American Recovery and Reinvestment Act

Ramping Down HPRP

Sponsored by:
Office of Special Needs Assistance Programs

U.S. Department of Housing & Urban Development

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Presenters

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Webinar Purpose

- Explain HUD's expectations and requirements for closing out HPRP

- Describe issues grantees and subgrantees should address as they plan a smooth and orderly close out of the HPRP program

- Offer suggestions for identifying HPRP activities that have had greatest impact and are a priority for continuation or transition to other community resources

Webinar Format

- Webinar will last approximately 2 hours

- Participants' phones/computers are automatically "muted" due to the high number of callers

- Will be recorded for future use and made available for viewing/download

- If you are having audio difficulties, use telephone instead of computer

Submitting Questions during the Webinar

- Audience members who need clarification on a slide can do so via the "questions" function in the "Go to Webinar" toolbar

- Resource advisor will forward some questions to presenters to answer

- Additional questions: please submit to HUD's Virtual Help Desk at http://hudhre.info/helpdesk

Materials and Evaluation

- Materials referenced during this webinar can be found on HUD's Homelessness Resource Exchange at http://hudhre.info/HPRP/

- Evaluation questions for measuring the effectiveness of this webinar will be emailed out to all participants.

- Send your success stories to HUD through the Help Desk (http://www.hudhre.info/helpdesk)

Overview of webinar

- Close-out procedures
- Reporting/Monitoring
- Planning for program end
- Continuing services: improving targeting and outcomes; changing funder
- Continuing best practices
- Messaging/Community examples

HPRP GRANT CLOSE OUT

HPRP End Date

- The HPRP end date is *three years from the date HUD signed the grant agreement*

- The end date is NOT:
  - September 30, 2012; or
  - Three years from the date program began providing services; or
  - Three years from the subgrant start date.

HPRP Grant Closeout

- Procedures developed specifically for HPRP
- Grant closeout procedures for other HUD programs do not apply
- Proper closeout will result in conclusion of grantees activities

HPRP Grant Closeout

- Closeout procedures may be initiated when:
  - Grantee decides to end HPRP program before drawing down all funds; or
  - Grantee notifies HUD it will no longer comply with terms of HPRP grant agreement; or
  - At the three-year mark; or
  - All HPRP funds have been expended (HPRP is completed)

HPRP Grant Closeout (cont'd)

- HPRP is complete when:
  - Grantee has expended and drawn all HPRP funds in IDIS; and
  - Clients are no longer being served with HPRP funds; and
  - All reporting requirements have been met or future reports required have been identified; and
  - All monitoring findings have been closed

HPRP Grant Closeout- Step 1

- Grant Pre-Closeout Questionnaire
  - Grantees must complete and return to HUD
  - HUD will review and determine if it is appropriate to begin grant close out
  - HUD will notify grantee in writing if close out is being initiated

HPRP Grant Closeout- Step 2

- HPRP Grant Closeout Certification Form
  - HUD staff will notify grantee in writing that closeout is being initiated
  - Grantee will complete the certification form to:
    - document final status of the grant; and
    - identify outstanding issues for grantee to address

HPRP Grant Closeout- Step 2 (cont'd)

- Grant Closeout Certification Form identifies:
  - All remaining reports;
  - Amount of re-captured funds (if applicable)
  - Grantee acknowledgement that HUD retains authority to review or audit program records

HPRP Grant Closeout and Reporting and Monitoring

End of Program Reporting

- Grantees are still responsible for completing and submitting QPRs and APRs
  - Example:
    - Last client served on October 3, 2011.
    - Grantee MUST complete Q10 QPR AND the quarterly report in FederalReporting.gov, both due January 10, 2012
    - Grantee MUST complete Year 3 APR due on November 30, 2012

End of Program Reporting-
e-snaps **& FederalReporting.gov**

- FederalReporting.gov
  - Grantees must check box indicating this is the final report in FederalReporting.gov

- *e-snaps*
  - HUD intends to add functionality for grantees to alert HUD they are submitting their final QPR for HPRP

HPRP Grant Closeout- Monitoring

- HUD may monitor HPRP grants AFTER close out

- OIG may still monitor after close out

- Records retained for 3 years after date of last draw

PLANNING TO END YOUR HPRP PROGRAM

Phase-Out Plan

- Grantees should ensure that subgrantees have developed a realistic phase-out plan.

- Not required, but a plan will help to define roles, responsibilities, and communication strategy—all important during close out.

Elements to Address in a Phase-Out Plan

- **Closing Intake**: Projected dates for closing client intake for medium-term and short-term assistance

- **Staffing Issues:** Estimate declining caseloads for staff roles/workload

- **Client Issues**: Involving and informing participants well before end of assistance

Elements to Address in a Phase-Out Plan (cont'd)

- **Partner/Community Issues:** Inter-agency agreements for client follow-up; communication plan

- **Compliance Issues**: Assuring required record-keeping, data submission and data retention, etc., per HUD requirements

- **Communication**: Should be a part of all of these pieces

Closing Intake

- **Grantees & subgrantees should consider:**

- How **long** participants currently receive assistance
  Based upon length of assistance, **when** the last household(s) should be allowed to enroll

- The **cost** of current assistance per household
  Based upon costs, the number of households who can be assisted with remaining funds

Closing Intake— Cost-Based Example:

- **An HPRP program spends an average of $2300/household in services and financial assistance, but the range is $900-$3600/household**

  If the program has $72,000 left in its budget for Year 3, how many more households should they plan to assist? How will this affect a date for closing intake?

  80 households?

  30 households?

  20 households?

Closing Intake— Length of Assistance Example:

- **An HPRP program has an average length of assistance of 120 days; but 10% use only 90 days and 8% of their clients receive a two-month extension.**

  How many months before the end of the funding/contract should they begin ramping down Intake? What date should Intake be closed?

    90 days?
    120 days?
    180 days?

Closing Intake—
Other Considerations:

- Commitments the HPRP program has made to **landlords** regarding length of time program staff will provide supportive services, respond to the landlord's complaints about the participant, and mediate housing disputes

Ending HPRP: Staffing

- As the program phases down, plan how and when staff will be transitioned out

- As staff find other jobs or reduce hours, plan how their active clients will be moved to other caseloads

- If staff don't leave but their caseloads dwindle, decide what activities they will pick up (and assure these are billable under HPRP)

- Identify ways to engage staff in this planning

Ending HPRP: Staffing Example

- An HPRP program closed Intake four months before the end of the contract. Some staff now have only half the caseload they normally carry.

  How will the program respond?

  What actions can they take?

Ending HPRP: Program Participants

- Communicate with ALL stakeholders

- Identify outreach strategies to inform **potential participants** about program phase-down

- Develop a plan to inform **current participants** about program closure. Decide who will talk to them and what will be said.

Ending HPRP: Program Participants

- Utilize program participants (or former participants) to provide **input** into planning for program closure.

- Establish timelines for how much **notice** the program will give each participant before services and/or rental assistance ends.

- Plan possible **responses** for participants who are not stably housed at the time the program ends.

Ending HPRP: Program Participants- Example

- An HPRP program offers re-housing to families with children. Staff are not sure what kinds of problems families may experience after the program ends. Staff need this information to plan for post-program follow-up by other partner agencies. They decide to seek input and ideas from homeless and formerly homeless families.

- How could they solicit and use feedback from families?

Ending HPRP: Program Participants- Example

- Solicit ideas from stably housed families; or
- Solicit ideas from former participants; or
- Provide stipends to households for their input (cannot use HPRP funds for this!)

Ending HPRP: Partners

- Decide when and how the HPRP grantee will share its plan and timeline for phasing down, including closing intake

- Determine who will be informed at the partner agencies—and who from the HPRP program will provide the information.

- Anticipate how this will affect any existing inter-agency agreements.

Ending HPRP: Partners

- Consider the need/options for any new inter-agency agreements for client follow-up.

- Work with partners on shifting remaining HPRP funds (if necessary)

Ending HPRP: Partners Example

- An HPRP program has had an agreement with a non-profit to prevent homelessness among participants at risk of losing their housing. The non-profit has also given priority to accepting new households who are being re-housed by the HPRP program.

- What issues need to be addressed with the non-profit before the HPRP program closes?

CONTINUING SERVICES: IMPROVING TARGETING AND OUTCOMES

Targeting:

- **Is the current program reaching the intended target population?**

  1. Compare data on clients receiving HPRP assistance with clients who are homeless—how close is the match?

  2. Consider demographics, income, barriers to housing

Comparing Targeting Data: A Hypothetical Example from a Family Prevention Program

Client Characteristic	PREVENTION Clients	HOMELESS Clients
Rent Burden: % of income spent on rent = 66-80%	30%	93%
Job Income	57%	4%
TANF Income	22%	62%
Head of Household under 30	22%	68%
Children age 0-6	61%	93%
Income = $0-$499 per month	40%	93%

Outcomes: Individual and Community indicators

- Do **participants** assisted with HPRP Prevention enter shelter?

  (Remember, a <u>very</u> high success rate may reflect the fact that participants would not have entered shelter even without assistance)

- Have overall **community admissions** to shelter stabilized or even declined? Can you compare admission rates to other areas without HPRP prevention?

  (Remember, environmental factors, such as the economy and housing market, will often outweigh HPRP impacts, so differences may be subtle)

If Revising Targeting...

- Outreach might have to be modified

- Services or financial assistance might need to be changed to fit the newly-targeted households

- Additional staff training might be necessary

- New partnerships might strengthen assistance to newly-targeted households

- As a result of modifications, policies, procedures and processes could change

Other Strategies to Understand/Improve Impact

- Re-examine existing services and financial assistance

- Review case files of participants to identify trends associated with successful outcomes

- Focus groups with current and former participants may suggest program improvements

- Staff focus groups can result in suggestions for more effective assistance

CONTINUING SERVICES WITH OTHER FUNDING

Will HPRP activities continue?

- HPRP fills an important role in many communities' continuums of care
- The community may see the program as a high priority for funding
- Potential funders may want to consider alternative sources to keep the HPRP program (with or without modifications)
- Where to begin?
- When to begin?

Funding Opportunities:

- **Emergency Solutions Grant (ESG)**

  HPRP populations and service delivery models (prevention/rapid re-housing) will be eligible for funding under the new ESG program

Funding Opportunities (cont'd.):

- TANF Block Grants

  Some communities are already using TANF to fund rental/utility assistance and housing start-up costs for TANF-eligible households.

Funding Opportunities (cont'd.):

- Federal HOME grants

  HOME can be used for Tenant-Based Rental Assistance (TBRA)

Other sources….

- **<u>Philanthropic organizations</u>** with an interest in housing, homelessness, or a specific high-risk sub-population.
- **<u>State agencies</u>** that desire to improve discharge planning for their clients exiting foster care, mental health treatment, correctional facilities, hospitals.

If a new funder is found….

Changes in the program may be required by the new funder and could include:

--Target population

--Eligible activities

--Intended outcomes

--Length of service

--Documentation/reporting

--Fiscal record-keeping

CONTINUING BEST PRACTICES

If no funder is found…..

There may still be ways to transition the knowledge and methods that have been developed under HPRP

Staff Skills

- HPRP staff can find jobs in agencies that lack (and need) housing expertise.

- Staff can train staff in non-HPRP agencies about how to prevent homelessness and how to rapidly re-house people who become homeless.

Continuing Landlord Relationships

Good landlords are the secret weapon of rapid re-housing and housing relocation. With their trust and with good preparation, they may be willing to transfer their loyalty to another agency/target population.

Techniques and Tools

- HPRP programs have developed many methods of assessing low-income households, delivering rental assistance, inspecting units, etc., which can be shared with other agencies

- HPRP programs also have worksheets, templates, and other tools that could be adopted or adapted and used by other agencies

Communicate Best Practices to CoC

- Grantee/providers may:
  - Review the program(s) with CoC and other stakeholders
  - Identify the strengths
  - Compile descriptions of good practice and tools
  - Identify methods of sharing with local homelessness and mainstream agencies
  - Plan a conference, develop a guidebook

MESSAGING/COMMUNITY EXAMPLES

Importance of Messaging

- Grantees should consider thinking about how they message the end of their HPRP program
- Consider clients' needs
- Consider how the community will interpret the "end" of the program

Messaging- What to Do

- Grantees should consider:
  - Meeting with service providers to discuss how clients will be notified
  - Holding community meetings
  - Proactively working with local media to address the end of HPRP
  - Incorporating messaging into phase out/close out plan

Messaging- What NOT To Do

- Grantees should not:
  - Send impersonal letters/notifications
  - Provide generic list of human service agencies
  - Neglect to follow-up with clients
  - React to negative stories- be proactive

COMMUNITY EXAMPLE: COLORADO COALITION FOR THE HOMELESS

Community Example: Colorado Coalition for the Homeless

- Colorado Coalition for the Homeless
  - Sub-grantee of State - $7 million
  - Sub-grantee of Denver - $3 million
  - Sub-grants and coordinates HPRP funding to 26 agencies across state
  - Administered $5 million of TANF ECF funds as extension of HPRP Program

Community Example: Colorado Coalition for the Homeless

- Coalition has experienced:
  - End of TANF funding in October 2010
  - End of funding for sub-grantees who have exhausted their budgets
  - Media coverage of the end of assistance to eligible clients
  - Continued planning for ramp down of remaining HPRP funding
- Still a learning experience

Colorado Coalition for the Homeless

- Never too early to begin planning end of assistance
  - Client level
  - Sub-grantee level
- Dilemma -- Flexibility vs. consistency
  - Within single agency
  - Across the community

Colorado Coalition for the Homeless

- Communication is key
  - Case Managers
  - Clients
  - Landlords
  - Grantee
  - Community Partners
- Client grapevine – Other clients know what others are receiving

Colorado Coalition for the Homeless

- Reinforce that HPRP is a temporary program
- Reinforce that "**up to**" 18 months of assistance does not mean 18 months
- Begin connection to other resources as soon as assistance begins:
  - Section 8 wait list
  - TANF
  - Workforce

Colorado Coalition for the Homeless – Case Example

- Example of two clients whose assistance ended December 31, 2010
  - Both Re-Housing cases
  - $0 income at entry
  - Assisted to receive SSI -- $690/month
  - Rents of $450/month
  - HPRP provided $414 rent assistance
  - Client paid $207 for rent
  - Became media story

Colorado Coalition for the Homeless – Case Example

- – After HPRP assistance ended clients paying 65% of income (before food stamps) for rent
- – Not ideal, but better than before HPRP assistance and for those without SSI
- – One Client – "I can't make it work"
- – Other Client – "This was a life saver"

Colorado Coalition for the Homeless

- Availability of other funding sources provides flexibility to maintain housing
  - HOME TBRA
  - Shelter Plus Care
  - TANF
  - Section 8
  - General reserve funds

Colorado Coalition for the Homeless

- Expect Difficulty for staff
  - Hard to say "no" to those in need
  - Provide support to case managers
- Expect confusion when multiple sub-grantees' funding ends at different times
  - "Why is program over at Agency A but still operating at Agency B?"

Colorado Coalition for the Homeless

- Need to address when tenant lease in Re-Housing situation is longer that HPRP assistance
  - Communication with landlord
  - Communication with tenant

Colorado Coalition for the Homeless

- Example of sub-grantee who exhausted grant due to over demand
  - Notice to 100 clients and landlords that assistance would end in 45 days
  - Case manager one on one assistance with clients to develop transition
  - 48% needed no ongoing assistance
  - 40 % transitioned to other assistance (HOME TBRA, Section 8, S+C)

OTHER RESOURCES

Resources

- Submit questions and technical assistance requests to the HUD HRE Virtual Help Desk: http://www.hudhre.info/helpdesk/index.cfm?do=viewHelpdesk