



Rehousing in the Midst of COVID-19

June 4, 2020



Housekeeping

- A recording of today's session, along with the slide deck and a copy of the Chat and Q&A content will be posted to the HUD Exchange within 2-3 business days
- Event information for upcoming Office Hours, along with copies of all materials can be found here:

<https://www.hudexchange.info/homelessness-assistance/diseases/#covid-19-webinars-and-office-hours>

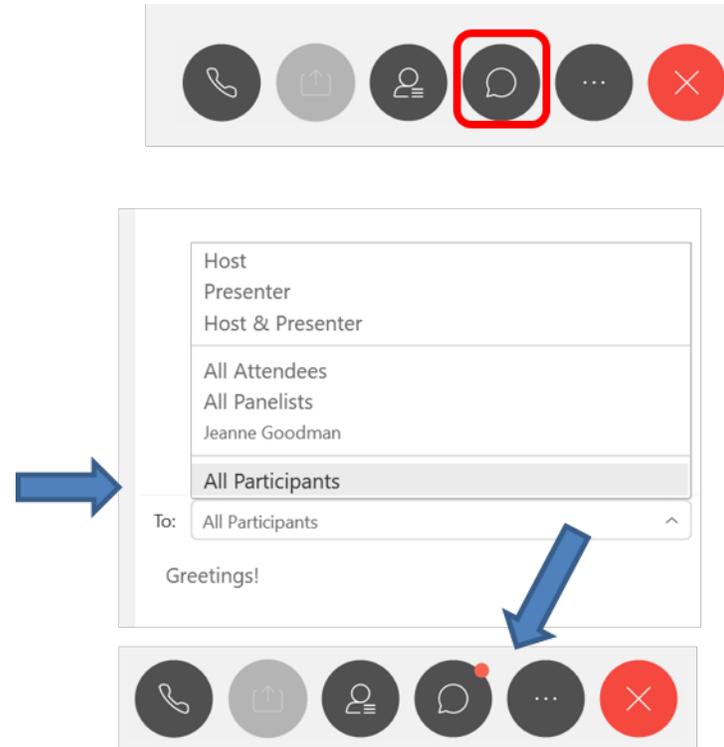
- To join the webinar via the phone, please call in using:
1-855-797-9485 Access code: 161 549 1227

Chat Feature

Select the Chat icon to make a comment or ask a question.

Be certain the To field is set to **All Participants**

An orange dot on the Chat icon indicates that you have unread messages.



Panelists and Resource Advisors

- Norm Suchar - Office of Special Needs Assistance Program (SNAPS)
- Lisa Coffman - SNAPS
- Marlisa Grogan - SNAPS
- Brett Esders - SNAPS
- Abby Miller - SNAPS
- Sarah Hunter - CSH
- Katie Kitchin - CSH
- Regina Cannon - C4

Overview

- CARES Act resources are designed to prevent the spread of COVID and to reduce the harm caused by COVID. The safest place for people to be during the epidemic is in housing.
- Anybody can spread COVID, and it is most likely to spread in crowded indoor spaces, especially emergency shelters with shared sleeping areas, and in places that lack proper hygiene, such as homelessness encampments.
- People most likely to be harmed by COVID include racial minorities, especially Black and Indigenous people, those who are elderly, and those who have health problems, especially respiratory problems.

Overview

For a successful strategy, set re-housing goals, particularly for people in high risk settings:

- People who are unsheltered
- People in high-risk shelters with shared sleeping areas
- People exiting non-congregate shelters

Webinar Objectives

- Increase knowledge of the **elements of a rehousing strategy**.
- Deepen understanding of how to **coordinate resources** to support your rehousing strategy.
- Provide tools to build and strengthen a diverse array of **safe and stable housing options**.
- **Promote equity** through implementation of CARES Act resources.

Rehousing Strategy



1 Gather Change Agents

- **ESG (City, County, State) and CoC Leaders** Include individuals with decision making power
- **Individuals with lived experience of homelessness**
- **Non-traditional partners** Smaller organizations and groups that reach your targeted sub-population or neighborhoods
- **Public Health, Healthcare & Workforce Development Providers**



2 Articulate Vision

- **Data- & Equity-driven**
- **Current context responsive**
- **Leverages funding for large impact**



3 Plan with Accountability

- **Determine funding allocations**
- **Goals with milestones** Utilizing baseline data, project the expected outcomes and interim milestones that will indicate to stakeholders the community is on track.
- **Describe strategies to be implemented**
- **Use planning tools** The HUD SNAPS R & CIPT tool (highlighted in this presentation) or other tool

Update Consolidated Plan and IDIS, as needed



4 Implement

- **Solicitation Process** Adapt local policies to include non-traditional partners; provide tools to explain application process
- **Scaling Up** Focus on effective and efficient solutions (Landlord & PHA engagement, Housing surges, etc.)
- **Program Delivery** Provide capacity building to smaller / newer providers; articulate continuous improvement

5 Evaluate (process and impact) Revisit Plan & Repeat Cycle



Gather Change Agents



1

Gather Change Agents

- **Convene and coordinate** with community change agents representing ESG (City, County State), CoC, Other Key Funders, Individuals with Lived Experience, Public Health and Healthcare, and Workforce Development

Articulate Vision



2

Articulate Vision

- Develop **data-driven** equitable community goals that address disparities in populations
- Balance moving forward quickly against moving forward thoughtfully
- Respond to COVID-19 by prioritizing available resources to provide safe and stable housing; while balancing other demands like prevention and shelter

Plan with Accountability



3

Plan with
Accountability

Invest time and resources in community engagement with people most impacted by COVID and housing instability.

Value a Coordinated Investment Planning Process. Resource modeling can assist communities to set rehousing goals, identify cohorts of needs, assess resource inventory and identify opportunities to maximize funding to end homelessness.

Use a Comprehensive Planning Effort. A comprehensive approach is necessary to take into account all available and emerging resources and the full continuum of needs at the community level; going beyond the Consolidated Plan process.

Spotlight on Rapid Rehousing

Rapid Rehousing has three components



- Housing Identification
- Financial Assistance
- Case Management and Services

*Use ESG-CV
and CDBG-CV
to create different
versions of RRH

Implementation: Strategies for Funding Solicitations



4

Implement

Solicitation Procedure Design	<ul style="list-style-type: none">• Design local procedures inclusive of persons with lived experience and providers who are part of and effectively provide services to communities who have experienced greatest impact of COVID-19 and homelessness.
Consolidated Plan	<ul style="list-style-type: none">• Connect solicitations to the goals of the Con Plan including any recent amendments AND to the broader Rehousing Investment and Implementation Plan
Engage New Providers	<ul style="list-style-type: none">• Develop written materials explaining the ESG application process that clearly explains information without jargon. Host webinars with Q&A for applicant organizations that may not be familiar with acronyms commonly used in the ESG Program.

Implementation: Strategies to Scale Up Housing Quickly



4

Implement

Coordinated Entry	<ul style="list-style-type: none">• CE systems should actively evaluate policies and procedures affecting access and interventions for different subpopulations based on vulnerability to public health outbreaks.
Housing Surges	<ul style="list-style-type: none">• Plan an organized, concentrated, time-limited effort to accelerate rehousing efforts in response to COVID-19.
Landlord Engagement & Risk Mitigation	<ul style="list-style-type: none">• Centralize and re-energize landlord engagement strategies in current environment• Set up a risk mitigation fund that can be drawn on in cases of excessive damage to the unit, lost rent, or legal fees that exceed the amount of the security deposit
PHA and Multi Family Partnerships	<ul style="list-style-type: none">• Public Housing Agencies (PHAs) have increased flexibility to streamline and expedite processes around the HCV Program, including Administrative Plan changes (which can be used to adopt or expand preferences for people experiencing homelessness or Moving On from permanent supportive housing or rapid re-housing programs), briefings, and inspections, among others.

Implementation: Program Delivery



4

Implement

Program Capacity Building & Improvement

- Continue engagement of community change agents
- Provide capacity building opportunities to small or newer providers
- Ensure implementation of projects with fidelity to rehousing strategy
- Identify resource gaps and develop plans for addressing gaps (including long term funds for project types)

Implementation Tips



4

Implement

Targeting Rehousing Assistance

- Give yourself the flexibility in creating permanent housing to meet a range of needs. For example, for RRH, keep length of assistance limits flexible in solicitations, contract negotiations and program design.

Scale service intensity according to the needs of the households you are serving, e.g. RRH as a bridge to PSH vs. RRH to help stabilize a household

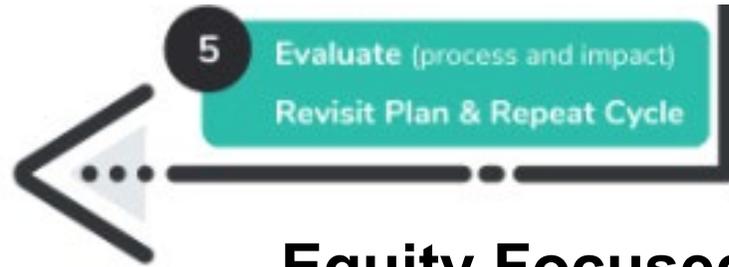
- Be flexible: budget for and allow a longer length of rental assistance and services for everyone in your system.
- Update ESG and CoC written standards on RRH for flexibility and alignment

Evaluation and CQI



- Evaluate your system and programs for process and impact
- Do it in rapid cycles to spur improvement
- Revisit the planning to implementation strategy as you learn about poor performance, disparate impact or if you receive an influx of new money

Evaluation and CQI: Spotlight on Equity



Equity Focused Continuous Quality Improvement

Impact - Identify both the disparate and positive impacts each funding decision, policy, program and practice will have on each population

Evaluation - Use HMIS disaggregated data and feedback from those with lived experience

Refine - Where there are disparities - refine and revise the decision, policy program or policy and continue to monitor

Going Deeper: Coordinated Investment Planning



A Coordinated Investment Planning process is collaborative action to strategically align resources from multiple funding sources to fund a community's rehousing strategy.

Coordinated Investment Planning Process Steps

- Create goals based on needs
- Identify available resources to support the approach
- Design the approach to meet the needs
- Determine funding allocations that support your goals, values and strategy

Create Goals Based on Needs

Rehousing Goals	Cohort—Target Population and Housing Intervention	Number in Cohort
Rehouse 125 unsheltered persons	Unsheltered (including chronically homeless) needing PSH	100
Rehouse 125 unsheltered persons	Unsheltered (including chronically homeless) needing affordable housing	25
Rehouse 100 people from high risk shelter	People in emergency shelters that are a high risk for spreading COVID	100

Identify Resources to Support the Approach

Source	Amount	Available Units
Springfield ESG-CV	\$4,000,000	
Springfield CDBG-CV	\$1,000,000	
CoC-RRH		40
CoC-PSH		10
HUD-VASH		20
FEMA	\$640,000	

Design the Approach to Meet the Needs

Project Type	Description	Monthly Caseload	Average Duration	Average Monthly Assistance	Other Costs	Average Cost per Household	Equity Elements
Outreach	Outreach for unsheltered adults	60	60 days	NA	\$500	\$1,500	Peer Support
Non-Congregate Shelter	Hotel rooms for high need individuals	20	90 days	\$2,000	\$1,500	\$8,000	Track NCS placements and exit destinations by race
RRH	Medium Term RRH for high need individuals	15	12 months	\$2,000	\$2,000	\$26,000	Ensure service provider have expertise in serving the target population
RRH	Short Term for people in shelter	25	4 months	\$2,000	\$2,000	\$10,000	Use housing location specialists that have expertise in fair housing
Employment	Employment Assistance for people in shelter	50	3 months	NA	\$2,500	\$2,500	Select provider with positive outcomes serving racial minorities

Determine Funding Allocations

Cohort	Amount Allocated	Resource #1	Project Type	Hshlds Served	Amount Allocated	Resource #2	Project Type	Hshlds Served	Amount Allocated
Unsheltered (including CH) needing PSH	\$790,000+	FEMA	NCS	80	\$640,000	ESG-CV	Outreach	100	\$150,000
Unsheltered (including CH) needing affordable housing	\$840,000+	CDBG-CV	NCS	25	\$190,000	ESG-CV	RRH	25	\$650,000
People in ES who are a high risk for spreading COVID	\$1,100,000+	ESG-CV	RRH	100	\$1,000,000	CDBG-CV	Empl. Asst.	40	\$100,000

Identify Additional Program Design Needs

- Consult with your lived experience committee to identify additional factors to consider and evaluation process
- Set Coordinated Entry policy to match goals
- Identify outcome measures and tracking mechanisms
- Design your RFP to match the needs you've identified
- Communicate plans to stakeholders

Key Takeaways

- Set clear goals with specific target populations and well-defined but flexible interventions.
- Plan your investments to promote racial equity.
- Monitor implementation closely and make frequent adjustments.
- Adjust Coordinated Entry to support your goals.
- Leverage your rehousing strategy to improve your overall homelessness system.

Q & A



Thank You

Bookmark it: <https://disaster-response-rehousing.info/>

Prevention webinar on Monday

Intensive TA Workshops available to help you work through thorny system and funding issues. New sessions launch week of June 15th (new sessions will open every 5 weeks):

- Housing Problem Solving
- COVID-19 Response Coordinated Investment Planning
- Coordinated Entry: Dynamic System Management in Response to COVID-19
- Preparing HMIS During the COVID-19 Health Crisis
- Strengthening Housing Focused Practices

Registration for Intensive TA Workshops closes June 5th at 11:30PM ET.