Creating an Equitable, Effective, and Efficient Homelessness System

Leveraging the FY24/25 CoC Program Competition NOFO Webinar

August 28, 2024

National Alliance to End Homelessness

WELCOME & INTRODUCTIONS

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Today's Takeaways

1. Aligning with HUD priorities & key changes in 2024/2025
2. Understanding the federal strategic plan: ALL IN
3. Taking the NOFO from transactional to transformational
4. Strategic considerations to end homelessness
5. Seizing the opportunity with a new year off
6. Resources/wrap-Up

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Statements for Participation

- The Alliance works to ensure that diverse voices are included as speakers, attendees, and guests at our conferences and webinars. All voices are welcome.

- The organization has a zero-tolerance policy for any form of discrimination or abusive behavior. The Alliance is committed to ensuring that all its events are safe and respectful for all participants.

- Participants acknowledge that any form of discrimination, violence, or abusive behavior may result in removal from a session, webinar, or conference, depending on the situation.

- If any discrimination is witnessed or experienced during this training, or if you feel unsafe, please notify any member of the Alliance staff.

- The National Alliance to End Homelessness strives to create a diverse, inclusive, accepting, and safe space for everyone.

Housekeeping Notes

All attendees muted, please use the **Chat Box**
- Share information and ideas
- Dialogue with your colleagues

We are not HUD

Webinar is recorded

CoCNOFO@hud.gov
https://www.hud.gov/program_offices/comm_planning/coc/competition

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ALIGNING WITH HUD PRIORITIES & KEY CHANGES IN FY2024-2025

STEVE BERG

Alignment with HUD Priorities

- The CoC application continues prioritizing:
  - Promoting racial equity in homelessness and in the local CoC process;
  - Reducing unsheltered homelessness and reducing criminalization;
  - Inclusion in the local planning process of current and former individuals with lived experience of homelessness; and
  - Partnerships with housing, health, and service agencies.
- HUD has reemphasized in CoC applications the inclusion of:
  - Improving system performance;
  - Placing an emphasis on anti-discrimination against LGBTQ+ individuals; and
  - Supporting local engagement to increase the affordable housing stock.

NEW Policy Priority Alert

- **Building an Effective Workforce**
  - Last year the Alliance's Homelessness Research Institute published key findings from a survey of the field identifying low pay, high turnover, and lack of resources as core workforce challenges.
  - HUD has added Building an Effective Workforce as Homelessness Policy Priority, recognizing these challenges and encouraging CoCs to work with funders and stakeholders to improve pay and support for people who work in the homelessness sector.

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Priority 1: **End homelessness for all persons.**

Priority 2: **Use a Housing First approach.**

Priority 3: **Reduce unsheltered homelessness.**

Priority 4: **Improve system performance.**

Priority 5: **Partner with housing, health, and service agencies.**

Priority 6: **Promote racial equity and address racial disparities.**

Priority 7: **Improve assistance to LGBTQ+ individuals.**

Priority 8: **Engage persons with lived experience/expertise of homelessness.**

Priority 9: **Build an effective workforce.** ⭐

Priority 10: **Engage in efforts to increase affordable housing supply.**

HUD

HOMELESSNESS POLICY PRIORITIES

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Key Changes for FY24/25

- **Two-Year Cycle for NOFO Applications.** For Fiscal Years 2024 and 2025, a two-year Notification of Funding Opportunity was issued, inclusive of alternative procedures or requirements as necessary to allocate future appropriations in the second year, for the award of amounts made available for the Continuum of Care program.

Key Changes for FY24/25

- **Changes to Tiering.** Tier 1 is set at 90 percent of the CoC's Annual Renewal Demand (ARD) for this NOFO.

- **Cost of Living Adjustments.** HUD is authorized to make reasonable cost of living adjustments to renewal amounts, which can help organizations afford increasing cost of operations due to inflation. HUD will adjust amounts for the supportive services and HMIS Costs budget lines for renewing projects based on the most recent three-year average of changes in State Quarterly Census of Employment and Wages (QCEQ) for the category Social Assistance.

# ALL IN: THE FEDERAL STRATEGIC PLAN TO PREVENT AND END HOMELESSNESS

ERIKA JONES-HASKINS

All In: The Federal Strategic Plan to Prevent and End Homelessness and the CoC FY 2024 and 2025 NOFO

"The work funded through this NOFO will support the actions and strategies proposed within the pillars. To end homelessness, CoCs should identify, engage, and effectively serve all persons experiencing homelessness."

FY 2024 and FY 2025 Continuum of Care Competition
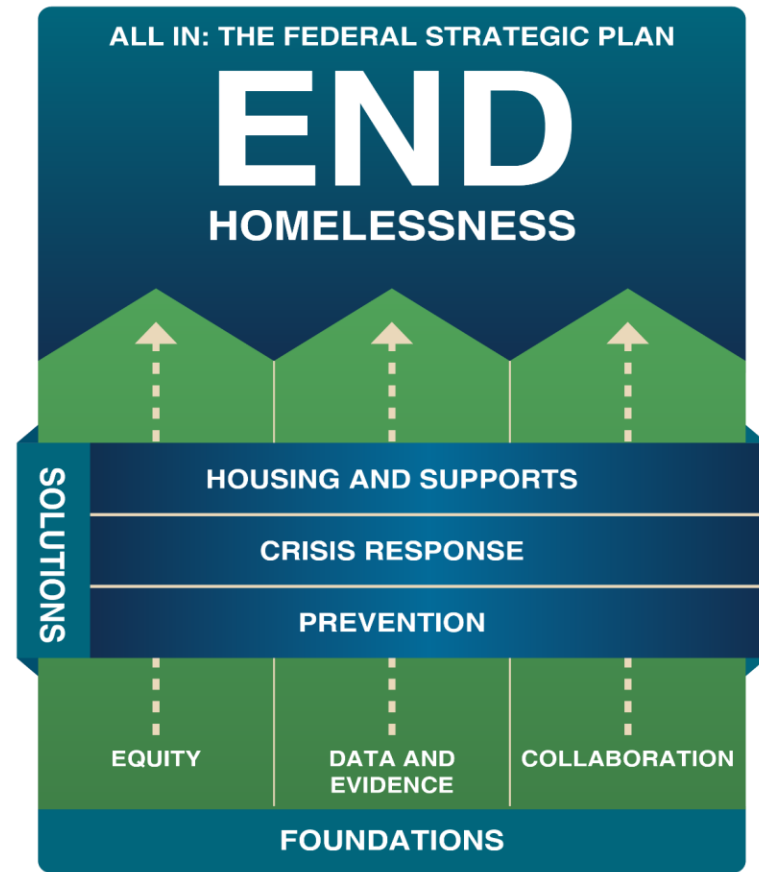
Tools to Support NOFO Key Areas

Connections to Health Care
- *How Health Systems and Hospitals Can Help Solve Homelessness*
- *Community Spotlights: Integrating Health Care Into Encampment Response*

Decriminalizing Homelessness
- *19 Strategies for Communities to Address Encampments Humanely and Effectively*

Special Populations
- *Older Adults and Homelessness: How Continuums of Care and Area Agencies on Aging Can Collaborate*

General Resources
- *Annual Report to Congress on Targeted Programs That Help People Experiencing or At Risk of Homelessness*
- USICH Senior Regional Advisors

BE STRATEGIC

KAY MOSHIER-MCHOUSING

GOAL OF AN EFFECTIVE, EFFICIENT, AND EQUITABLE HOMELESS RESPONSE SYSTEM

DIVERT people from imminent homelessness whenever possible

HOUSE people as quickly as possible

HOMELESS RESPONSE SYSTEM:
ENDGAME

**HOMELESSNESS IS
RARE,
BRIEF,
AND
ONE-TIME**

People in a housing crisis have access to immediate help, including a safe place to go

People are not unsheltered

People do not spend long periods of time homeless

People exit homelessness quickly and do not quickly cycle back into homelessness

SYSTEM INTERVENTIONS

Street Outreach

Targeted Homelessness Prevention

Diversion

Coordinated Entry

Emergency Shelter

Rapid Re-Housing

Transitional Housing

Permanent Supportive Housing

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INCREASE SYSTEM FLOW

An efficient and coordinated process that moves people from homelessness to housing as quickly as possible

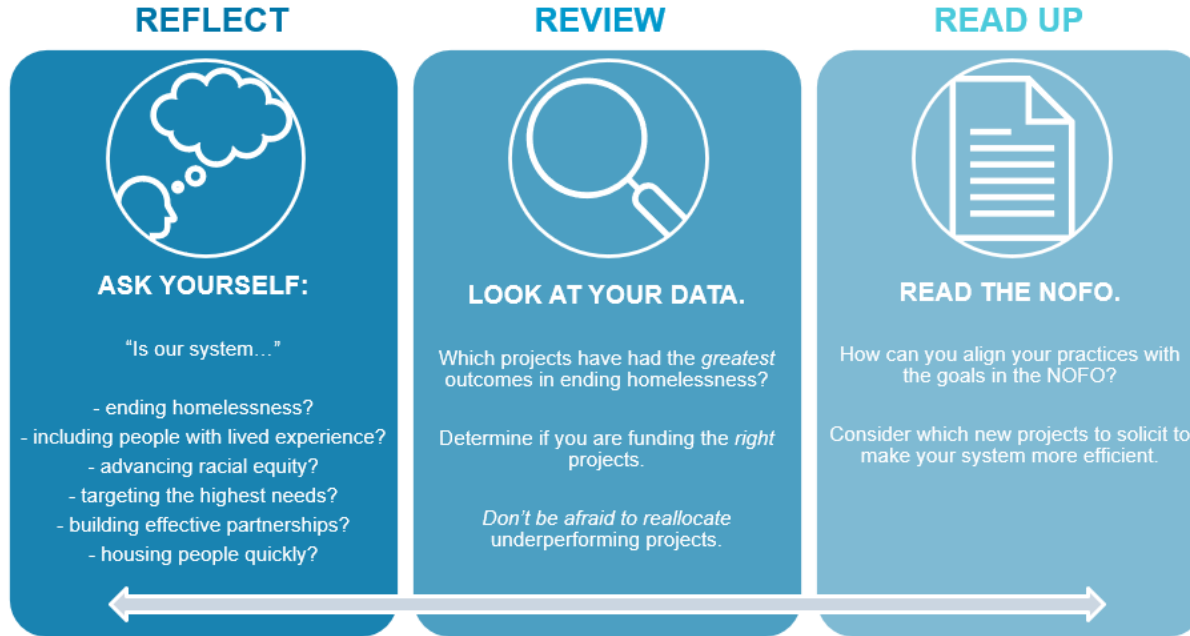# Consider How Current Resources Are Being Utilized and Working Together…

If you make investments without considering how it impacts the system and how it is coordinated...

If the interventions working together…

Steps to Prepare for the NOFO

REFLECT

ASK YOURSELF:

"Is our system…"

- ending homelessness?
- including people with lived experience?
- advancing racial equity?
- targeting the highest needs?
- building effective partnerships?
- housing people quickly?

REVIEW

LOOK AT YOUR DATA.

Which projects have had the *greatest* outcomes in ending homelessness?

Determine if you are funding the *right* projects.

Don't be afraid to reallocate underperforming projects.

READ UP

READ THE NOFO.

How can you align your practices with the goals in the NOFO?

Consider which new projects to solicit to make your system more efficient.

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Be Strategic
Review – **What does your data tell you?**

Using lived expertise and equity as the foundation, ensure that:
- People in a housing crisis have access to immediate help, including a safe place to go.
- People are not unsheltered.
- People do not spend long periods of time homeless.
- People exit homelessness quickly and do not quickly cycle back into homelessness.

NOTE: Quantitative data will tell you what's working or not; qualitative data will tell you how you can fix it.

MILESTONE
Homelessness is rare, brief, and one-time

Be Strategic
Review: **What does your data tell you?**

Improve Your System and Align it to:

- Include people with lived expertise
- Address racial disparities
- Reduce in-flow into homelessness
- Increase exits to permanent housing
- Decrease average length of homelessness
- Decrease returns to homelessness
- Reduce homelessness
- Increase income for program participants
  - Connect people experiencing homelessness to mainstream resources and benefits

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Be Strategic
Read (and understand) the NOFO

- Ensure that your CoC clearly **knows and understands the HUD priorities.**

- **Use the priorities** to determine what your community has, what is working, what is not working, and where you need to fill gaps.

- **Focus on system and project performance**
  - Project performance should be reflected in systemic performance.

- Provide local **ongoing training and technical assistance** for projects.

- **Talk about reallocation** early on and continuously.

Be Strategic
Read the details

- **Use the Detailed Instructions** – it will be difficult to receive the maximum points without following them

  - CoCs receiving YHDP funding need to pay close attention to the renewal and replacement instructions

- Make sure you respond to **ALL parts** of the questions

- **HDX data will be used** to review the CoC application for performance.

  - FY24 HDX Competition Report contains HIC, PIT, and system performance data

LET'S TALK ABOUT THE YEAR OFF

MARY FRANCES KENION

ELEPHANT IN THE ROOM

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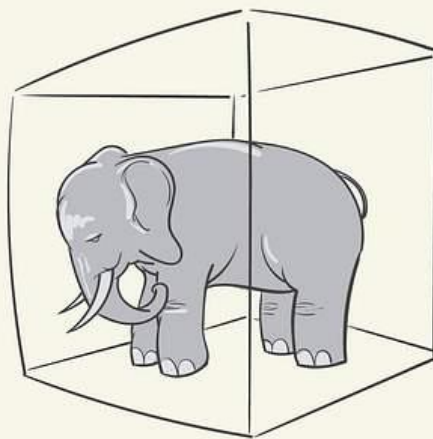
Housing First Principles

Quick/immediate access to housing while providing needed services to support stable tenancies

Housing is not contingent on compliance with services. However, HF is housing AND services

Services are voluntary for participants, but not staff – assertive engagement

Services are provided to assist participants to meet lease obligations or shelter rules. Same rules as anyone

HOUSING + SERVICES =
A PROVEN SOLUTION TO HOMELESSNESS

DEFINING THE HOUSING FIRST APPROACH

The Housing First approach prioritizes moving people immediately into stable housing while assisting them with access to supports which improve housing stability.

Ultimately, the Housing First approach recognizes two key points:

1. that people can most successfully address underlying challenges when they are safely in housing, and
2. people thrive when their autonomy is respected and are not coerced to participate in services without their consent.

WHY THIS MODEL WORKS

Decades worth of evidence demonstrates that the Housing First approach, when implemented with fidelity:

- increases housing stability for people experiencing homelessness
- increases use of outpatient care
- saves communities money through, for example, reduced hospital and jail stays
- reduces homelessness more than programs which mandate treatment first

The Housing First approach works best when:

- communities build and preserve enough affordable, accessible, and safe housing
- programs are fully funded and can employ and retain enough staff to serve clients
- clients can opt into available, adequate, and tailored services

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Program Fidelity to Housing First

NOFO Year Off Activities – CoC Leadership

- The entire CoC universe should not revolve around the NOFO announcement. If you're not already **talking about recalibrating your system to be more effective, efficient, and equitable**, start now!

- **Use your "signals" to improve your System (e.g., HUD priorities, ALL IN, NAEH webinars, etc.)** to determine what your community has, what is working, what is not working, and where you need to fill gaps.

- Conduct annual **monitoring and evaluation** of projects for corrective action *before* the Field Office, state or other funder comes in.

- Provide **ongoing training for the overall system and technical assistance** for specific projects in service of the people experiencing homelessness who must rely on your system.

- **Focus on system and project performance by reviewing data on a monthly, quarterly and annual basis**
  - Project performance should be reflected in systemic performance, and you should have **system-wide benchmarks and standards**

- **Talk about reallocation** early and continuously – develop a strategy as a CoC so there are no surprises

- When front line staff and people with lived experience/expertise tell you what's wrong in the system, **believe them and act**!

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NOFO Year Off Activities – Program Managers

- **Actively participate in year-round conversations about your SYSTEM** – if they are discussed at Board, committee or subcommittee levels ensure your organization is part of these discussions with opportunities for front-line staff.

- **Familiarize yourself with HUD priorities** to determine what is working in your program, what is not working, and where you need to fill gaps.

- Ensure staff are attending **ongoing training for the system** and create learning reinforcement activities for them to apply learnings in real-time.

- Help **identify new members and organizations to join your CoC** – we cannot end homelessness in a silo and without strong partnerships beyond the homeless response system.

- Have a program that isn't aligned with your organization-mission? Just unable to spend down a grant year-over-year? **Consider voluntary reallocation** for the greater good of your CoC's overall homeless response.

- **Focus on your project-specific qualitative <u>and</u> quantitative data.** If you're PSH hasn't had anyone move-on in 5 years, consider identifying folks who are no longer in need of supportive services to gauge interest in transitioning to a long-term subsidy. Rapid Re-housing project taking 90 days from approval to move-in? Establish some incremental goals to decrease the length of time from approval to move-in. **Listen to people with lived experience who are telling you exactly what's wrong with your program.**

Tying It Together

Focus	Focus services on securing maintaining or securing housing placements and increases in income and benefits for homeless clients
Implement	Implement an outcome/performance driven approach to achieve goals
Use	Use Evidence-Based Practices (Motivational Interviewing, Trauma-Informed Care, Critical Time Intervention, etc.)
Invest in	Invest in problem-solving (e.g., shelter diversion), rapid re-housing, and shared housing strategies
Move away	Move away from housing readiness and towards a Housing First philosophy
Preserve	Preserve intensive interventions for people with the highest need
Transform	Transform systems and programs that are not effective and/or efficient (it's okay to break up)

RESOURCES

JOSH JOHNSON

REMINDERS

- Send your technical support questions concerning the NOFO or e-snaps to HUD at CoCNOFO@hud.gov

- In the event of a major disaster, as declared by the President under the Stafford Act, during the competition, you must send written notification to CoCDisaster@hud.gov

NOFO Deadlines

Activity	DATE
2024-2025 CoC Program NOFO release	WEDNESDAY, JULY 31, 2024
All project applications are required to be submitted to the CoC. CoCs that fail to establish this deadline for local project application(s) will lose points.	30 days prior to submission deadline
The CoC is required to notify all project applicants who submitted their project applications to the CoC by the CoC-established deadline whether their project application(s) will be accepted and ranked on the CoC Priority Listing, rejected, or reduced by the CoC.	At least 15 days prior to submission deadline
CoCs must post on their website (or a partner's website) all parts of the CoC Consolidated Application and notify community members and key stakeholders that the Consolidated Application is available.	On or before Monday, October 28, 2024 (2 days prior to submission deadline):
SUBMISSION DEADLINE	**WEDNESDAY, OCTOBER 30, 2024 AT 8:00 PM EDT**

RESOURCES

Promoting Racial Equity & Reducing Disparities

- Moving The Needle: Leveraging the CoC Program Competition NOFO for Justice and Equity - National Alliance to End Homelessness

- NIS - Moving Beyond the Equity Plateau - Opportunities to Advance Equity in the Homeless Response System

- COVID-19: Homeless System Response: Increasing Equity in the Homeless Response System Through Expanding Procurement (hudexchange.info)

Engaging Individuals with Lived Experience & Expertise

- Homeless System Response: Lived Expertise – YouTube

- Homeless System Response: Guidance for Recruiting, Hiring, and Retaining People with Lived Experience and Expertise of Homelessness

- Homeless System Response: Paying People with Lived Experience and Expertise

RESOURCES

Housing First

- Housing First Assessment

- Housing First Assessment Tool - HUD Exchange

- Five Ways to Spot a Fake "Expert" on Homelessness | Pathways to Housing PA

- Housing_First_Checklist_FINAL.pdf (usich.gov)

System Performance

- The SYSTEM Series - National Alliance to End Homelessness

- Rapid Re-Housing Performance Evaluation and Improvement Toolkit - National Alliance to End Homelessness

- Reallocating Permanent Supportive Housing - National Alliance to End Homelessness

- Stella and System Modeling - HUD Exchange

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