

## MEMORANDUM

TO: Regional Steering Committee on Homelessness and Housing

FROM: HomeBase

RE: Strategic Plans: The HUD 2010-2015 Strategic Plan and the Federal Strategic Plan to Prevent and End Homelessness

DATE: July 23, 2010

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### **INTRODUCTION**

On May 12, 2010, the U.S. Department of Housing and Urban Development (“HUD”) released its 2010-2015 Strategic Plan (“HUD Plan”). The HUD Plan is expansive in scope, covering all the primary roles and activities of the agency; with regard to homelessness, however, the plan is noteworthy for three reasons: (1) its focus on preventing homelessness; (2) its continued emphasis on mainstreaming; and (3) as a point of comparison with the Federal Strategic Plan to End and Prevent Homelessness (“Federal Plan”), created by the U.S. Interagency Council on Homelessness (“USICH”).

First, the 2010-2015 HUD Plan mirrors the emphasis on preventing homelessness codified in the Homeless Emergency Assistance and Rapid Transition to Housing (“HEARTH”) Act, and highlights rental assistance and homelessness prevention services as key strategies toward that goal. The HUD Plan also reiterates the agency’s commitment to ending homelessness by deploying evidence-based interventions such as supportive housing, housing first, and rapid re-housing.

Second, a key element of the HUD Plan’s goals on homelessness is increased cooperation with mainstream resources, including those of the Department of Veterans Affairs (“VA”), the Department of Health and Human Services (“HHS”), and the Department of Education (“DOE”). HUD plans to reduce the number of homeless veterans by 59,000 by 2012 in cooperation with the VA, and has introduced a signature initiative entitled “Ending Homelessness by Preventing It,” in which up to 10,000 housing vouchers for families and individuals who are homeless or at risk of becoming homeless will be coordinated with supportive services provided by HHS and the DOE.

Finally, the HUD Plan is helpful insofar as it reveals the current HUD leadership’s priorities. Especially when read side-by-side with the Federal Plan, the HUD Plan is notable for what it includes and does not include from the Federal Plan. For example, while the Federal Plan focuses on four populations—families with children, youth, veterans, and the chronically homeless—the HUD Plan’s measures of success with regard to reducing homelessness are limited to families, veterans, and the chronically homeless, excluding the youth population.

## **OVERVIEW OF THE HUD PLAN**

The HUD Plan is loosely organized into three sections: an introduction that presents the plan's overall themes; a section on HUD's primary outcome goals; and an implementation chart that identifies which HUD programs will contribute to the plan's outcome goals.

The HUD Plan sets out three overarching themes for the next five years: (1) New Partners—cooperating with local civic institutions that have innovative ideas and taking these local innovations to scale; (2) New Geography—blurring the distinction between city and suburb and reconceptualizing the metropolitan area as the “frame for place”; and (3) New Business Model—moving toward a team-oriented, customer-centered model that rewards results and nurtures local innovations.

The HUD Plan identifies five outcome goals: (1) strengthening the housing markets to bolster the economy and protect consumers; (2) meeting the need for quality affordable rental homes; (3) utilizing housing as a platform for improving quality of life; (4) building inclusive and sustainable communities free from discrimination; and (5) transforming the way HUD does business.

Lastly, the HUD Plan introduces several new HUD initiatives: (1) the End Homelessness by Preventing It initiative, discussed below; (2) the Transforming Rental Assistance initiative, an effort to create a more uniform rental assistance funding stream that has largely been incorporated into the proposed Preservation, Enhancement and Transformation of Rental Assistance (PETRA)<sup>1</sup>; (3) the Choice Neighborhoods initiative, a proposed replacement for HOPE VI; (4) the Stabilize the Federal Housing Administration initiative, which will restore the Federal Housing Administration's excess capital reserve ratio and implement other lender regulation and risk management policies; and (5) a series of internal agency initiatives, including the Eliminating and Simplifying HUD Rules and Reports initiative, an effort to redesign the agency's most counterproductive rules and reporting requirements based on input from HUD partners.

## **HOW HUD PLANS TO END AND PREVENT HOMELESSNESS**

The HUD Plan addresses homelessness in two ways—as a subgoal under Goal 2 (meeting the need for quality for affordable rental homes) and through the Ending Homelessness by Preventing It initiative.

Under Subgoal 2A, HUD calls for an end to homelessness and a substantial reduction of the number of families and individuals with severe housing needs. The HUD Plan stresses not only the current administration's belief in the moral imperative to end homelessness, but also the demonstrated cost benefits associated with stopping and preventing individuals and families from cycling through the system.

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<sup>1</sup> See [http://portal.hud.gov/portal/page/portal/HUD/fy2011budget/signature\\_initiatives/transforming\\_rental\\_assistance](http://portal.hud.gov/portal/page/portal/HUD/fy2011budget/signature_initiatives/transforming_rental_assistance) for more information.

The strategies associated with Subgoal 2A include: (1) providing additional rental housing subsidies to households; (2) increasing service-enriched housing; (3) working with state and local governments to expand rental assistance and prevent homelessness; and (4) improving access to HUD-funded housing assistance by eliminating administrative barriers and encouraging prioritization of households most at risk for homelessness.

With regard to homelessness, the current HUD Plan's measures of success are threefold: reduce the number of homeless families; reduce the number of chronically homeless individuals; and reduce the number of homeless veterans by 59,000 by June 2012.

Additionally, the HUD Plan contains a signature initiative regarding homelessness called End Homelessness by Preventing It. The initiative, while not fully described in the Plan, appears to have two components: (1) a general emphasis on preventing homelessness before it begins; and (2) a demonstration program for the chronically homeless and homeless families entitled the "Housing and Services for Homeless Persons Demonstration" (which was described in detail at the April 16, 2010 RSC meeting as part of the update on HUD's FY 2011 budget).

The initiative recognizes the importance of HUD's targeted McKinney-Vento homelessness assistance programs, but states, "there is a growing recognition that the best and most cost-effective way to end homelessness is to prevent it before it begins." To that end, the HUD Plan calls for preventing homelessness by connecting at-risk families and individuals with rental assistance and supportive services, especially those provided by HHS and the DOE.

The second component of End Homelessness by Preventing It, called the Housing and Services Homeless Persons Demonstration, is an \$85 million program included in the FY2011 budget that would target families and single adults who are homeless or at risk of becoming homeless. Up to 6,000 vouchers would be made available to families with children through a collaborative HUD-HHS-DOE competition, targeting communities that have high concentrations of homeless families and a well-coordinated and collaborative program with the TANF agency, the local public schools, and other community partners. Additionally, up to 4,000 vouchers for chronically homeless single adults would be made available to Public Housing Authorities (PHA) through a competition wherein the PHA must demonstrate partnership with the local HHS-funded agency in providing Medicaid assistance and other social services.<sup>2</sup>

The emphasis on homelessness prevention is a departure from HUD's 2006-2011 Strategic Plan ("2006 Plan"), which made mention of the goal of preventing homelessness, but listed, as its only planned steps toward that goal: (1) the commission of research by the Office of Policy Development and Research on the causes of and cost-effective approaches to homelessness; and (2) an evaluation of the Supportive Housing program's outcomes.

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<sup>2</sup> The specifics of the Housing and Services Homeless Persons Demonstration were drawn from the HUD website, rather than the HUD Plan. See <http://hud.gov/offices/cfo/reports/2011/cjs/tenant-based-assistance2011.pdf>, pp. 21-23.

Another departure from the 2006 Plan is the absence of commentary on permanent housing. The 2006 Plan's homelessness goals placed heavy emphasis on permanent housing, going so far as to introduce the Samaritan Initiative, which would have provided bonus funding to Continuums of Care that submitted a permanent housing project dedicated to serving the chronically homeless. In contrast, while the current HUD Plan explicitly supports evidence-based interventions such as supportive housing, housing first, and rapid re-housing, permanent housing is never referred to by name.

### **MAINSTREAMING THE RESPONSE TO HOMELESSNESS**

The HUD Plan also stresses mainstreaming to a degree not seen in the 2006 Plan. In addition to the mainstreaming efforts outlined in the End Homelessness by Preventing It initiative, the HUD Plan generally advocates for greater cooperation with other agencies and resources to improve the quality of life for vulnerable populations, including the homeless.

Specifically, the HUD Plan's third outcome goal, Utilizing Housing as a Platform for Improving Quality of Life, contains five sub-goals, four of which involve leveraging mainstream resources to improve the lives of the vulnerable: (1) utilizing HUD assistance to improve educational outcomes and early learning and development; (2) utilizing HUD assistance to improve health outcomes; (3) utilizing HUD assistance to increase economic security and self-sufficiency; and (4) utilizing HUD assistance to improve housing stability through supportive services for vulnerable populations. Some of the strategies associated with mainstreaming under the third outcome goal include: increased enrollment in public benefits, including TANF and SSI, mental health services, substance abuse programs, veterans health and benefit programs, and medical services.

In terms of implementing the goals set forth in the plan, HUD will set annual national fiscal year targets for outcomes based on the budgeted activities of the contributing programs, as well as place-based fiscal year targets where applicable. HUD will also develop an annual Management Action Plan (MAP) to track and monitor the activities that support the outcomes set forth in the plan. For each outcome measure, contributing programs will identify both supporting performance measures and activity milestones, with corresponding targets and completion dates. HUD will then track performance by HUD organizational unit, customer, or place. Where appropriate, HUD will conduct place-based target-setting and tracking, with regional field directors drilling this down to the state and local levels. After the MAP is established, reports will be developed and reviewed at regular goal-specific management meetings with the HUD Secretary and Deputy Secretary.

### **TWO PLANS, ONE GOAL: THE HUD PLAN AND THE FEDERAL STRATEGIC PLAN TO PREVENT AND END HOMELESSNESS**

The Federal Plan, released on June 22, 2010, is the end product of a collaborative process which included the 19 USICH member agencies as well as non-governmental contributors. The HEARTH Act mandated the creation of the first federal strategic plan on homelessness. Attached is a chart outlining the Federal Plan's key provisions as Appendix A.

The Federal Plan is organized along five themes: (1) Increase leadership, collaboration, and civic engagement; (2) Increase access to stable and affordable housing; (3) Increase economic security; (4) Improve health and stability; and (5) Retool the homeless crisis response system. Overall, the Federal Plan puts to paper the federal government’s push to reduce and end homelessness through collaboration—between the federal agencies, between federal, state, and local governments, and between public and private entities—and measurable outcomes.

With regard to measurable outcomes, the Federal Plan introduced five performance measurements: (1) annual changes in the number of the chronically homeless; (2) annual changes in the number of homeless veterans; (3) annual changes in the number of homeless families with children; (4) the increase in number of permanent supportive housing units; and (5) the increase in employment and participation in mainstream assistance programs among those exiting homeless assistance programs. The Federal Plan foresees using the AHAR point-in-time counts for performance measurements (1)-(3), and relying on HUD to track performance measurements (4)-(5).

Like the HUD Plan, the Federal Plan sets out concrete goals regarding homelessness: (1) finish the job of ending chronic homelessness in five years; (2) prevent and end homelessness among veterans in five years; (3) prevent and end homelessness for families, youth, and children in ten years; and (4) set a path to ending all types of homelessness.

The Federal Plan also presents several signature initiatives. In fact, two of the Federal Plan’s signature initiatives, “Chronic Homelessness” and “Families and Children,” are simply repackaging the HUD Plan’s Ending Homelessness by Preventing It initiative. The other two initiatives pertain to veterans and youth. The Veterans initiative is a collaborative effort by the VA, HUD, HHS, and the Department of Labor to align their resources to provide homeless veterans with supportive housing.<sup>3</sup> The Youth initiative involves collaboration with the Interagency Working Group on Youth Programs to provide technical assistance and best practices information on youth homelessness online, at [www.FindYouthInfo.gov](http://www.FindYouthInfo.gov), and [www.solutionsdesk.ou.edu](http://www.solutionsdesk.ou.edu).

Most notable among the differences between the plans pertains to the Ending Homelessness by Preventing It initiative. The HUD Plan’s initiative purports to prevent homelessness by connecting families and single adults who are homeless or at risk of becoming homeless with Section 8 vouchers and supportive services from the DOE and HHS. In contrast, the Federal Plan calls the non-family component of this program as the “Chronic Homelessness” initiative, and describes it as targeting people who are chronically homeless.

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<sup>3</sup> The Veterans initiative also includes a collaboration between the VA, HHS’s Office of Child Support Enforcement, and the American Bar Association to help resolve child support issues for veterans who are homeless or at risk of becoming homeless.

Another noteworthy difference between the plans is that the HUD Plan fails to mention unaccompanied youth in its discussion of homelessness. The absence of discussion about youth homelessness is all the more striking given that USICH created a workgroup devoted to this vulnerable population and that one of its four signature initiatives is devoted to collaborating with the Interagency Working Group on Youth Programs to provide technical assistance to youth-serving organizations and departments. Furthermore, while the Federal Plan's goals include preventing and ending homelessness for families, *youth*, and children in 10 years, the HUD Plan's goals only refer to reducing the number of homeless families.

### **DISCUSSION QUESTIONS**

*How should we interpret the differences between HUD's 2006-2011 and 2010-2015 Strategic Plans?*

*How should we interpret the differences between the HUD Plan and the Federal Plan?*

*What does the HUD Plan reveal about the HUD administrators priorities and goals?*

*Are your communities planning on applying for the Ending Homeless by Preventing It initiative? If so, are your communities prepared?*

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## APPENDIX A

### Overview of *Opening Doors*: the Federal Strategic Plan to Prevent and End Homelessness

The chart below provides an overview of *Opening Doors*: the Federal Strategic Plan to Prevent and End Homelessness (“Federal Plan”), prepared by the U.S. Interagency Council on Homelessness (“USICH”).

Topic	Overview	Details
<p><b>What is USICH?</b></p>	<p>Initially established by the McKinney-Vento Homeless Assistance Act of 1986, USICH’s mission is to coordinate the Federal response to homelessness and to create a national partnership to reduce and end homelessness. Among the HEARTH Act’s provisions was a mandate to USICH to create a national strategic plan to end homelessness, and to update it annually.</p>	<ul style="list-style-type: none"> <li>• Currently 19 Member Agencies               <ul style="list-style-type: none"> <li>○ Lead agencies: HUD, DOL, HHS, VA</li> <li>○ Also: Agriculture, Commerce, Defense, Education, Energy, Homeland Security, Interior, Justice, Social Security Administration, Transportation, Corporation for National and Community Service, General Services Administration, Office of Management and Budget, US Postal Service, White House Office of Faith-Based and Neighborhood Partnerships</li> </ul> </li> </ul>
<p><b>Development Process</b></p>	<p>The Federal Plan’s development was guided by six key principles:</p> <ul style="list-style-type: none"> <li>• Collaborative;</li> <li>• Solutions-driven and evidence-based;</li> <li>• Cost-effective;</li> <li>• Implementable and user-friendly;</li> <li>• Lasting and scalable; and</li> <li>• Measurable, with clear outcomes and accountability</li> </ul>	<ul style="list-style-type: none"> <li>• USICH convened five workgroups to analyze:               <ul style="list-style-type: none"> <li>○ Families with children</li> <li>○ Youth</li> <li>○ Veterans</li> <li>○ Chronically homeless individuals</li> <li>○ “Community” – how the federal government can better support communities on homelessness issues</li> </ul> </li> <li>• Obtained input from over 750 regional and state interagency councils and stakeholders</li> <li>• Held additional meetings with mayors, Congressional staff, the NAEH Leadership Council, and the National Health Care for the Homeless Consumer Advisory Board</li> <li>• Interactive website drew 2,318 comments from the public</li> </ul>
<p><b>Themes and Values</b></p>	<ul style="list-style-type: none"> <li>• Five Themes               <ol style="list-style-type: none"> <li>1. Increase leadership, collaboration, and civic engagement</li> <li>2. Increase access to stable and affordable housing</li> <li>3. Increase economic security</li> <li>4. Improve health and stability</li> <li>5. Retool the homeless crisis response system</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• Six Core Values               <ol style="list-style-type: none"> <li>1. Homelessness is unacceptable</li> <li>2. There are no “homeless people,” only people who have lost their homes who deserve to be treated with dignity and respect</li> <li>3. Homelessness is expensive; it is better to invest in solutions</li> <li>4. Homelessness is solvable; we have learned a lot about what works</li> <li>5. Homeless can be prevented</li> <li>6. There is strength in collaboration and USICH can make a difference</li> </ol> </li> </ul>

<p><b>Goals and Performance Measures</b></p>	<ul style="list-style-type: none"> <li>• <b>Four Goals</b> <ol style="list-style-type: none"> <li>1. Finish the job of ending chronic homelessness in 5 years</li> <li>2. Prevent and end homelessness among Veterans in 5 years</li> <li>3. Prevent and end homelessness for families, youth, and children in 10 years</li> <li>4. Set a path to ending all types of homelessness</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Five Performance Measurements</b> <ol style="list-style-type: none"> <li>1. Annual changes in no. of chronically homeless</li> <li>2. Annual changes in no. of homeless veterans</li> <li>3. Annual changes in no. of homeless families with children</li> <li>4. Increase in no. of permanent supportive housing units</li> <li>5. Increase in employment and participation in mainstream assistance programs among those exiting homeless assistance programs</li> </ol> </li> <li>• <b>Measurement Tools</b> <ul style="list-style-type: none"> <li>○ AHAR PIT for homeless counts – AHAR data allows for direct year-to-year comparisons, and includes unsheltered persons and those served in shelters and transitional housing</li> <li>○ HUD will track housing inventory; use APRs to track employment numbers and participation in Medicaid, SNAP (Food Stamps), SSI/SSDI and TANF</li> </ul> </li> </ul>
<p><b>Objective 1: Provide and promote collaborative leadership at all levels of government and across sectors to inspire and energize Americans to commit to preventing and ending homelessness</b></p>	<ul style="list-style-type: none"> <li>• <b>8 Strategies</b> <ol style="list-style-type: none"> <li>1. Educate the public</li> <li>2. Engage state, local, and tribal leaders in a renewed commitment to prevent and end homelessness</li> <li>3. Get states and localities to update and implement plans to end homelessness</li> <li>4. Involve citizens—including people with firsthand experience with homelessness—and the private sector—businesses, nonprofits, faith-based organizations, foundations, and volunteers</li> <li>5. Test, model, and learn more about interagency collaboration</li> <li>6. Seek opportunities to reward communities that are collaborating to make significant progress on homelessness</li> <li>7. Review budget processes to determine avenues for recognizing savings across partners resulting from interventions</li> <li>8. Seek opportunities for engaging Congressional committees collaboratively on homelessness issues</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• This objective stemmed from the extensive outpouring of public comments on the need for federal agencies to break down the silos and organize federal resources together with local and state resources.</li> </ul>

<p><b>Objective 2:</b>  <b>Strengthen the capacity of public and private organizations by increasing knowledge about collaboration, homelessness, and successful interventions to prevent and end homelessness</b></p>	<ul style="list-style-type: none"> <li>• 8 Strategies <ol style="list-style-type: none"> <li>1. Collaborate on and compile <b>research</b> to determine best practices, cost-effective strategies, metrics to measure outcomes, and gaps in research</li> <li>2. Coordinate federal homelessness-related technical assistance resources and inform communities on how to access the support they need</li> <li>3. Make information on <b>best practices</b> and scalable funding strategies more readily available</li> <li>4. Make information on working with <b>special populations</b> and overlaps between and among groups more readily available</li> <li>5. Attend to the unique needs of rural and tribal communities</li> <li>6. Develop and maintain an inventory of federal emergency response programs available to local communities</li> <li>7. Continue to increase use of HMIS</li> <li>8. Create a common data standard and uniform performance measures if feasible, especially related to housing stability</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• Research topics include: (1) needs of homeless youth; (2) how to target services to homeless veterans and their families; (3) characteristics of families most likely to succeed in different levels of intervention; (4) how to target homeless prevention sources; (5) effectiveness of TH programs; (6) reasons for geographic concentration of homelessness; (7) integration of effective HIV/AIDS prevention strategies through housing interventions; (8) role housing stability plays in improving safety and other outcomes for domestic violence victims; (9) effectiveness of trauma-based services for victims of sexual violence</li> <li>• Best practices topics include: (1) Homelessness prevention; (2) Housing First, rapid re-housing, permanent supportive housing; (3) Mental health, substance abuse, treatment for co-occurring conditions; (4) Integrated treatment of physical and behavioral health conditions; (5) Trauma-sensitive/-informed services</li> <li>• Special populations include: (1) Expectant families, infant, toddlers, children, youth; (2) Cultural competency, including Native American, African American, Hispanic, immigrant groups; (3) GLBT populations; (4) Veterans and their families; (5) Victims of domestic or family violence, physical and/or sexual abuse, trafficking, and violence</li> <li>• Develop HMIS standards that permit data inter-operability between data systems while protecting individuals' confidentiality</li> <li>• Also encourage the dynamic use of state and local data warehouses</li> </ul>
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<p><b>Objective 3:</b> Provide affordable housing to people experiencing or most at risk of homelessness</p>	<ul style="list-style-type: none"> <li>• 4 Strategies             <ol style="list-style-type: none"> <li>1. Support additional rental housing subsidies through federal, state, local, and private resources so that households pay no more than 30% of their income for housing</li> <li>2. Expand the supply of affordable rental homes where they are most needed through federal, state, and local efforts</li> <li>3. Improve access to federally-funded housing assistance by eliminating administrative barriers and encouraging prioritization of those experiencing or most at risk of homelessness</li> <li>4. Increase service-enriched housing by co-locating or connecting services with affordable housing.</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• Work with state and local governments to expand rental assistance and low-cost capital for new construction and rehabilitation of housing for individuals and families experiencing or most at risk of homelessness</li> <li>• Fund the National Housing Trust Fund</li> <li>• Encourage preferences in the awarding of Low Income Housing Tax Credits to increase investments for housing targeted to people experiencing or most at risk of homelessness</li> <li>• Link developments to project-based vouchers and other subsidies</li> <li>• Includes implementation of the Violence Against Women Act housing anti-discrimination and eviction protection provisions</li> </ul>
<p><b>Objective 4:</b> Provide permanent supportive housing to prevent and end chronic homelessness</p>	<ul style="list-style-type: none"> <li>• 4 Strategies             <ol style="list-style-type: none"> <li>1. Improve access to and use of supportive housing by encouraging prioritization and targeting for people who need this level of support</li> <li>2. Create protocols and consider incentives for those achieving stability in supportive housing—who no longer need and desire to live there—to move into affordable housing</li> <li>3. Expand the supply of permanent supportive housing, in partnership with state and local governments and the private sector</li> <li>4. Assess options for more coordinated, sustainable, dependable sources of supportive housing service funding.</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• The following populations need permanent supportive housing: (1) Individuals and families – including veterans and their families; (2) Vulnerable individuals - including youth – experiencing homelessness who have disabling conditions and multiple barriers to housing</li> <li>• The supply will need to include units that are accessible to persons with mobility needs</li> <li>• Agencies within HHS will collaborate to review whether and how Medicaid, TANF, and SAMHSA programs can be coordinated with housing resources to help people who have experienced homelessness, and will offer guidance to states, tribes, and local government on evidence-based practices to prevent and end homelessness</li> </ul>

<p><b>Objective 5:</b> Increase meaningful and sustainable employment for people experiencing or most at risk of homelessness</p>	<ul style="list-style-type: none"> <li>• 5 strategies             <ol style="list-style-type: none"> <li>1. Collaborate with economic recovery and jobs programs to ensure focus on people experiencing or most at risk of homelessness</li> <li>2. Review federal program policies, procedures, and regulations to identify educational, administrative, or regulatory mechanisms that could be used to improve access to work support</li> <li>3. Develop and disseminate best practices on helping people with histories of homelessness and barriers to employment to enter the workforce, including strategies on transportation, child care, child support, domestic violence, criminal justice history, disabling conditions, and age appropriateness</li> <li>4. Improve coordination and integration of employment programs with homeless assistance, victim assistance, and housing and permanent supportive housing programs</li> <li>5. Increase opportunities for work and support recovery for veterans with barriers to employment, especially those returning from active duty, those with disabilities, and those in permanent supportive housing</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• Identify ways Workforce Investment Act and TANF programs can help people who are experiencing or most at risk of homelessness, including people with multiple barriers to employment.</li> </ul>
<p><b>Objective 6:</b> Improve access to mainstream programs and services to reduce people's financial vulnerability to homelessness</p>	<ul style="list-style-type: none"> <li>• Five strategies             <ol style="list-style-type: none"> <li>1. Document, disseminate, and promote the use of best practices in expedited access to income and work supports for people experiencing or at risk of homelessness</li> <li>2. Review federal program policies, procedures, and regulations to identify administrative or regulatory mechanisms that could be used to remove barriers and improve access to income supports.</li> <li>3. Enhance public information, targeted communications, and a national toll-free homeless call center for veterans and their families.</li> <li>4. Create clear pathways to greater financial independence.</li> <li>5. Prepare for Medicaid expansion to effectively enroll people</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• Consider lessons learned from the SSI/SSDI Outreach, Access and Recovery Initiative (SOAR), and the Homeless Outreach and Projects and Evaluation Initiative (HOPE).</li> <li>• Work with key stakeholder groups to make progress toward recognizing the long-term effects of addiction and alcoholism as a disabling condition, and removing impediments for people with co-occurring disabling conditions to receive income support.</li> <li>• Promote practices that make it easier for people to access proof of identification, including birth certificates and other forms of ID.</li> </ul>

<p><b>Objective 7:</b> Integrate primary and behavioral health care services with homeless assistance programs and housing to reduce people's vulnerability to and the impacts of homelessness</p>	<ul style="list-style-type: none"> <li>• Six strategies             <ol style="list-style-type: none"> <li>1. Encourage partnerships between housing providers and health and behavioral health care providers to co-locate or coordinate health, behavioral health, safety, and wellness services with housing</li> <li>2. Build upon successful service delivery models to provide services in the homes of people who have experienced homelessness</li> <li>3. Seek opportunities to establish and evaluate the effectiveness of a "medical home" model to provide integrated care for medical and behavioral health</li> <li>4. Seek opportunities to establish medical respite programs in communities with the largest number of people experiencing homelessness</li> <li>5. Increase availability of behavioral health services, including community mental health centers</li> <li>6. Improve access to child and family services that improve early child development, educational stability, youth development, and quality of life for families</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• Including Medicaid-funded Assertive Community Treatment Teams for those with behavioral health needs</li> <li>• Including expectant families, children, and youth experiencing or most at risk of homelessness</li> </ul>
<p><b>Objective 8:</b> Advance health and housing stability for youth aging out of systems such as foster care and juvenile justice</p>	<ul style="list-style-type: none"> <li>• Three strategies             <ol style="list-style-type: none"> <li>1. Improve discharge planning from foster care and juvenile justice to connect youth to education, housing, health and behavioral health support, income supports, and health coverage prior to discharge</li> <li>2. Review federal program policies, procedures, and regulations to identify administrative or regulatory mechanisms that could be used to remove barriers and improve access</li> <li>3. Promote targeted outreach strategies to identify youth experiencing homelessness who are most likely to end up in an emergency room, hospital, jail, or prison</li> </ol> </li> </ul>	
<p><b>Objective 9:</b> Advance health and housing stability for people experiencing homelessness who have frequent contact with hospitals and criminal justice</p>	<ul style="list-style-type: none"> <li>• Four strategies             <ol style="list-style-type: none"> <li>1. Improve discharge planning from hospitals, VA medical centers, psychiatric facilities, jails, and prisons to connect people to housing, health and behavioral health support, income and work supports, and health coverage prior to discharge</li> <li>2. Promote targeted outreach strategies to identify people experiencing homelessness who are most likely to end up in an emergency room, hospital, jail, or prison</li> <li>3. Increase the number of jail diversion courts</li> <li>4. Reduce criminalization of homelessness by defining constructive approaches to street homelessness and considering incentives to urge cities to adopt these practices</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• Including those specifically for veterans, those experiencing homelessness, or people with mental health issues or drug abuse problems</li> </ul>

<p><b>Objective 10:</b>  <b>Transform homeless services to crisis response systems that prevent homelessness and rapidly return people who experience homelessness to stable housing</b></p>	<ul style="list-style-type: none"> <li>• Five strategies <ol style="list-style-type: none"> <li>1. Develop and promote best practices for crisis response programs and increase their adoption by agencies receiving federal funds.</li> <li>2. Determine opportunities to utilize mainstream resources to provide housing stabilization assistance to clients</li> <li>3. Develop implementation strategies for the HEARTH Act—especially the new ESG—that sustain best practices learned from HPRP and the Rapid Re-Housing Demonstration</li> <li>4. Ensure continuity in the provision of homeless prevention and rapid re-housing services to families, youth, and individuals—including veterans and their families—through HPRP</li> <li>5. Ensure that homelessness prevention and rapid re-housing strategies are coordinated with Education for Homeless Children and Youth, and incorporated within federal place-based strategies to improve neighborhoods and schools, including Promise Neighborhoods and Choice Neighborhoods.</li> </ol> </li> </ul>	
<p><b>Signature Initiative #1: Veterans</b></p>	<ul style="list-style-type: none"> <li>• At the national level, USICH is facilitating collaborative efforts by the Departments of VA, HUD, Labor, and HHS to target resources and undertake joint efforts to prevent and eliminate veterans' homelessness.</li> <li>• By strategically aligning resources targeted to homeless veterans, the housing with supportive services initiative brings together programs to increase their effectiveness that would otherwise operate separately</li> </ul>	<ul style="list-style-type: none"> <li>• VA, the American Bar Association, and HHS through its Office of Child Support Enforcement, have joined together to resolve child support issues for veterans who are homeless or at risk of homelessness</li> <li>• This initiative could benefit from a strategic partnership with a business school to develop a multidisciplinary approach that brings together leaders from government—including the VA's National Center on Homelessness Among Veterans, civil society, and business—to help solve homelessness among veterans and their families</li> </ul>
<p><b>Signature Initiative #2: Families and Children</b></p>	<ul style="list-style-type: none"> <li>• HUD and HHS would combine housing vouchers with funding from mainstream programs to serve homeless or at-risk families with children.</li> <li>• HUD, HHS, and the Department of Education are working together to implement a housing and services program for 6,000 families who are homeless or at risk of homelessness</li> <li>• HUD will provide Section 8 Housing Choice Vouchers targeted to communities with high concentrations of families experiencing homelessness.</li> </ul>	<ul style="list-style-type: none"> <li>• Applicants will need to demonstrate how they are coordinating these vouchers with assistance and services administered by the states and available through the TANF program and other HHS-funded programs</li> <li>• The Department of Education will help identify families through its network of homeless liaisons.</li> </ul>

<p><b>Signature Initiative #3: Chronic Homelessness</b></p>	<ul style="list-style-type: none"> <li>• HUD and HHS would connect Section 8 vouchers with health and social services provided through Medicaid and wraparound services funded through SAMHSA.</li> <li>• This initiative will help 4,000 people experiencing chronic homelessness move off the streets and out of shelter</li> </ul>	<ul style="list-style-type: none"> <li>• Initiatives #2 and #3 are both in the President's FY2011 budget.</li> </ul>
<p><b>Signature Initiative #4: Youth</b></p>	<ul style="list-style-type: none"> <li>• USICH will collaborate with the Interagency Working Group on Youth Programs (Working Group) to provide technical assistance to youth-serving organizations and partnerships that work with youth in transition, such as those aging out of foster care and the juvenile justice systems</li> <li>• The Working Group's activities include promoting enhanced collaboration, disseminating information about critical resources, producing a federal website, and developing an overarching strategic plan for federal youth policy</li> </ul>	<ul style="list-style-type: none"> <li>• USICH and the Working Group will jointly establish content for the federal interagency website on youth, <a href="http://www.FindYouthInfo.gov">www.FindYouthInfo.gov</a>, which will be utilized to provide technical assistance and other information about youth homelessness, the needs of youth at risk of homelessness, and federal resources available to support youth who are homeless or at risk of becoming homeless</li> <li>• The Solutions Desk, <a href="http://www.solutionsdesk.ou.edu">www.solutionsdesk.ou.edu</a>, another project of the Working Group, will incorporate best practices for homelessness prevention, rapid re-housing, and the provision of services for youth who are currently homeless</li> </ul>
<p><b>Targeted Homeless Programs in FY2010</b></p>	<ul style="list-style-type: none"> <li>• Administering Department: <ol style="list-style-type: none"> <li>1. Education</li> <li>2. GSA (with HHS and HUD)</li> <li>3. HHS</li> <li>4. Homeland Security</li> <li>5. HUD</li> <li>6. Justice</li> <li>7. Labor</li> <li>8. VA</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• Education for Homeless Children and Youth Grants for State and Local Activities</li> <li>• Federal Surplus Real Property Program</li> <li>• Grants for the Benefit of Homeless Individuals (Treatment for Homeless Program); Health Care for the Homeless Program; Programs for Runaway and Homeless Youth; PATH; Services in Supportive Housing Grants</li> <li>• Emergency Food and Shelter Program</li> <li>• ESG; HPRP; HUD-VASH; Section 8 Single Room Occupancy for Individuals; S+C; SHP</li> <li>• Transitional Housing Assistance Grants for Victims of Sexual Assault, Domestic Violence, Dating Violence, and Stalking Program</li> <li>• Homeless Veterans Reintegration Program</li> <li>• Domiciliary Care for Homeless Veterans Program; Grant and Per Diem Program; Health Care for Homeless Veterans Program; Homeless Veterans Dental Program; HUD-VASH; Supportive Services for Low-Income Veterans and Families; Veteran Justice Outreach Initiative</li> </ul>