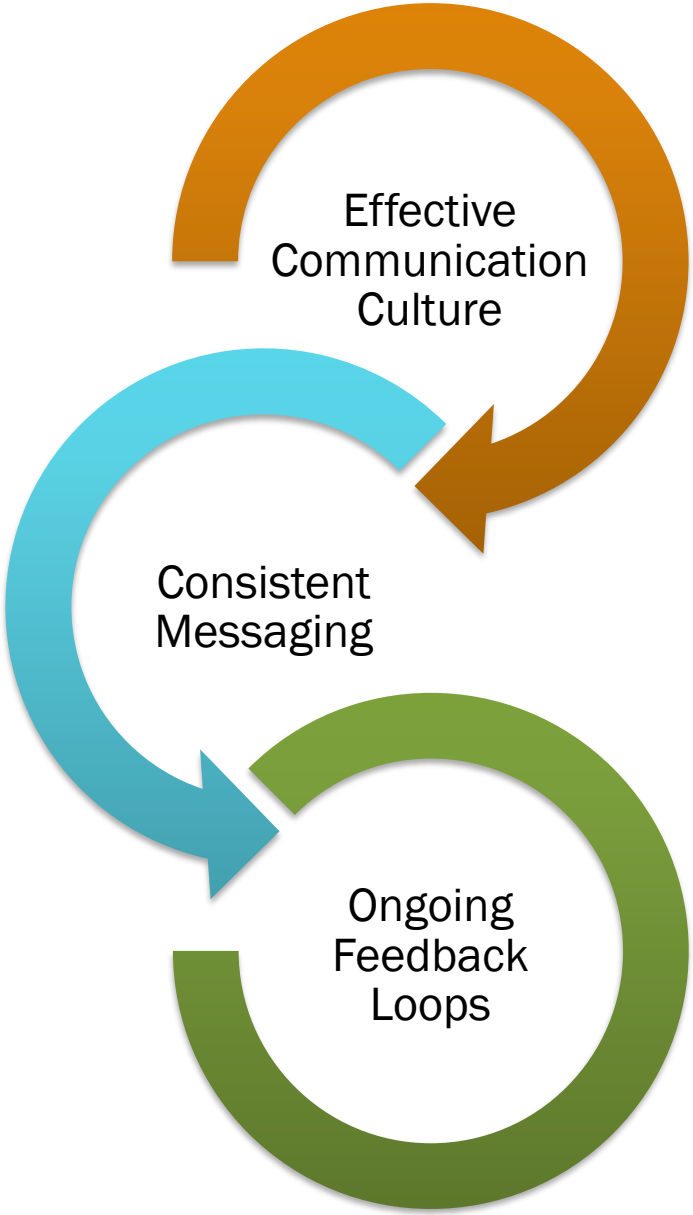
3 Hold
frequent meetings with staff and clients to assess how the policies and procedures are working and revise as needed.

4 Post
new policies and procedures and put them into effect within 30 days.

5 Track
the numbers. Are fewer people being turned away? Are people moving into permanent housing at a higher or faster rate?

COMMUNICATION AND FEEDBACK

COMMUNICATION USING A CHANGE MANAGEMENT APPROACH



Communication
Culture
in
You
Tube

EVALUATE AND SUPPORT STAFF ROLES

Clarified & Supported Roles

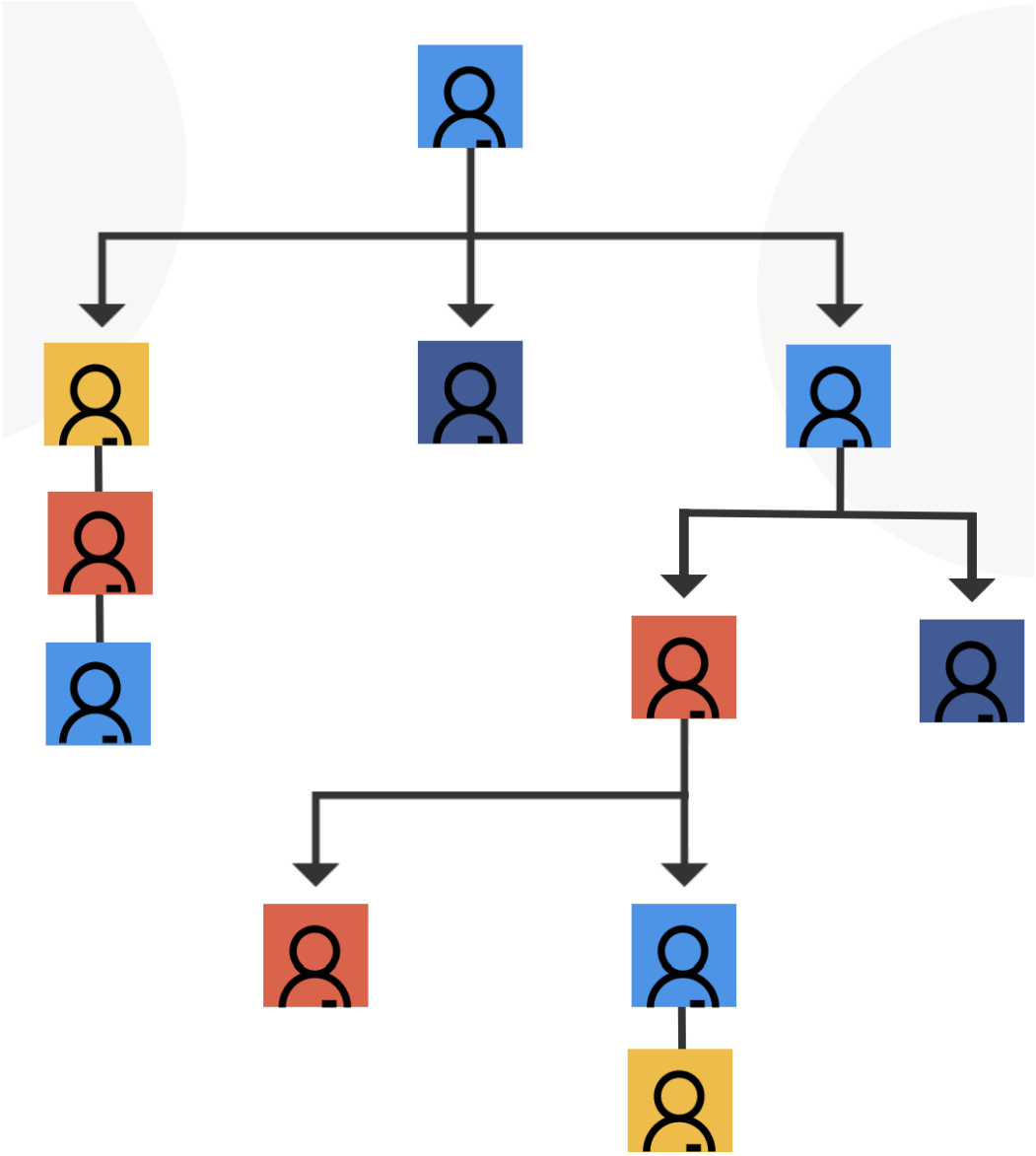
Staffing Structures

Staff Endorse & Are Engaged in Housing First practices

Staff Are Supported

Orientation & Training

ASSESS STAFFING STRUCTURES



ORIENTATION & TRAINING & SUPPORT

Hire the right people by revising job descriptions and position qualifications aligned with your new program models.

Assess training needs and set a regular schedule for training.

Orient all staff to changes as they come up and support them with a trauma-informed culture.

Provide training regarding housing search, landlord cultivation, housing placement or other **new skills staff are required to take on**.

Provide training regarding client-centered, trauma-informed, motivational interviewing and other relevant skills.

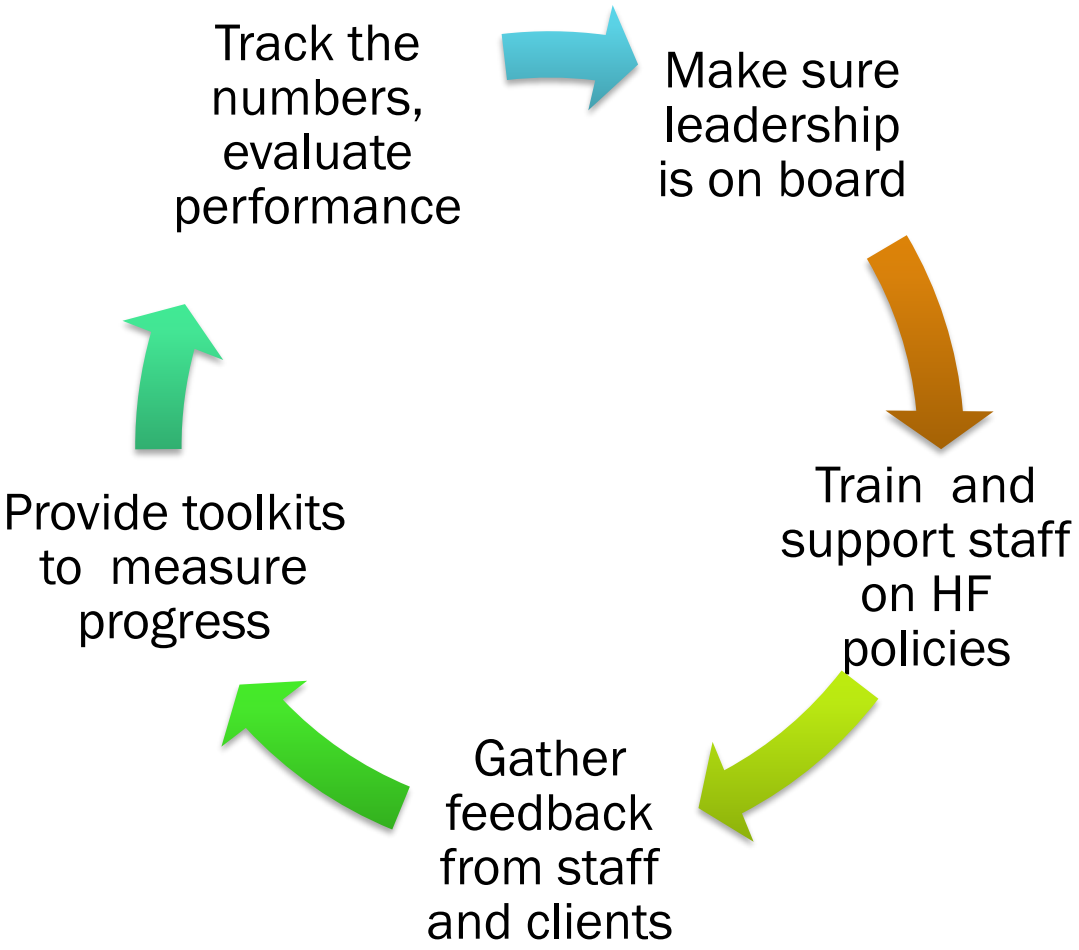
Engage clients, people with lived experience, landlords, and members of the community into your staff and trainings.

MONITOR & EVALUATE PERFORMANCE

HomeBase

Advancing Solutions to Homelessness

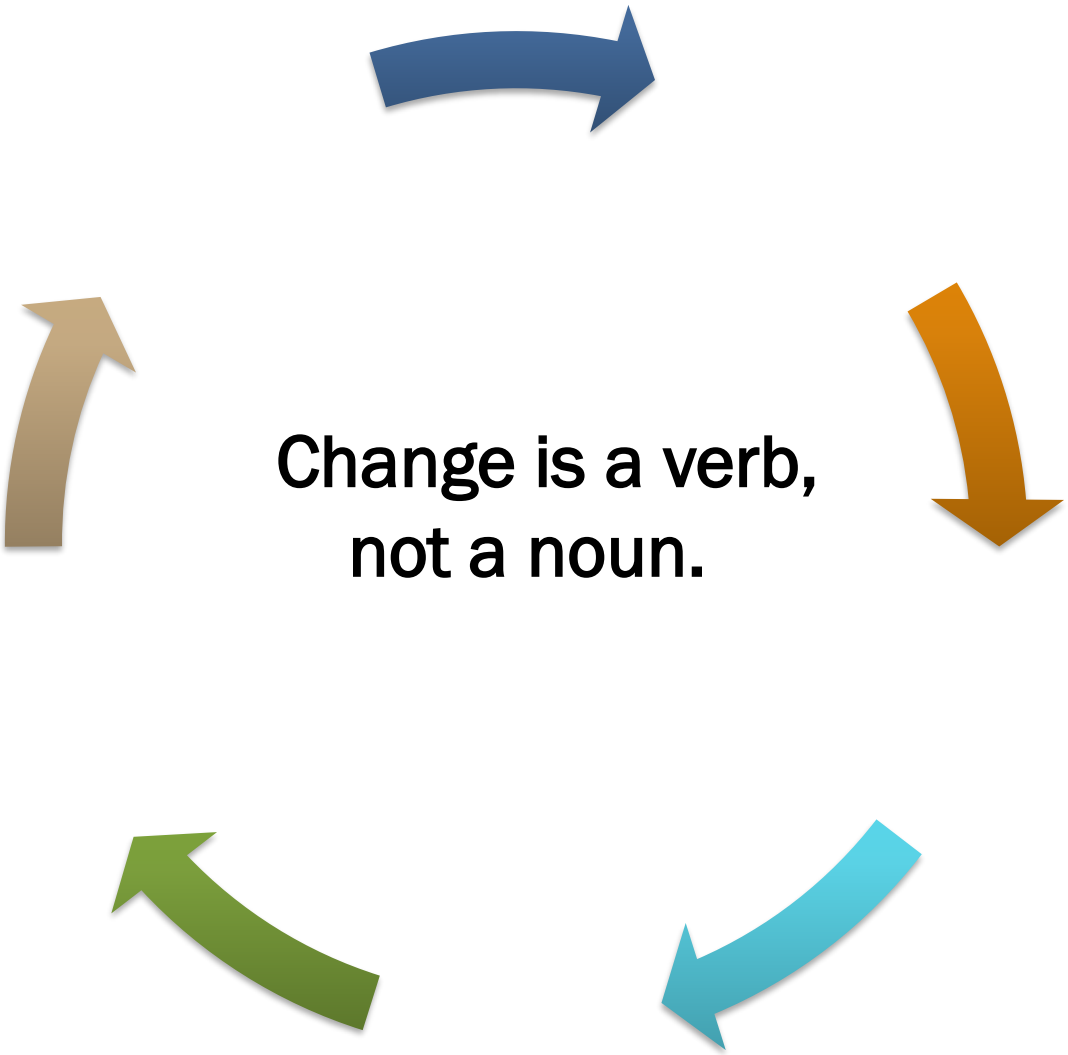
HOW DO WE MAKE SURE IT WORKS?



HOW CAN TECHNICAL ASSISTANCE HELP?

HomeBase

Advancing Solutions to Homelessness


Change is a verb,
not a noun.

TOOLS FOR HOUSING FIRST SYSTEM CHANGE

Toolkits and evaluation strategies to identify barriers to full implementation of Housing First in your community

Targeted trainings for community and agency leaders, line staff, individual agencies or program type

Converting and creating barrier-free emergency shelters, outreach, diversion/problem-solving and housing systems

Reviewing and drafting Housing First **policies & procedures**

What does your CoC need?

Putting policies and procedures into practice at every step of the process.

Stay in the know: Follow HCD on social media

Like us on Facebook: /CaliforniaHCD

Follow us on Twitter: @California_HCD

Follow us on LinkedIn: /company/californiahcd

Email us at HomelessnessTA@HCD.CA.GOV