

# 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	<ul style="list-style-type: none"><li>• Access and deploying resources</li><li>• New tools and guidance</li></ul>
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)

<b>Program Overview:</b>	<ul style="list-style-type: none"><li>• Derives its funds from Emergency Solutions Grant (ESG) and No Place Like Home (NPLH) TA set-asides.</li><li>• Up to \$2.175 Million → <i>approx. 13,000 hours of TA</i></li></ul>
<b>Recipients:</b>	CA Counties and Continuums of Care eligible for either or both ESG and NPLH Programs
<b>Program Goals:</b>	<ul style="list-style-type: none"><li>• Complement the jurisdictions' TA efforts</li><li>• Streamline TA opportunity where feasible</li><li>• At least 50% of eligible recipients should receive TA within 12 months</li></ul>
<b>Selected Consultants:</b>	<ul style="list-style-type: none"><li>• Technical Assistance Collaborative, Inc. (TAC) → <i>building capacity</i></li><li>• Corporation for Supportive Housing (CSH) → <i>housing stability</i></li><li>• The Center for Common Concerns (Home Base) → <i>Housing First</i></li></ul>

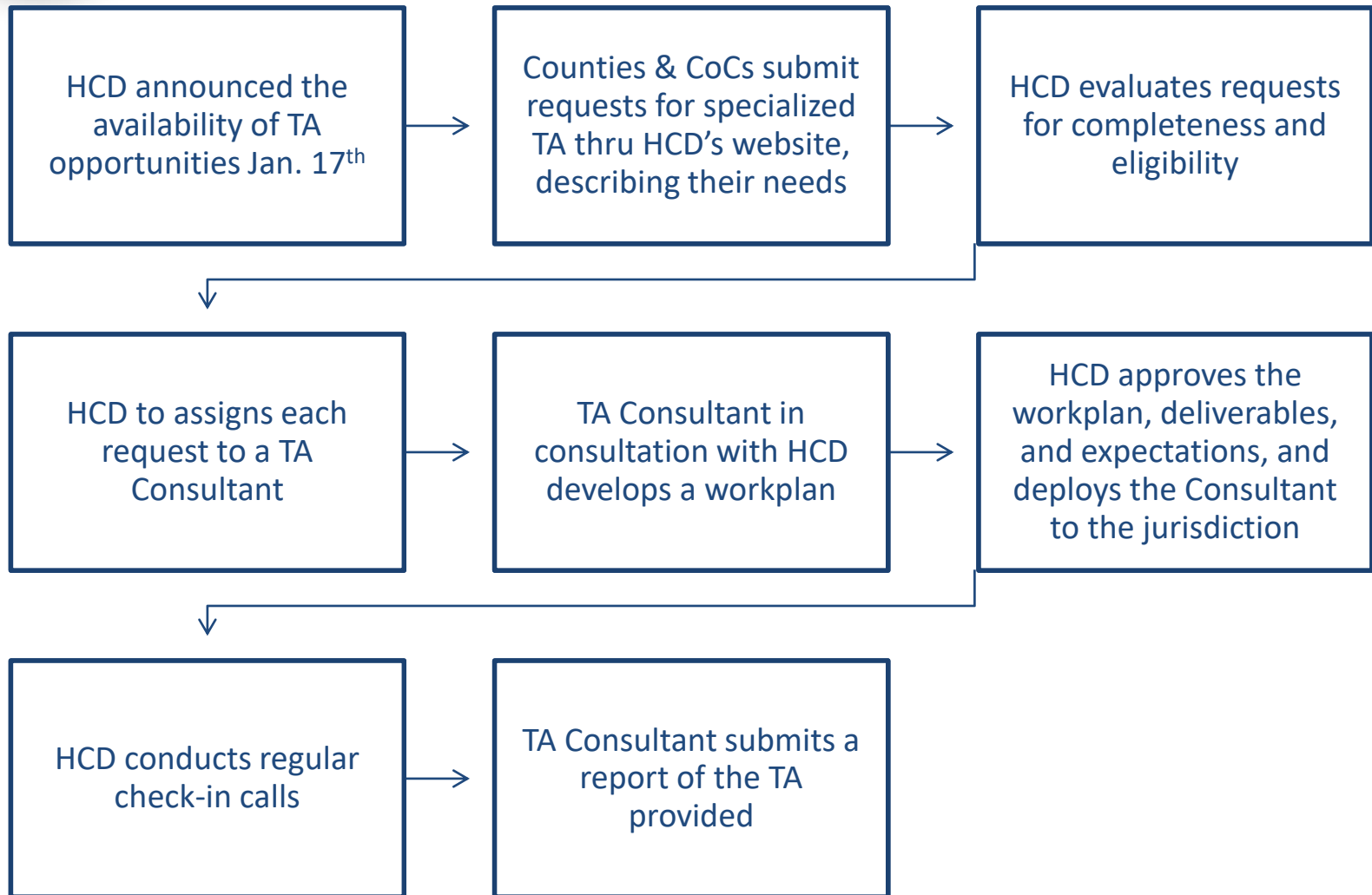


## As of April 30, 2019....

<b>Submitted Requests</b>	<ul style="list-style-type: none"><li>• <b>30 Requests for Technical Assistance</b><ul style="list-style-type: none"><li>• 14 – Building Capacity</li><li>• 9 – Housing First</li><li>• 7 – Housing Stability</li></ul></li></ul>
<b>Hours Committed</b>	<b>2,881 hours</b>
<b>Open-House Forums Conducted</b>	<ul style="list-style-type: none"><li>• <b>2/20 – San Diego</b></li><li>• <b>2/26 – Webinar</b></li><li>• <b>2/28 - Merced</b></li><li>• <b>3/6 – Sacramento</b></li><li>• <b>3/7 - Oakland</b></li></ul>



## Tailored On-Demand Model





# Technical Assistance Webpage and Forms

CA.GOV

California Department of Housing and Community Development

CONTACT ABOUT JOBS NEWSROOM

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Home > Grants & Funding > Training and Technical Assistance

Grants & Funding

Already Have Funding  
Get Funding  
Income Limits

Technical Assistance to Improve Delivery of Homelessness Programs

- Background Information
- Eligible Recipients
- Technical Assistance Activities
- HCD Technical Assistance Consultants
- Workshop Dates and Locations

<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

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- 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

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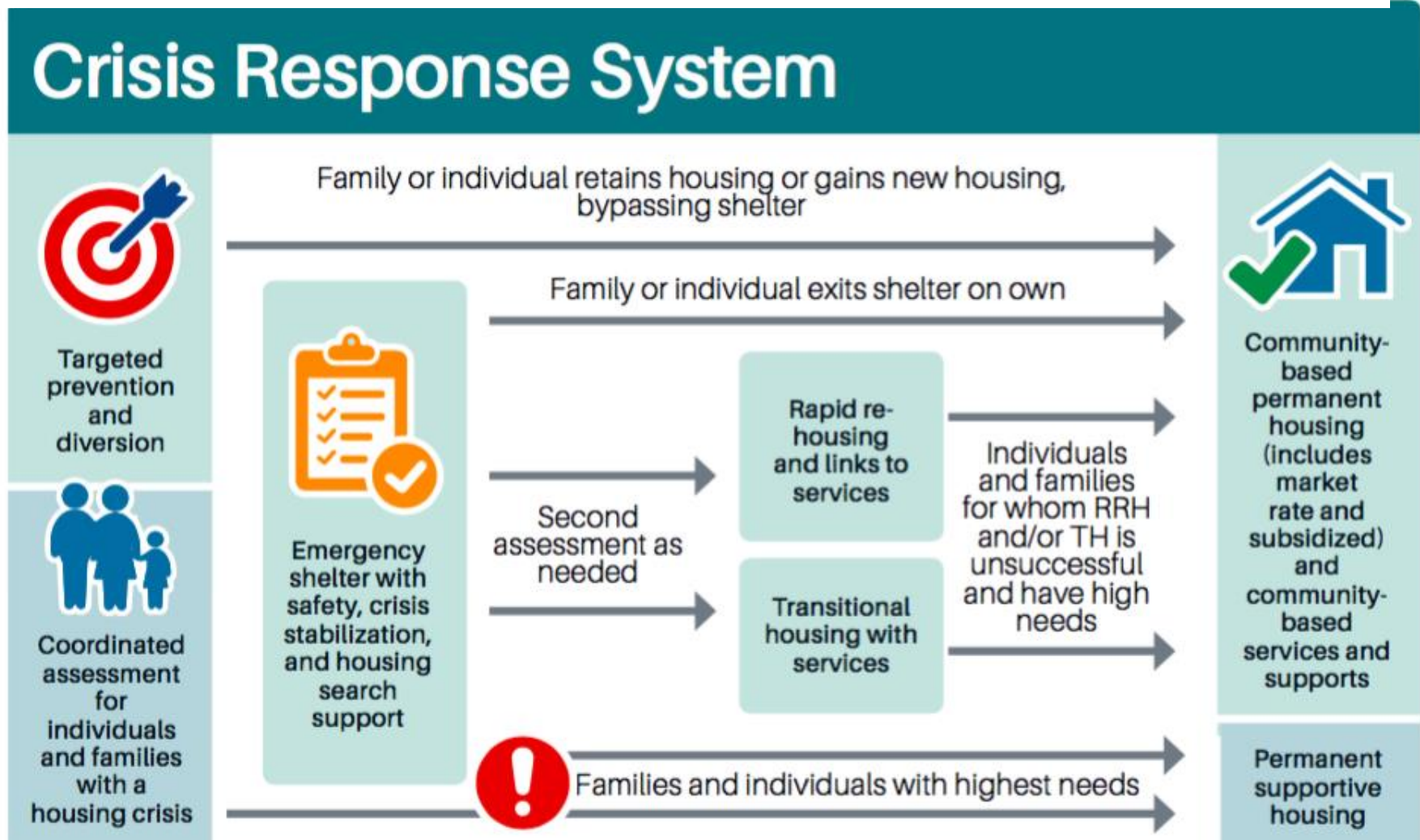
- People in crisis have access to an immediate response to their crisis including a safe place to go when no alternative to entering shelter can be found.
- People are not unsheltered.
- People do not spend long periods of time homeless – they have access to help to reconnect to housing.
- People exiting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

# Elements of Strong Homeless Crisis Response System

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- 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](http://ENDHOMELESSNESS.ORG)

# Homeless Crisis Response System Performance Measures

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## **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

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## **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

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## **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

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- 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

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- **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

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- **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

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- **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

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**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

# Advancing Housing Solutions That



Improve lives of  
vulnerable people



Maximize  
public resources



Build strong,  
healthy communities

# 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*

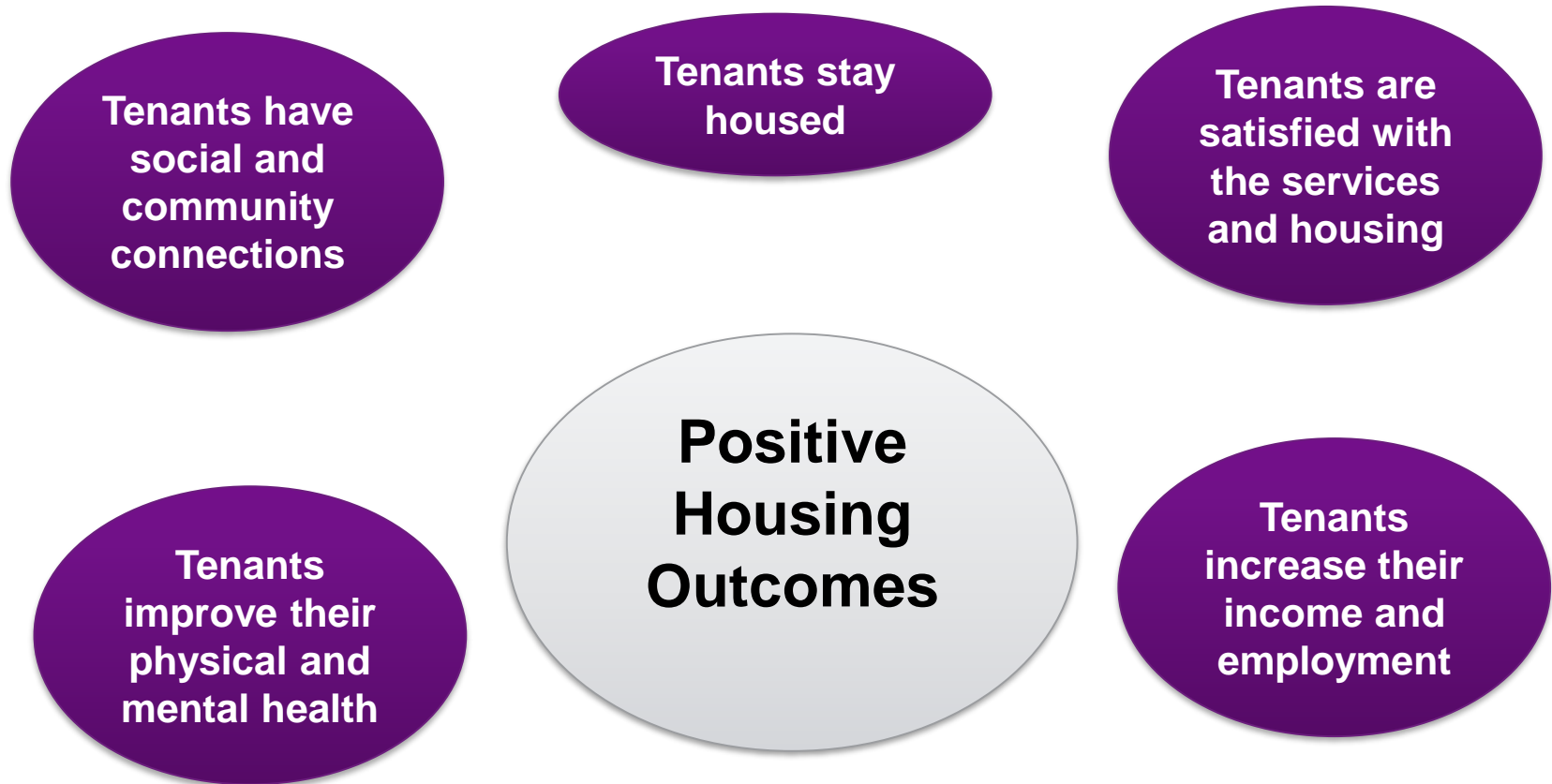


Support:  
*Flexible*  
*Voluntary*  
*Tenant-centered*  
*Coordinated Services*



# Core Outcomes related to Housing Stability

## Positive Housing Outcomes



# Scope of the Housing Stability TA



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



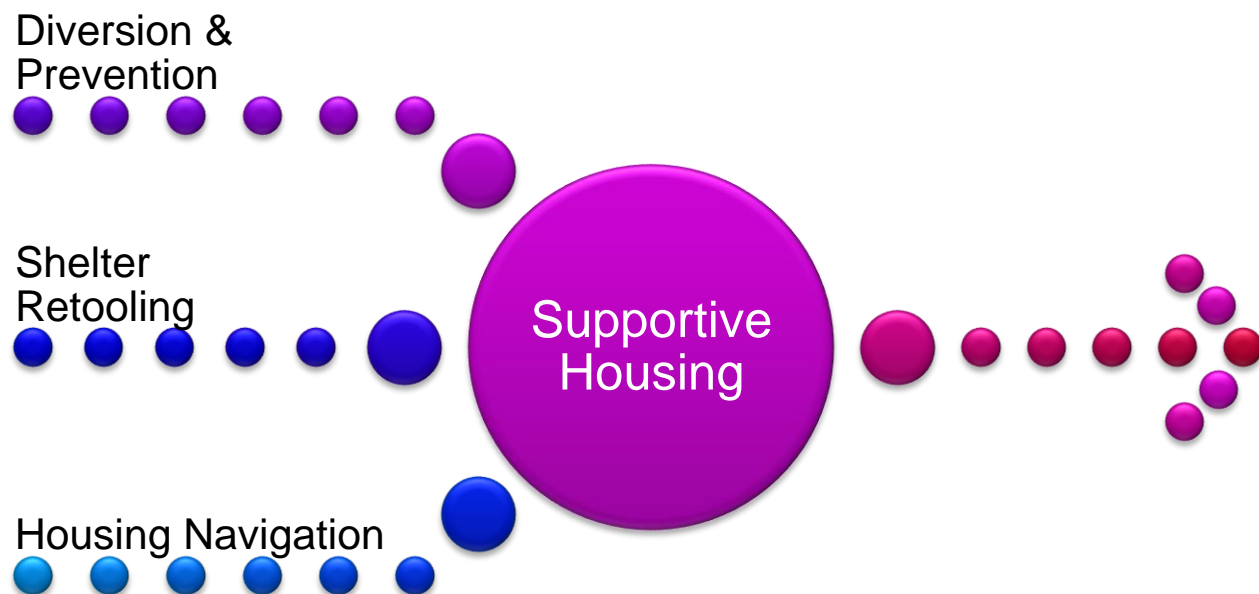
Developing written standards, policies, or procedures to help programs move individuals and families into permanent housing..



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



# How to Improve Rates of Exits into Permanent Housing



# 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

# 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

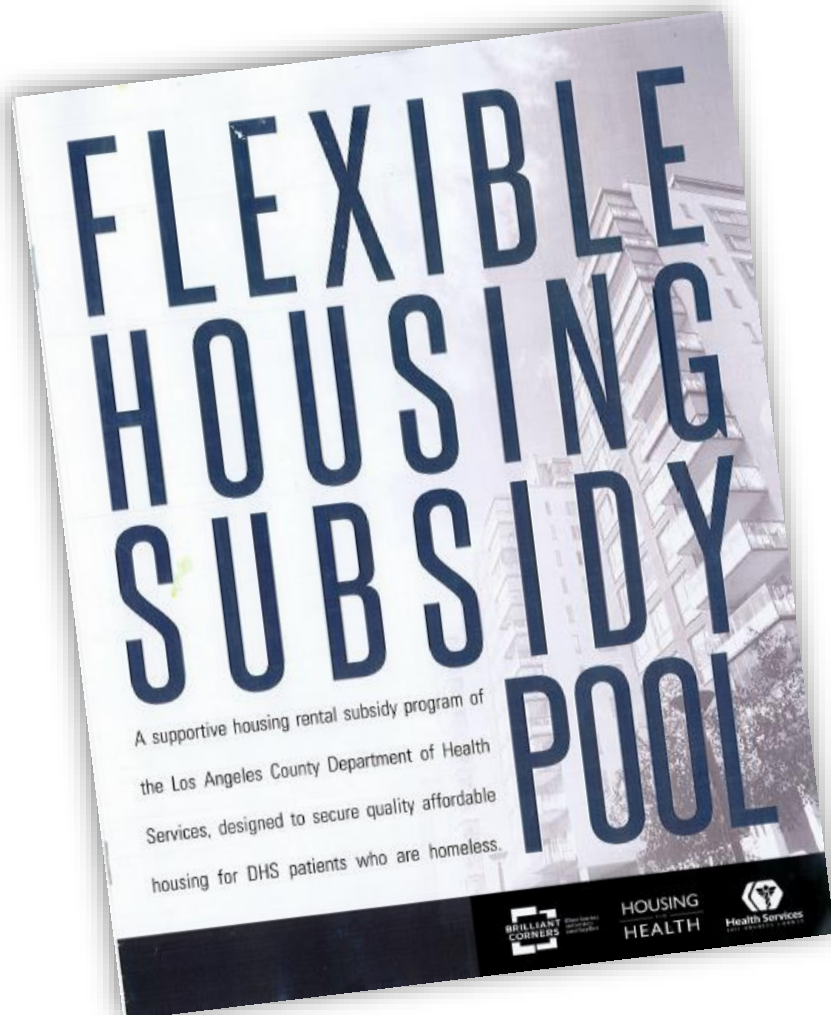
- Annual Engagement Summit
- Supportive Housing Education
- Tenant Rights Education
- Media Campaign
- Identifying Community Champions

## Toolkits

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



# LA Flexible Subsidy Pool



**FLEXIBLE  
HOUSING  
SUBSIDY  
POOL**

A supportive housing rental subsidy program of the Los Angeles County Department of Health Services, designed to secure quality affordable housing for DHS patients who are homeless.

**BRIGHT CORNERS**  
COMMUNITY-BASED  
COORDINATING CENTER

**HOUSING  
HEALTH**

**Health Services**  
LOS ANGELES COUNTY



**FHSP OFFERS...**

**QUALITY AFFORDABLE HOUSING:** The Flexible Housing Subsidy Pool (FHSP) is a supportive housing rental subsidy program of the Los Angeles County Department of Health Services (DHS), along with other governmental partners and the Conrad N. Hilton foundation. The goal of the FHSP is to secure quality affordable housing for DHS patients who are homeless.

**A RANGE OF HOUSING OPTIONS:** Brilliant Corners, the central coordinating community-based partner for the FHSP, works to secure a broad range of housing options, including single family homes, individual apartments, blocks of units or entire buildings. Brilliant Corners identifies and secures units County-wide; provides move-in assistance and rental subsidy disbursement; coordinates with case managers; and assists with landlord/neighborhood relations.

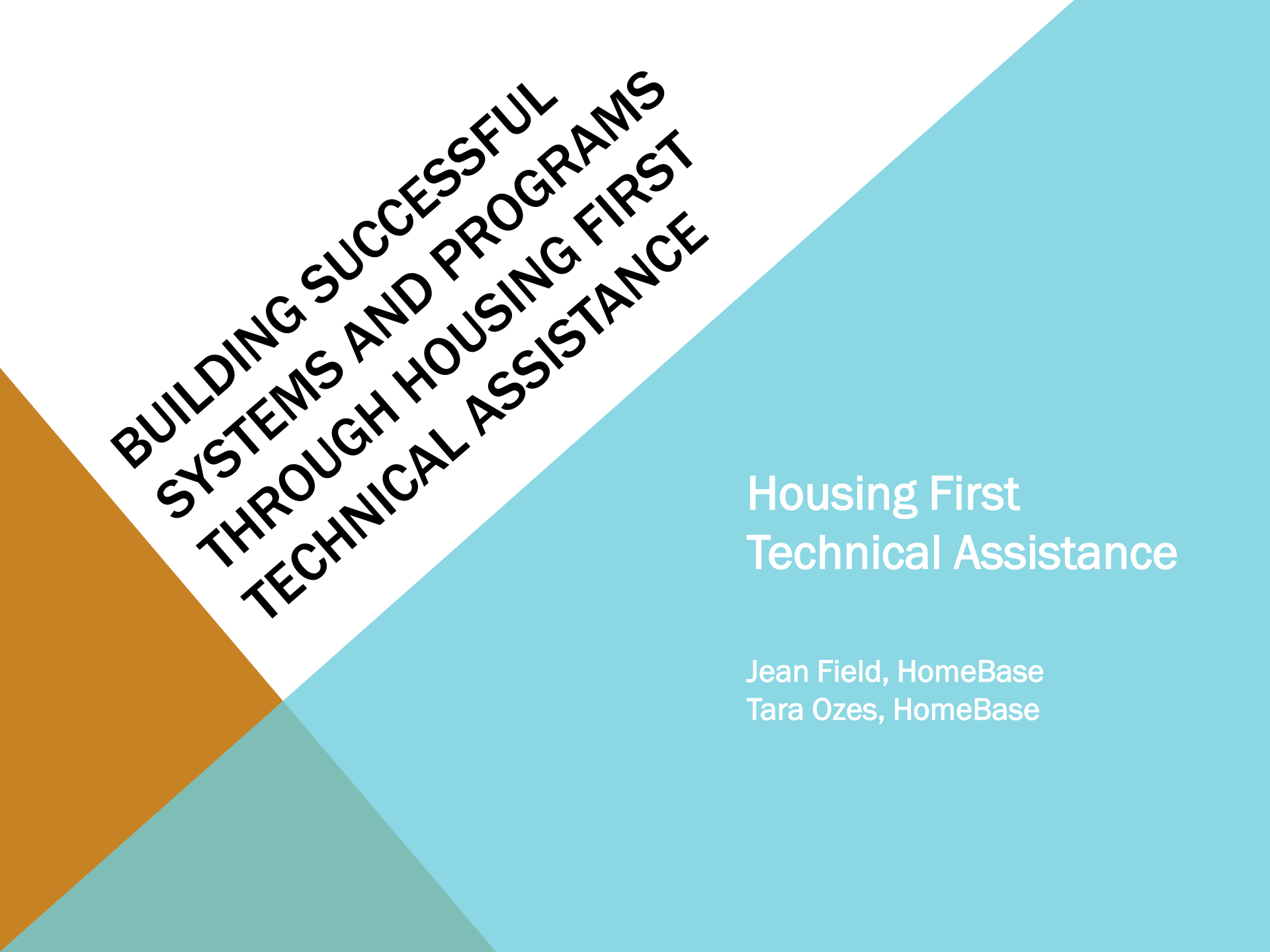
**INTENSIVE CASE MANAGEMENT:** All tenants housed through the FHSP are linked to intensive case management and wrap-around services to support their transition to permanent housing and promote housing stability. Case managers are available to respond when issues arise and support the long-term success of the tenant.

**EASY LANDLORD PARTICIPATION:** Brilliant Corners is currently seeking landlords to participate in the FHSP program. For more information, please contact Tyler Fong at tyler@brilliantcorners.org or (213) 232-0134 x204.

**GOALS (Cumulative)**

**2014:**  
300 rental subsidies





# **BUILDING SUCCESSFUL SYSTEMS AND PROGRAMS THROUGH HOUSING FIRST TECHNICAL ASSISTANCE**

## **Housing First Technical Assistance**

Jean Field, HomeBase  
Tara Ozes, HomeBase

# WHO WE ARE



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:



# CHARACTERISTICS OF HOUSING-FIRST PROJECTS

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**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?

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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

**HomeBase**

*Advancing Solutions to Homelessness*



# 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?

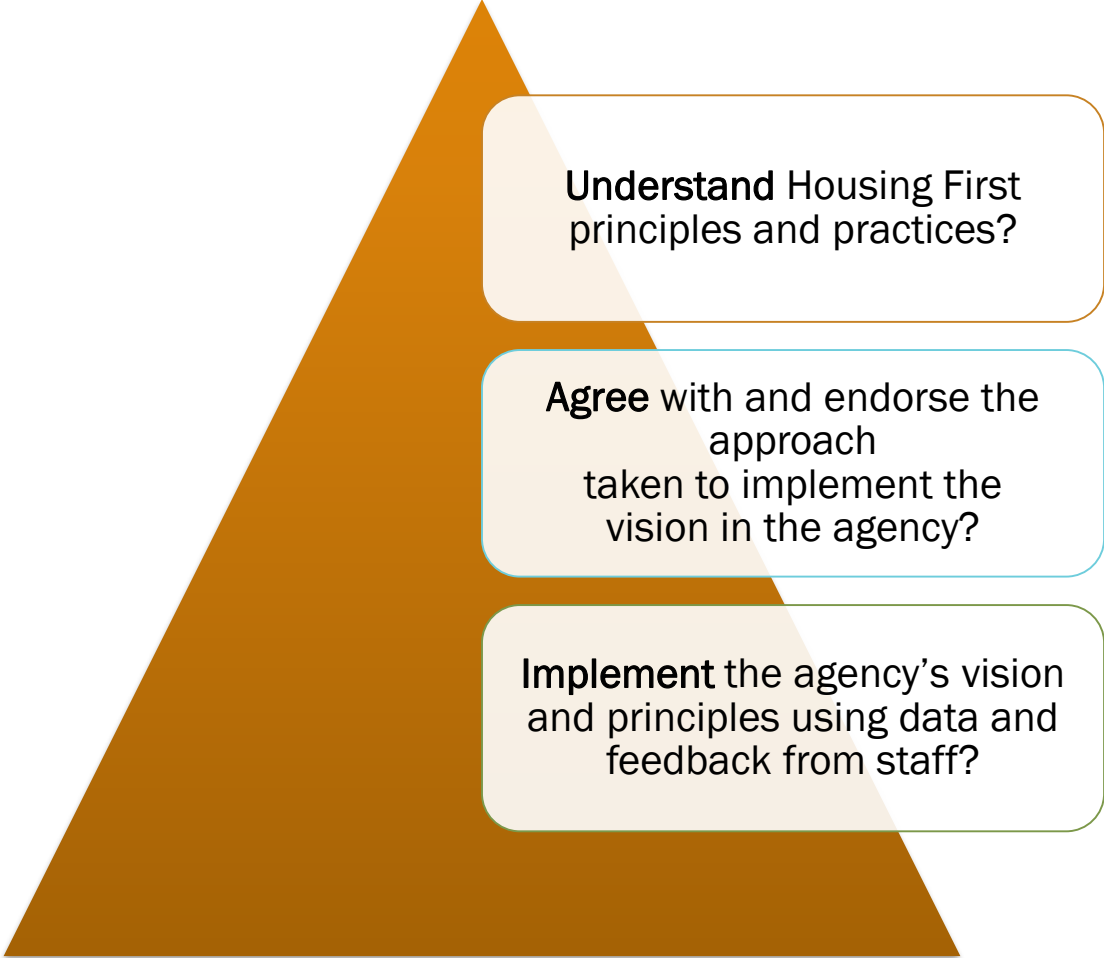
- 
- Do the vision and mission statements clearly define what your agency does?





# LEADERSHIP IMPLEMENTATION

## DO YOUR AGENCY'S BOARD AND MANAGEMENT:



**Understand** Housing First principles and practices?

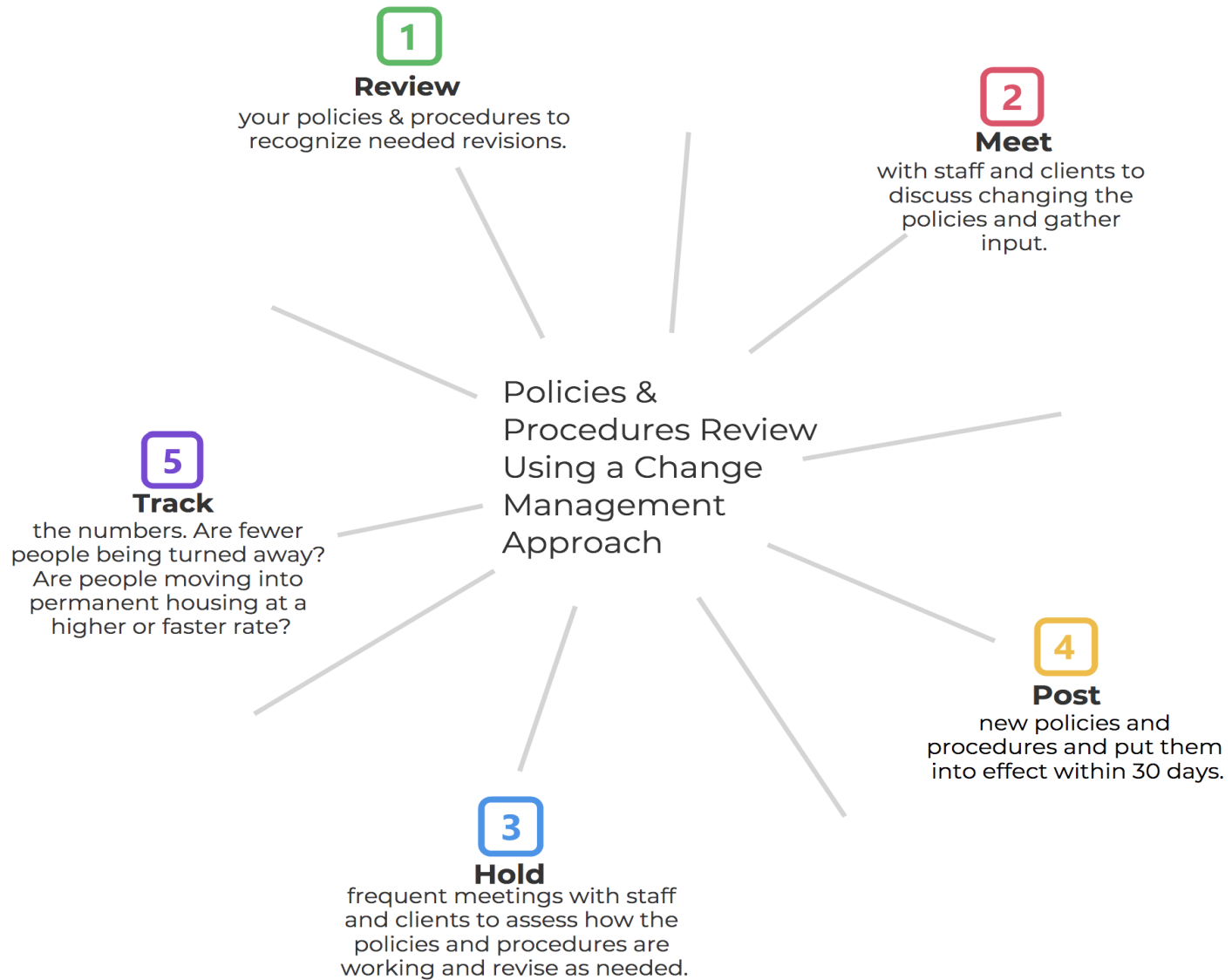
**Agree** with and endorse the approach taken to implement the vision in the agency?

**Implement** the agency's vision and principles using data and feedback from staff?



# POLICIES AND PROCEDURES

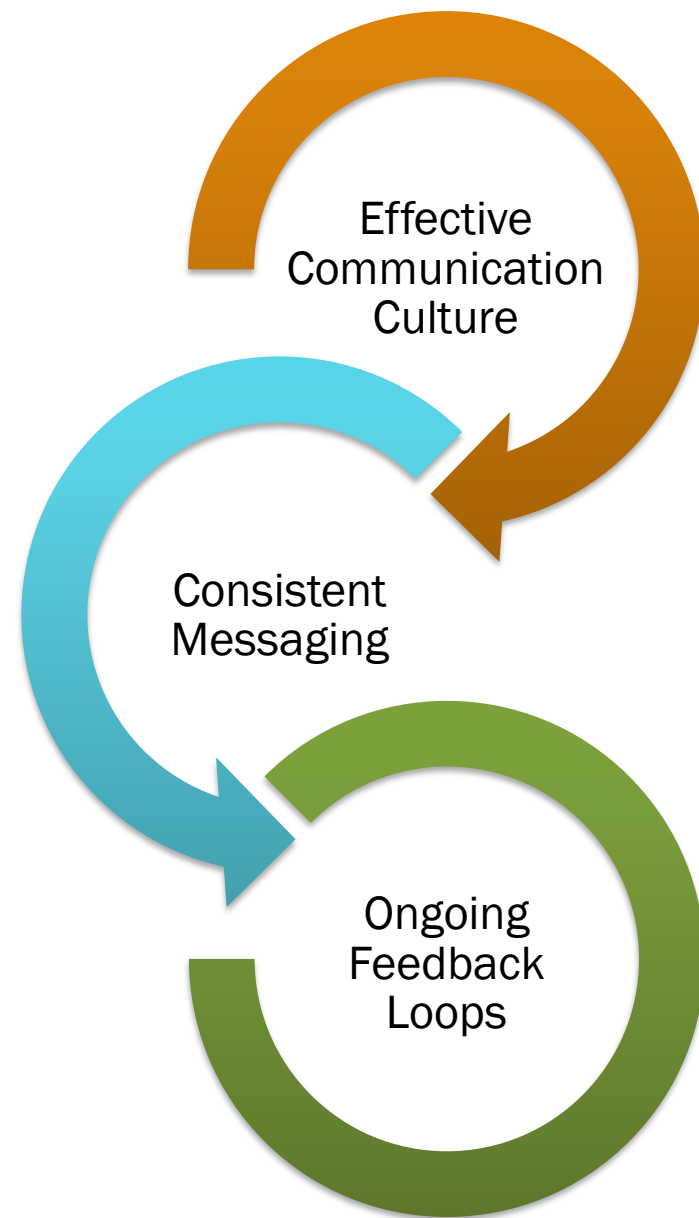




# COMMUNICATION AND FEEDBACK



# COMMUNICATION USING A CHANGE MANAGEMENT APPROACH

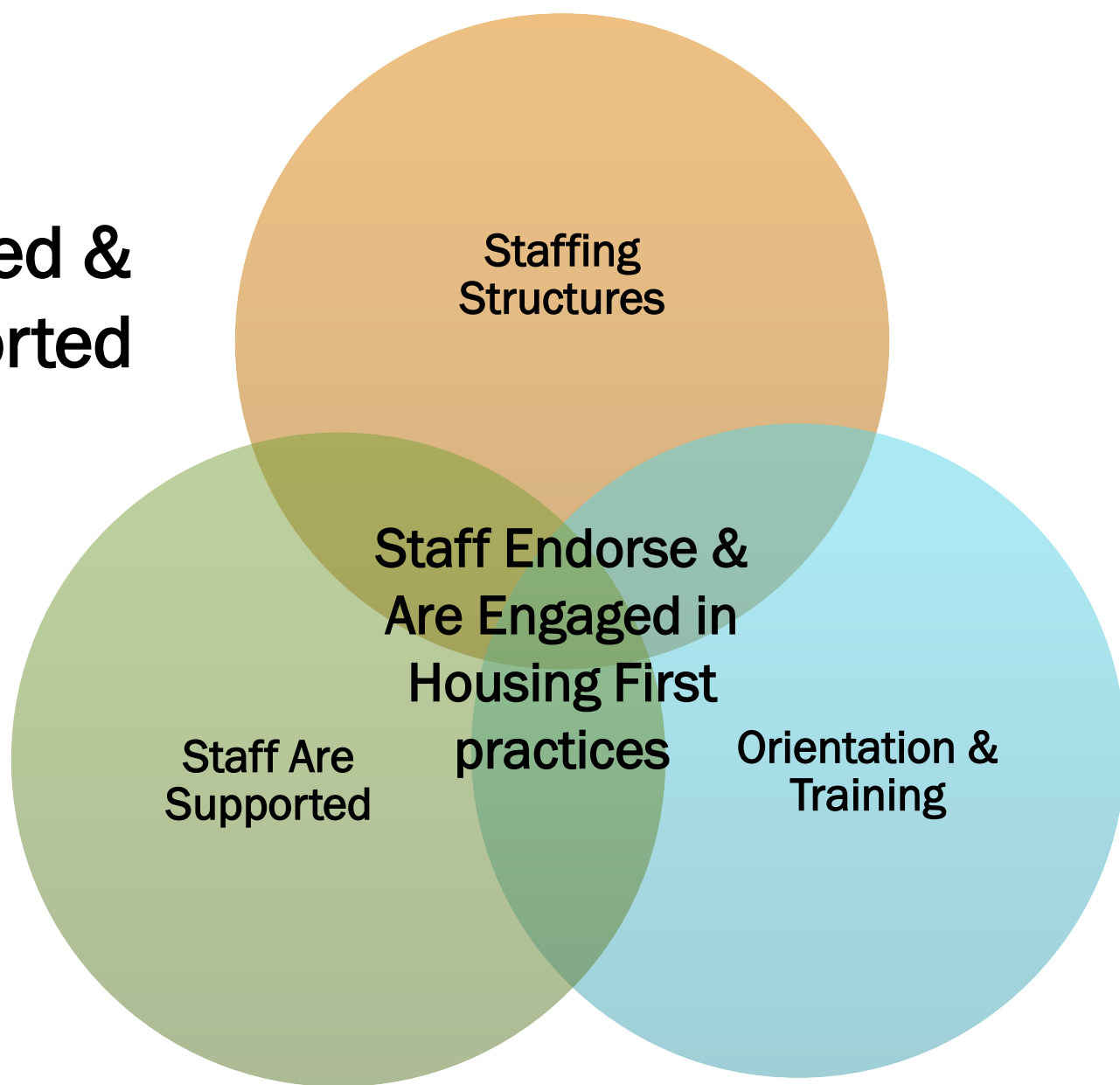




# EVALUATE AND SUPPORT STAFF ROLES

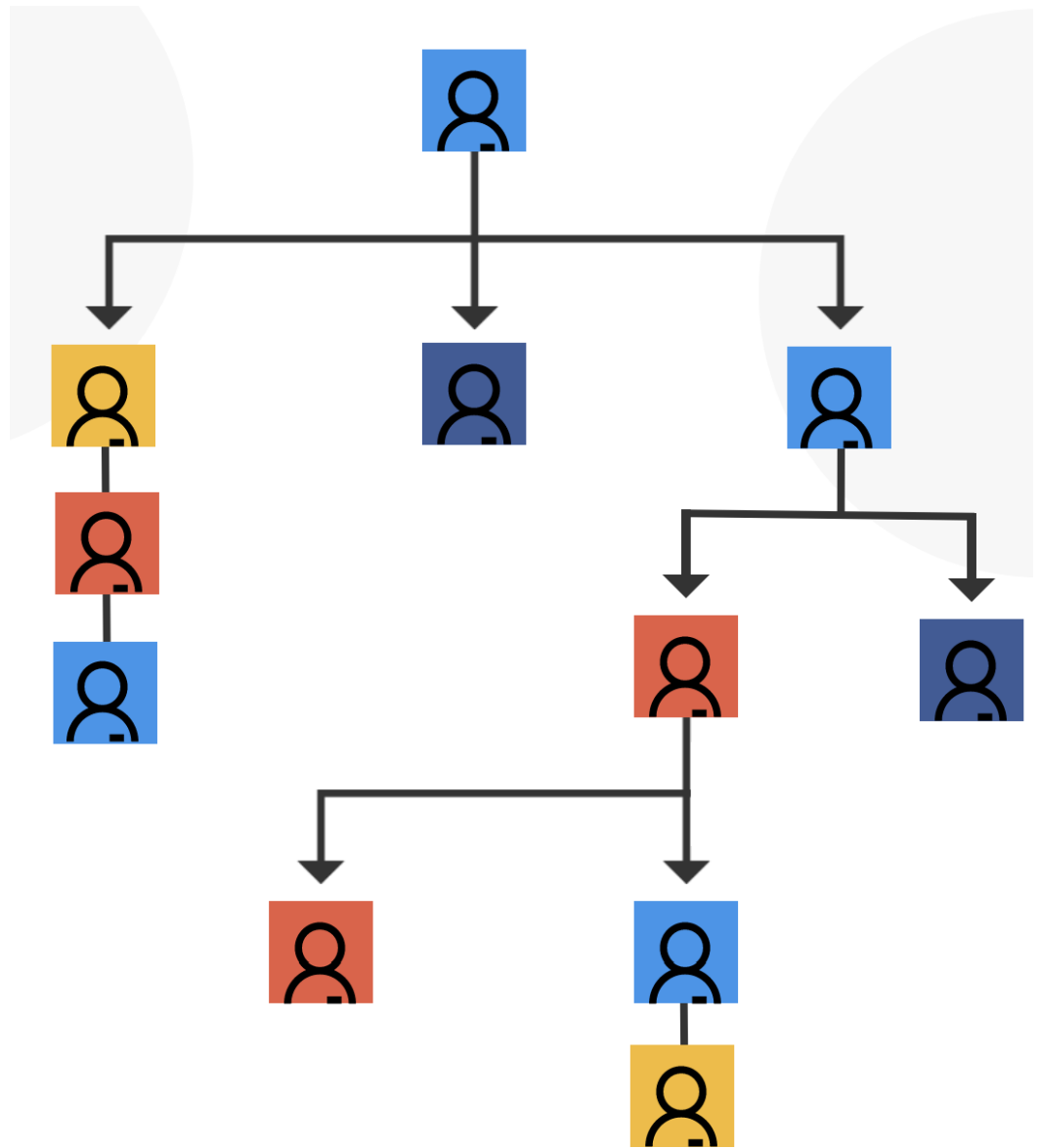


# Clarified & Supported Roles





# ASSESS STAFFING STRUCTURES



# ORIENTATION & TRAINING & SUPPORT

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

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**Assess training needs** and set a regular schedule for training.

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

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

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

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

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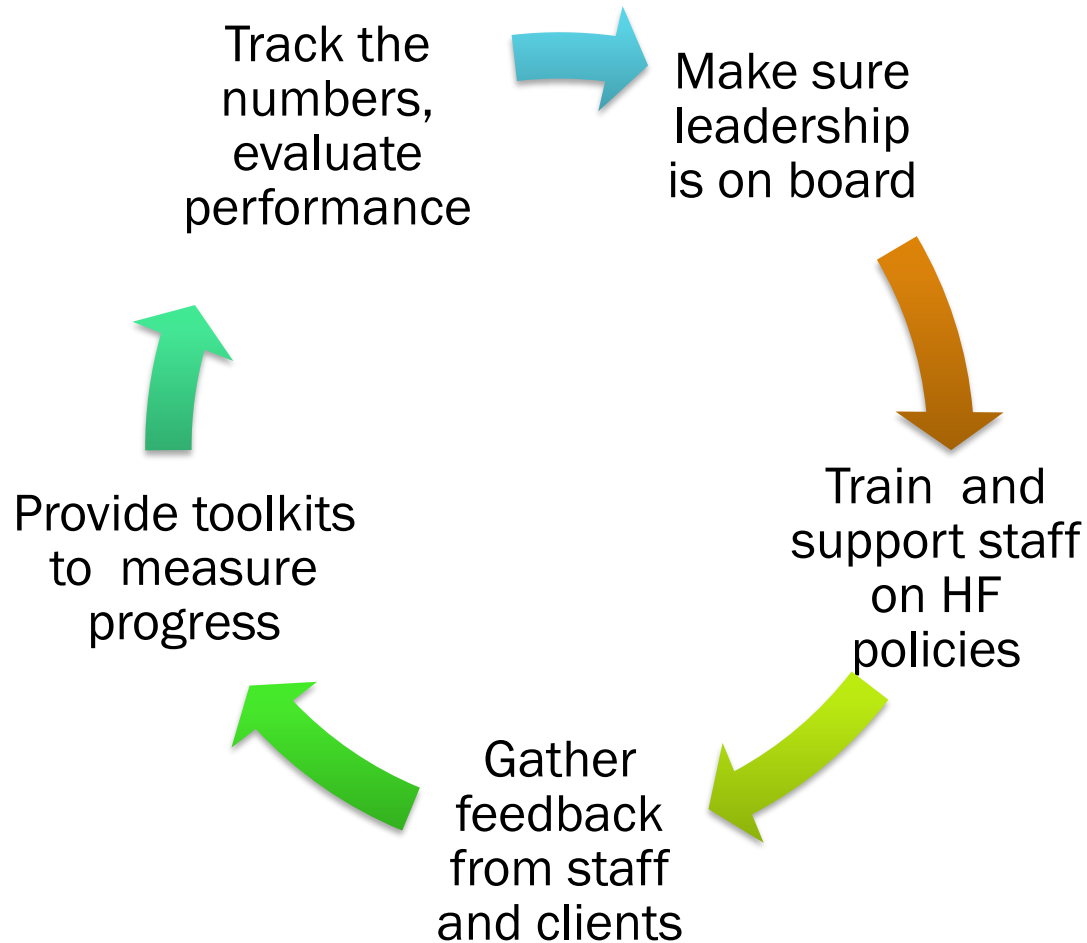


# MONITOR & EVALUATE PERFORMANCE



# HOW DO WE MAKE SURE IT WORKS?

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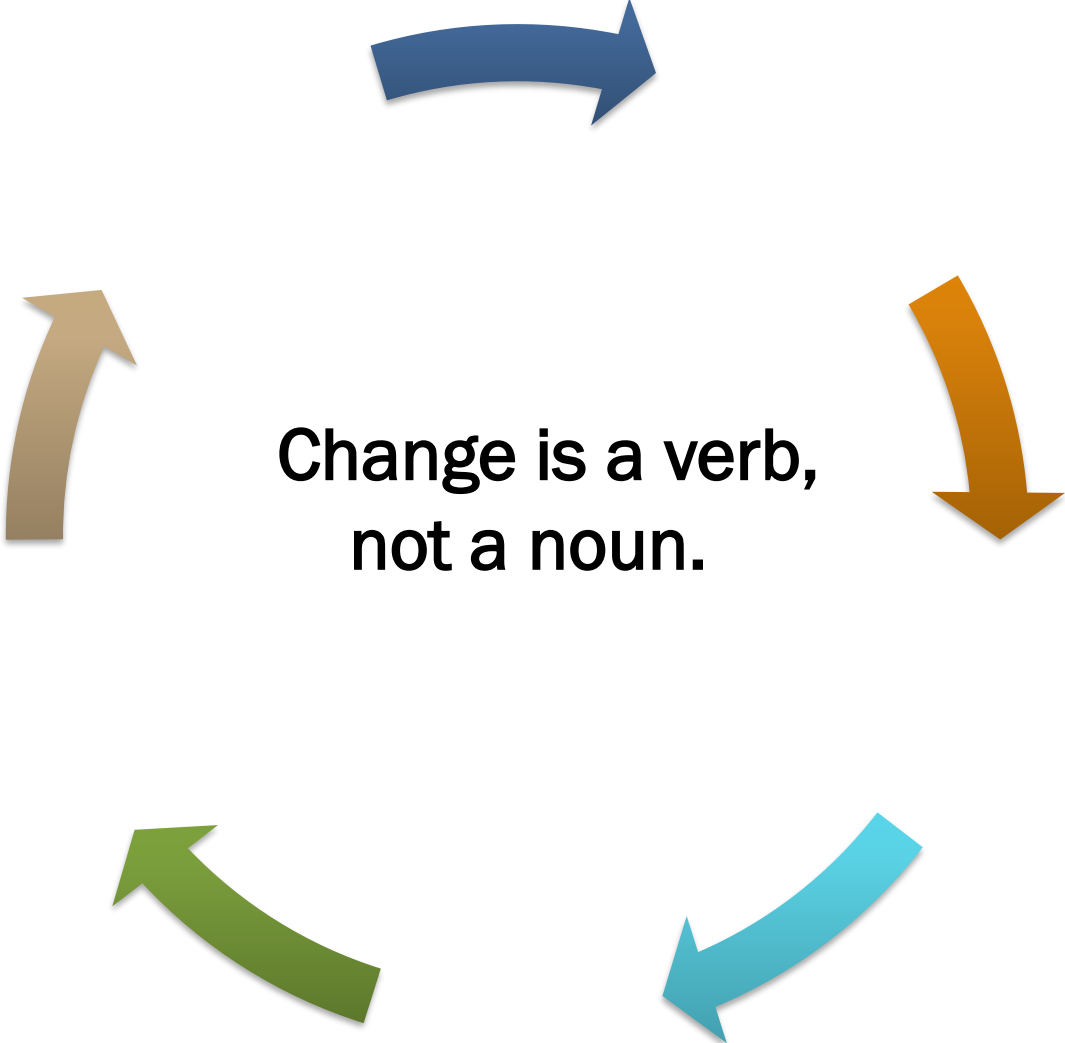


# HOW CAN TECHNICAL ASSISTANCE HELP?

**HomeBase**

*Advancing Solutions to Homelessness*





**Change is a verb,  
not a noun.**



# TOOLS FOR HOUSING FIRST SYSTEM CHANGE

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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.

HomeBase

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