



## **Community Plan to End Homelessness in Our Region:**

*A Three Year Strategic Plan 2015-2018*

### **Executive Summary**

#### **Vision**

TJACH seeks to make homelessness rare, brief and nonrecurring in the city of Charlottesville and counties of Albemarle, Louisa, Fluvanna, Nelson and Greene.

#### **Guiding Principles**

- 1) Focus on serving hardest to serve/highest risk homeless population
- 2) Adopt and implement housing first strategies
- 3) Use best practice approaches where possible
- 4) Make decisions based on data
- 5) Advocate for the availability of effective community support services outside the homelessness system of care
- 6) Increase housing options for the very poor and people with barriers
- 7) Provide strong leadership with focus on funding and advocacy activities

### **Background and History of the Community Plan**

After a community-wide conference on homelessness in 2008, the Thomas Jefferson Area Coalition for the Homeless (TJACH) created a Community Plan to End Homelessness to guide the broad system of care in responding to and reducing homelessness. This plan was formally adopted by the Thomas Jefferson Planning District Commission in March 2009. In response to a changing context for homelessness service providers, this plan was revisited in 2012. This process resulted in the following additional activities to meet the original broad goals of the plan, which remained the same:

- **Lead Organization on Homelessness:** Strengthen TJACH's role as the lead organization to implement and market this Community Plan to End Homelessness.

***Status:*** *TJACH now serves as a local funder and monitor for state and federal grants and contracts, has re-tooled its governance structure significantly and adopted a new charter and operational guidelines.*

- Common Intake: Establish an intake protocol and utilize The Haven as a physical location for intake to: enroll clients, enter demographic information, and assign a case manager.

**Status:** *A coordinated assessment process has been implemented. Access is available every day at The Haven and assessment tools are available on the TJACH website. Providers outside the homeless system of care have access to community-wide homelessness and housing problem-solving teams.*

- Early Intervention and Prevention: Create a Local Housing Options Team as a TJACH program to coordinate prevention activities and provide crisis stabilization and/or mediation for those at risk of experiencing homelessness.

**Status:** *TJACH supports a housing navigator position at The Haven. The navigator meets weekly in housing planning sessions with stabilization case managers and rapid re-housing program staff, in addition to serving as a mediator for landlord/tenant concerns. A homelessness prevention program is funded by TJACH with funds from the Virginia Department of Housing and Community Development and implemented by The Haven.*

- Increase housing options: Pursue development of a variety of housing types for individuals and families by working with Community Housing Development Organizations, establishing housing trust funds, creating public-private partnerships, and developing incentives to connect under-utilized housing stock with case management support.

**Status:** *Virginia Supportive Housing opened The Crossings, which is a single-room occupancy building providing 30 units for chronically homeless individuals and 30 very low-income units. In addition, TJACH has been successful in marshalling funding for rapid re-housing efforts using state and local dollars. Further, the Charlottesville Redevelopment Authority has re-established a preference for homelessness as part of its application process, which will open additional housing resources for families experiencing homelessness. The City of Charlottesville has made a commitment to develop self-sufficiency programming to assist families in moving out of subsidized housing into fair market housing, which will result in improved availability of subsidized units to people experiencing a housing crisis.*

- Supportive Services: Provide case management for individuals and families. Provide a tenancy protection program to prevent evictions and difficulties leading to evictions.

**Status:** *While case management services are available at many local service providers, there remains a gap in this area, particularly for those individuals housed through rapid re-housing programs. A Housing Navigator, funded*

*through TJACH with funds from local governments and the Virginia Department of Housing and Community Development provides eviction mitigation and mediation services. Additionally, state funds may be used flexibly to increase deposit amounts for local landlords concerned about providing housing for people with negative rental histories.*

- **Secure stable, sustainable funding:** Seek funding from localities, private donations, and government and private grants. For long-term stability, TJACH should consider building an endowment.

***Status:*** *TJACH has been successful in securing supporting funds through state and local public sources, as well as private grants; however, these sources are not permanent.*

In 2014, TJACH determined that a significant plan revision and update was required to 1) respond to the evolving federal and state policy context for homelessness services, 2) incorporate emerging research and best practice approaches, and 3) identify specific and quantifiable community goals for the system of care.

## **The Changing Context**

### **Changes in governance:**

TJACH underwent a major reorganization in early 2013, resulting in a new, representative governance board membership and a new governance charter guiding TJACH's work. These changes led to improved and dedicated coordination of the system of care and connection to state and federal expertise. Five elected representatives of the Service Provider Council and five representatives of local government, content experts and at-large members provide the leadership of TJACH.

### **Changes in continuum of care:**

A more comprehensive array of services now exists in the region including street outreach, day shelter, prevention, emergency shelter, transitional housing, rapid re-housing, housing navigation, permanent supportive housing, and housing stabilization.

### **Changes in coordination and collaboration:**

The existing system of care has evolved in the last two years to include meaningfully improved coordination and collaboration. A coordinated assessment process has been adopted to provide ease of access for people experiencing homelessness and operationalize system wide data collection. A community case review committee meets every other week to jointly problem-solve particularly difficult cases and assign lead case managers to implement housing plans. Providers regularly team up together to jointly apply for federal, state and local funding. Memoranda of Agreement are in place for the provision of services under federal, state and local grants between the City of Charlottesville and TJACH, and between TJACH and Families in Crisis, an Albemarle

County Public Schools program that provides case management and emergency hotel stays to unsheltered families; MACAA which provides transitional housing to families, The Haven which provides a low barrier day shelter, coordinated entry into the homelessness system of care, housing navigation and homelessness prevention programming; PACEM which provides a low barrier seasonal overnight shelter; and Thrive which provide rapid re-housing and permanent supportive housing.

Conflicting expectations & emerging concerns:

Community concerns about the housing stability of families with children are increasing. Families seek community services when they are at risk of eviction and when they experience literal homelessness but do not, in general, enter the formal emergency shelter system. Providers and community members expect, however, that these families' needs are being assessed and met, despite limits on the use of public funds that require a focus on a more chronically homeless population. Families are regularly assessed for use of prevention funds and services but make up a very small percentage of guests in emergency shelters.

Changes in funder requirements and expectations:

Federal and state funders have shifted funding priorities and expectations. Both the U.S. Department of Housing and Urban Development (HUD) and Virginia Department of Housing and Community Development (DHCD) require that homelessness coalitions adopt a housing first approach to service delivery<sup>i</sup>. Housing first, a philosophy incorporated into the original Community Plan to End Homelessness in 2009, asserts that homelessness is, at its most basic, a housing crisis, and that providers should address the housing crisis first, without unnecessary barriers to eligibility or performance expectations. While initially a suggested focus for providers, funding from state and federal agencies is now contingent on implementation of this approach. As a result, agencies that are focused on long-term outcomes for individuals and families, such as self-sufficiency, may not be eligible for funding. In addition, federal and state funders expect that local coalitions take a lead role in monitoring service providers for agency performance, serving as local funding distribution agencies, and not simply as technical assistance providers. This shift in expectations has considerable implications for coalition governance activities and the role of TJACH staff.

## **Vision**

TJACH seeks to make homelessness rare, brief and nonrecurring in the city of Charlottesville and counties of Albemarle, Louisa, Fluvanna, Nelson and Greene.

### **Guiding Principles for 2015-2018**

#### **1) Focus on serving hardest to serve/highest risk homeless population**

TJACH will continue to use federal, state and local resources strategically by focusing on people with the highest level of vulnerability. This is good financial policy and a compassionate approach. By addressing the needs of those at highest risk, TJACH responds to those households most likely to become or remain homeless. This ensures that funding is used for those households who need it most. This also maximizes potential cost-saving for the community by preventing additional expenses in the health care, criminal justice and safety net systems. <sup>ii</sup>

TJACH encourages and incentivizes the use of standardized screening and prioritization tools by partner agencies where possible. These tools help service providers identify the best candidates for available programs, based on research. At a minimum, these tools include:

- A coordinated entry point for accessing homelessness services which serves as the front door for the system of care<sup>iii</sup>
- A pre-screening tool to identify clients for prevention services based on likelihood of becoming literally homeless<sup>iv</sup>
- A triage tool to identify clients for rapid re-housing based on number of housing barriers<sup>v</sup>
- A vulnerability index to identify clients for permanent supportive housing based on chronic homelessness and medical vulnerability<sup>vi</sup>

While the use of standardized tools to target and prioritize households for services will eliminate intuitive decision-making, there remains considerable nuance and complexity in the case management for people experiencing homelessness. TJACH seeks to respond to this complexity by supporting structures and methods for interagency problem-solving and conversation. This collaborative decision-making leads to improved outcomes for program participants and for the system as a whole. Existing methods for community discussion include:

- A community case review process for homelessness service providers to jointly problem-solve particularly challenging cases, including access to agencies that do not traditionally care for clients experiencing homelessness

- Ad hoc multi-disciplinary teams to establish housing plans for high-needs individuals and families not well-served by existing system of care
- Weekly housing planning meetings between rapid re-housing staff, housing stabilization staff, and the housing navigator
- Adjustment of tools and processes based on evaluation and experience with implementation

As TJACH seeks to target and prioritize households for the right intervention, in the right amount, at the right time, it is clear that more than one programmatic response is required. One size certainly does not fit all. To that end, TJACH supports five program strategies designed to meet the needs of people experiencing homelessness. This continuum includes:

- Flexible, client-focused street outreach and day shelter services for literally homeless individuals and families to provide information on and engage them in available services, in order to meet basic needs
- Prevention services to help households avoid literal homelessness
- Low-barrier emergency shelter programs for households with no access to safe housing
- Rapid re-housing<sup>vii</sup> services and subsidies for literally homeless households
- Permanent supportive housing<sup>viii</sup> units for chronically homeless households that need ongoing services and support to maintain stable housing

## **2) Adopt and implement housing first strategies**

Housing First is a philosophical approach to service delivery that focuses on connecting people experiencing homelessness to housing resources quickly and without unnecessary barriers to service. The underlying assumption of housing first is that people experiencing homelessness are in the midst of a housing crisis. Housing is provided to serve as the foundation from which individuals and families can focus on long-term stability. This approach is contrary to earlier service approaches aimed at selecting those program participants most likely to succeed or 'ready' for housing resources. Research and experience has revealed that these earlier approaches led to a focus on clients with relatively few needs while people with significant needs remained on the streets, in perpetual housing crises.

TJACH supports the following housing first components:

- Maintain and expand low barrier shelter approach so that no one must sleep outside because they cannot meet basic eligibility requirements for emergency shelter

- Promote client choice in services and housing options as a source of empowerment for program participants and to ensure that a variety of types of services and housing options are available
- Eliminate client performance eligibility requirements to ensure that programs continue to serve those with the highest need

### **3) Use best practice approaches where possible**

TJACH supports the use of approaches that work by providing practice tools and information on proven programming to area providers and by distributing funds to programs that implement them. To this end, TJACH has published a Community Level Outcome and Program Strategy Chart which identifies five broad program strategies, including homelessness prevention, homelessness outreach, emergency shelter and transitional housing, rapid re-housing, and permanent supportive housing. Each strategy is described with recommended best practice approaches. This chart is attached as an appendix to the plan.

- Best practice approaches for homelessness prevention include:
  - Access to services is made through the community-wide coordinated entry process
  - Prioritization of candidates is determined using structured decision-making tools to ensure services to those households most likely to enter shelter
  - Fast and flexible provision of financial assistance to stabilize households as quickly as possible
  - Housing navigation assistance
  - Referrals to mainstream resources
  - Progressive case management that matches the level of need with the level of case management services
- Best practice approaches for homelessness outreach include:
  - Access to services is made through the community-wide coordinated entry process
  - Prioritization of candidates that are unsheltered or living in emergency shelters
  - Community Case Review and other multi-disciplinary teams to problem-solve difficult cases collaboratively
  - Housing-focused, low-barrier approach
- Best practice approaches for emergency shelter and transitional housing
  - Access to services is made through the community-wide coordinated entry process
  - Short-term, housing-focused approach
  - Low barrier eligibility and access requirements

- Housing first approach with no requirements for service participation
- Community Case Review and other multi-disciplinary teams to problem-solve difficult cases collaboratively
- Focus on unaccompanied youth 16-24, victims of domestic violence, people struggling with chronic substance abuse, and individuals with very high housing barriers (such as sex offenders), for transitional housing resources<sup>ix</sup>
- Best practice approaches for rapid re-housing
  - Access through to services is made through community-wide coordinated entry process
  - Prioritization of candidates using structured decision-making tools to ensure services to literally homeless households
  - Fast and flexible provision of financial assistance to stabilize households as quickly as possible
  - Housing navigation assistance
  - Referrals to mainstream resources
  - Progressive case management that matches the level of need with the level of case management services
  - Community Case Review and other multi-disciplinary teams to problem-solve difficult cases collaboratively
  - Housing first approach with no pre-conditions or service participation requirements
- Best practice approaches for permanent supportive housing
  - Access to services is made through the community-wide coordinated entry process
  - Prioritization of candidates using structured decision-making tools to ensure services to most vulnerable, chronically homeless households
  - Referrals to mainstream resources
  - Progressive case management that matches the level of need with the level of case management services
  - Community Case Review and other multi-disciplinary teams to problem-solve difficult cases collaboratively
  - Housing first approach with no pre-conditions or service participation requirements

#### **4) Make decisions based on data**

TJACH is committed to collecting and analyzing data on individuals, programs and systems to better understand the needs and housing barriers of people experiencing homelessness and evaluate our efforts at solving housing crises.

This data is gathered on a regular basis to assess the system response to homelessness and the performance of service provider agencies. Coalition providers are required by the U.S. Department of Housing and Urban Development to collect and maintain data on a set of required data elements for every participating client and to collect and maintain data on a set of outcome measurements for every program. While funding through TJACH can facilitate this data collection effort, HUD requires that all providers, regardless of funding status collect and maintain such data. It is TJACH's intention to ensure that every local homeless provider contributes data through the Homelessness Management Information System in real time.

- Assessment of agency-level data collection

TJACH has established a monitoring protocol for collaboratively-funded projects which includes assessment of agency-level data collection process and agency-level performance. Agencies are monitored on a yearly basis with subsequent reports made to TJACH Governance Board. This monitoring tool may be found as an appendix to this plan. Collaboratively funded service providers will be assessed on:

- Quality of data entered into the Homelessness Management Information System(HMIS) based on extent of missing or incomplete data profiles for individuals served by the program
- Regularity of data entry into HMIS so that data pools are as current and complete as possible
- Average length of stay of participants in program
- Number and percentage of exits from program into permanent housing situations
- Number and percentage of program participants that increase their household income between entry to exit
- Number and percentage of program participants that gain employment between entry to exit

- Collection and use of system-wide data

TJACH collects and reviews data on a community-level on a yearly basis, at a minimum. Data is collected in the following processes:

- Annual Point in Time Homelessness Census<sup>x</sup>, traditionally conducted in late January with required data collection elements determined by HUD, report submitted in April
  - Sheltered count collected through survey of service providers of emergency shelter, transitional housing, rapid re-housing and permanent supportive housing

- Unsheltered count conducted through street outreach with volunteers and in consultation with service providers, departments of social services, and police departments throughout region
- Needs and usage data conducted through survey administration to people experiencing homelessness using volunteers over two day period
- School data collected through survey of area school districts
- Annual Homelessness Assessment Report<sup>xi</sup>, traditionally due in late October, based on data solely found in HMIS for a one-year period, generally October – September, to follow federal fiscal year
- Virginia Homelessness Solutions Program<sup>xii</sup> quarterly reports submitted to Virginia Department of Housing and Community Development (DHCD), based solely on data found in HMIS
- Yearly reports to local Agency Budget Review Teams<sup>xiii</sup> for previously funded programs, using data found in HMIS

**5) Advocate for the availability of effective community support services outside the homelessness system of care**

TJACH will advocate for the development of an improved, comprehensive system of care for people in crisis, with an emphasis on practices, policies and programs for people experiencing a housing crisis. Without a robust system of care, TJACH’s efforts to meet the basic needs of people experiencing homelessness and move them quickly into permanent housing situations will not be successful. It is clear that people experiencing homelessness need access to ongoing mainstream services to achieve or sustain self-sufficiency. Solving the housing crisis addresses homelessness but may not address exacerbating issues such as chronic mental health, substance abuse, dental or physical health concerns, unemployment/underemployment, and/or victimization. The following improvements are of particular interest to TJACH:

- Improve and expand emergency financial assistance services for people who are not in immediate risk of becoming literally homeless
- Improve and expand services for non-Medicaid eligible households so that they may access community-based mental health and substance abuse treatment and supportive services
- Improve discharge planning from institutions so that people do not exit such care into a housing crisis; coordinate with the Re-Entry Council<sup>xiv</sup> where possible; encourage criminal justice institutions to release people with valid identification cards; coordinate care with local health and mental health systems

- Train and support case managers in homeless system of care so that provider staff are engaged in timely and effective interventions; provide community-wide training on Critical Time Intervention<sup>xv</sup> and Motivational Interviewing<sup>xvi</sup>; develop case manager orientation curriculum; and establish clinical supervision group for area providers
- Engage providers and agencies in rural counties for improved coordination of care and data collection
- Collaborate with school systems to respond to families in need
- Advocate for improved understanding of and response to the needs of youth aging out of foster care
- Advocate for ways to access housing stabilization case management and self-sufficiency programming for people transitioning into housing from a housing crisis
- Support a variety of types of programs that serve families and individuals in need to match the diverse needs, barriers and strengths of people experiencing homelessness
- Establish and support a regional SOAR<sup>xvii</sup> project so that people experiencing homelessness have streamlined access to Social Security Insurance and Social Security Disability Insurance

#### **6) Increase housing options for very poor and people with barriers**

TJACH relies on a robust supply of low-income and supportive housing in order to move people out of a housing crisis. To that end, TJACH will engage in activities designed to create more flexible access to existing units and to develop additional units including:

- Participate on the Charlottesville Housing Advisory Committee, and other regional housing councils
- Support the Charlottesville Redevelopment Housing Authority's offer of a preference for people experiencing literal homelessness in the application process by verifying homelessness and providing housing stabilization services as necessary
- Hold an annual Housing and Homelessness Symposium to share data and connect housing solutions to homelessness service providers
- Sustain a housing navigator to provide individual housing assistance to people seeking housing and systemic advocacy with existing landlords to improve access to housing for people with substantial barriers to traditional housing
- Advocate for maintenance and creation of new affordable housing
- Advocate for increased provision of rental assistance/subsidies

- Advocate for maintenance and creation of new permanent supportive housing

### **7) Strong leadership with focus on backbone activities**

TJACH will seek to provide strong and effective leadership for this community's efforts to address homelessness. A strong 'backbone' organization will ensure that funding is secured from federal, state and local funders and is used in effective collaboration. TJACH will develop or maintain:

- Paid staff so that service providers are not called upon to accomplish the responsibilities of the continuum of care in addition to existing duties
- An effective Governance Board responsible for supervising staff, implementing the community plan, monitoring the use of funds, and establishing local policy with active committees on board development, data and evaluation, and service providers. The board's activities will be directed by a written governance charter with established guidelines for coalition membership. The board will engage in transparent decision-making including:
  - Annual funding priorities
  - Monitoring protocol and tools
  - Service Provider Council representation
  - Public meetings open to all
  - Web posting of minutes
- TJACH will solicit, prepare and submit collaborative funding proposals on behalf of the homelessness system of care to facilitate support for prioritized program activities. Collaborative proposals may include the HUD Continuum of Care, DHCD Virginia Homelessness Solutions Program, Charlottesville Affordable Housing Fund, local governments, Charlottesville Area Community Foundation, and United Way, among others.
- TJACH Governance Board will review progress made towards annual goals identified in this plan on a quarterly basis, revising the guiding principles and establishing new outcomes and subsequent year goals as necessary, through 2018. A new plan will be created to reflect any changes in policy and practice no later than 2019.

### **Summary**

TJACH is optimistic about this community's ability to end homelessness. Dramatic shifts in operations and collaboration have been implemented and the dividends of this cooperation are evident. There is clearly more to do, but this community benefits from the financial resources, strong leadership, and brainpower needed to meet TJACH's

goals. TJACH seeks to create an effective and efficient system of care that moves people experiencing a housing crisis into a permanent housing solution quickly and flexibly. Using best and proven practices ensures we will use public and private dollars strategically and wisely. TJACH seeks to make homelessness in our region rare, brief and nonrecurring.

### **Annual Goals: 2015-2018**

**1) Reduce the number of people experiencing homelessness by 20%**

*Measurement tools: Annual point in time count, HMIS annual homelessness assessment report, number of coordinated assessments conducted in a given period of time*

**2) Reduce the amount of time people experience homelessness by 20%**

*Measurement tools: average length of stay- HMIS*

**3) Increase the number of people exiting homeless service programs to permanent housing by 40%**

*Measurement tools: agency and community performance data – HMIS*

**4) Increase the number of people exiting homelessness service programs with improved sources of income by 25%**

*Measurement tool: annual performance report data - HMIS*

**5) Decrease the number of people that return to homelessness within 12 months of program exit by 20%**

*Measurement tool: HMIS service records, new HUD performance measure*

**6) Increase the number of people that remain in housing for six months or longer to 80% or more**

*Measurement tool: HMIS annual performance report*

## APPENDIX

TJACH Governance Charter

Community-level Outcome and Program Strategy Chart

TJACH Monitoring Protocol for Collaboratively-Funded Projects

2015 Point in Time Annual Census Data

Changes in Homelessness Over Time Line Chart



## **Thomas Jefferson Area Coalition for the Homeless (TJACH)**

### **TJACH Continuum of Care Charter – ADOPTED 11-26-13**

This charter sets out the composition, governance, roles, responsibilities and structure of the Thomas Jefferson Area Coalition for the Homeless.

#### **Purpose of the Thomas Jefferson Area Coalition for the Homeless**

The Thomas Jefferson Area Coalition for the Homeless is responsible for developing and implementing the Community Plan to End Homelessness to end and alleviate the impact of homelessness in our community. TJACH serves as the Lead Agency for the HUD Continuum of Care process. TJACH operates through a collaborative and inclusive community-based process and approach to planning for and managing homeless assistance resources and programs to most effectively end homelessness in our community. Our region includes the City of Charlottesville and counties of Albemarle, Louisa, Nelson, Greene, and Fluvanna.

#### **Membership & Structure of the Coalition**

- I. The Thomas Jefferson Area Coalition for the Homeless is a formal 501(c)3 as determined by the IRS March 2009.
- II. TJACH is governed by a formal Governance Board of no fewer than 9 and no more than 19 members responsible for fiduciary oversight, development of and implementation of the Community Plan to End Homelessness, and supervision of the Executive Director. Five members of the Governance Board are appointed by county and city executive leadership to represent the jurisdictions in the planning district. Of these five appointed members, no fewer than 1 member will represent the City of Charlottesville and no fewer than 1 member will represent Albemarle County. Five members are elected to represent service providers by members of the Service Providers Council. The remaining eight members represent the faith community, general public and include housing developers, landlords, funders, business owners, attorneys, accountants, and others with skills or experience needed by the coalition. The

Governance Board meets no less frequently than bi-monthly. Meeting times and locations are published and meetings are open to the public.

- a. In June, an election shall be held to determine who will serve as Chair, Vice Chair and Treasurer of the TJACH Governance Board. These three officers, and any other board members designated by the board, will constitute the Executive Committee of the TJACH Governance Board. The Executive Committee shall represent members from more than one sector on the board.
- b. The Executive Committee shall meet monthly to determine the agenda for the regular meeting, review financial statements, and address any emergent issues. At least quarterly, the Treasurer will review agency financial statements with the full board.
- c. The Chair shall facilitate the regular meetings using Roberts Rules of Order. The Vice Chair shall do so in the event of The Chair's absence.
- d. The Executive Director shall serve as Secretary, but will not have voting rights or responsibilities.
- e. Terms will be three years in length with staggered terms for the first board to avoid significant turnover in any one year. Board members may serve no more than two three-year terms.

III. Committees of the TJACH Governance Board include a Consumer Advisory Board and A Service Provider Council.

- a. The Service Provider Council meets monthly to share information, problem-solve, develop collaborations, and implement specific aspects of the Community Plan to End Homelessness. Meeting times and locations are published and meetings are open to the public. Bylaws, membership requirements and operating guidelines will be adopted by the TJACH Governance Board.
- b. A Consumer Advisory Committee, populated by people who are currently or formerly homeless, provides ongoing feedback, engages in local advocacy efforts and operates a speaker's bureau.

IV. Subcommittees of the Service Provider Council include standing committees: Community Case Review Subcommittee, Single Room Occupancy/Crossings Application Subcommittee, Point in Time Count Subcommittee, Homeless Management Information System (HMIS), Data Quality Subcommittee, Coordinated Assessment Process Subcommittee, and Ad Hoc subcommittees as necessary.

V. Staff to the coalition include an Executive Director. Job responsibilities are available upon request.

- VI. A quorum of 51% of the TJACH Governance Board will be required to adopt or approve an item on the action agenda.
- VII. Members that fail to attend regularly shall be subject to removal from the TJACH Governance Board if they attend less than 75% of the regularly scheduled meetings annually following the agency's fiscal year calendar (July 1 – June 30).
- VIII. The TJACH Governance Board will establish a Nominating Committee to select and present new members of the board to populate seats reserved for members of the general public. The Executive Committee may serve as the Nominating Committee.
- IX. Meetings will be formally documented in the form of minutes adopted by the TJACH Governance Board.
- X. The coalition adheres to a formal Conflict of Interest Policy: No TJACH Board Member shall vote on a matter for which s/he or his/her member organization has a vested interest. Members of the TJACH Board and its Committees shall comply with federal, state and local laws.
  - In general, a conflict of interest occurs when Member takes an action, which results or has the appearance of resulting in personal organizational or professional gain. No Member of the TJACH Board or its Committees shall knowingly take action to influence the conduct of TJACH in such a way as to confer any financial benefit on such Member, his or her family members, spouse or partner, or any organization in which the Member, his or her family members, spouse or partner serves in an official capacity. Service in an official capacity shall include service as an employee, owner, stockholder, director, board member, consultant, or officer that represents any such entity or organization which is seeking or receiving funding, but shall not include service solely as a volunteer (that do not serve as board members or consultants) or recipient of services.
  - On issues in which a TJACH Board Member has a conflict of interest as described above, the Member may not vote. The Member may participate in discussion upon declaring a conflict of interest. The Board Chair will be responsible for monitoring the disclosure of Members' conflicts of interest.
  - In the event that a matter which raises a potential conflict of interest comes before the TJACH Board or its Committees for consideration, recommendation and decision, the Member shall disclose the conflict of

interest as soon as he or she becomes aware of it, and the disclosure shall be recorded in the minutes of the meeting.

## **XI. Homeless Management Information System**

The Thomas Jefferson Area Coalition for the Homeless will serve as the HMIS Administrator for this community. TJACH will select and provide an HMIS software provider for use by coalition members. This provider is currently Pathways Community Networks, Inc. (PCNI).

### TJACH Responsibilities

- TJACH staff will serve as a liaison between HMIS users and the provider, arranging for onsite training when appropriate and addressing community-level concerns with the provider.
- TJACH staff will regularly review data entered into HMIS to assess regularity of contributions and data quality levels.
- TJACH staff will generate community and agency-level data quality reports for discussion at the HMIS Data Quality Subcommittee.
- TJACH staff will provide reports to HUD and DHCD based on data contributed to HMIS including, but not limited to, the Point in Time, Housing Inventory Assessment, and AHAR.

### Agency/End User Responsibilities

- All agencies receiving housing and homelessness funding through TJACH, HUD, DHCD-ESG, DHCD-HSG, ABRT and other collaborative proposals will contribute data on individuals served by their agency to HMIS.
- Data will be entered at least weekly to ensure that reports reflect up-to-date information.
- Agencies using HMIS will participate in data quality reviews and exercises to ensure that community level data meets the highest HMIS quality standards.
- Agencies using HMIS will contribute financially to the cost of the software provider and staff engaged to coordinate HMIS activities at a rate to be determined during contract negotiation or collaborative proposal development.

<b>Community-level outcomes:</b> Reduce the number of people experiencing homelessness, the amount of time people experience homelessness and the number of people returning to homelessness.				
<b>Program Strategy:</b> Homelessness Prevention	<b>Program Strategy:</b> Homelessness Outreach	<b>Program Strategy:</b> Emergency Shelter & Transitional Housing	<b>Program Strategy:</b> Rapid Re-Housing	<b>Program Strategy:</b> Permanent Supportive Housing
<p><b>Recommended Practice Approaches:</b></p> <ul style="list-style-type: none"> <li>• Provide financial assistance services to quickly stabilize households at risk of homelessness</li> <li>• Prioritize those households at the highest risk of homelessness using structured decision-making tools</li> <li>• Intake through coordinated assessment</li> <li>• Provide housing search assistance through information, tools and referrals to housing navigator as needed</li> <li>• Link households to appropriate support services as needed, including mainstream benefit programs</li> <li>• Establish progressive engagement case management to maximize resources</li> </ul>	<p><b>Recommended Practice Approaches:</b></p> <ul style="list-style-type: none"> <li>• Engage households experiencing homelessness in available basic needs and other supportive services</li> <li>• Prioritize unsheltered households and people living in emergency shelter</li> <li>• Intake through coordinated assessment</li> <li>• Participate in Community Case Review team and assume lead status on appropriate cases</li> <li>• Establish multi-disciplinary teams to problem-solve difficult cases</li> <li>• Engage in housing-focused activities adopting housing first, low-barrier approach</li> </ul>	<p><b>Recommended Practice Approaches:</b></p> <ul style="list-style-type: none"> <li>• Provide short-term, housing-focused interventions aimed at moving households into permanent housing as quickly as possible</li> <li>• Intake through coordinated assessment</li> <li>• Provide shelter based on need only, adopting a low-barrier, housing first approach</li> <li>• Participate in Community Case Review team and assume lead status on appropriate cases</li> <li>• Establish multi-disciplinary teams to problem-solve difficult cases</li> </ul>	<p><b>Recommended Practice Approaches:</b></p> <ul style="list-style-type: none"> <li>• Provide financial assistance to quickly stabilize households experiencing homelessness</li> <li>• Prioritize those households with the highest needs using structured decision-making tools</li> <li>• Refer qualified households to permanent supportive housing</li> <li>• Intake through coordinated assessment</li> <li>• Provide housing search assistance through information, tools and referrals to housing navigator as needed</li> <li>• Link households to appropriate support services as needed, including mainstream benefit programs</li> <li>• Establish progressive engagement case management to maximize resources</li> <li>• Participate in Community Case Review team and assume lead status on appropriate cases</li> <li>• Establish multi-disciplinary teams to problem-solve difficult cases</li> <li>• Provide services adopting a housing first approach, with no preconditions or service participation requirements</li> </ul>	<p><b>Recommended Practice Approaches:</b></p> <ul style="list-style-type: none"> <li>• Provide households experiencing homelessness with safe, decent, affordable housing and supportive services aimed at keeping people housed</li> <li>• Prioritize those households that meet the definition of chronically homeless</li> <li>• Intake through coordinated assessment</li> <li>• Establish progressive engagement case management to maximize resources</li> <li>• Participate in Community Case Review team and assume lead status on appropriate cases</li> <li>• Provide services adopting a housing first approach, with no preconditions or service participation requirements</li> </ul>
<p><b>Program Outcome (HMIS):</b> Increase # of people maintaining housing for 6 &amp; 12 months after services</p>	<p><b>Program Outcome (HMIS):</b> Decrease length of time people experience homelessness</p>	<p><b>Program Outcome (HMIS):</b> Increase exits to permanent housing, reduce lengths of stay, decrease length of time of homelessness</p>	<p><b>Program Outcome (HMIS):</b> Increase # of people maintaining housing for 6 &amp; 12 months after services, increase exits to permanent housing, increase or maintain income or benefits</p>	<p><b>Program Outcome (HMIS):</b> Increase # of people maintaining housing for 6 &amp; 12 months after services, increase exits to permanent housing, increase or maintain income or benefits</p>

## **TJACH Monitoring Protocol for Collaboratively Funded Projects**

### **Adopted 11-19-14**

TJACH submits collaborative funding requests to HUD for Continuum of Care funding, to Virginia DHCD for Virginia Homelessness Solutions Program funding, and to the Charlottesville/Albemarle Agency Budget Review Team for program support each year. TJACH is responsible, via the contracts established between the funding organization and TJACH, and the memoranda of understanding established between TJACH and the service provider organization, for regular monitoring of program performance. This document details the annual review, selection and monitoring of programs included in TJACH collaborative funding requests.

The TJACH Governance Board has tasked the Data & Evaluation Committee of the board with establishing a written protocol for monitoring and implementing it. Data & Evaluation Committee members are Janette Kawachi, committee chair, Paul Martin, and Erin Briggs Yates. TJACH executive director, Kaki Dimock, supports this committee and contributes to monitoring activities. Non-board members may be asked to join the Data & Evaluation Committee as standing members or for specific activities.

### **Protocols and Timeline**

Each TJACH funded service provider will be formally monitored annually. Additional, interim monitoring visits may be conducted, if needed and appropriate. The Data & Evaluation Committee will prepare a written report at the conclusion of each monitoring visit and present it to the full TJACH Governance Board.

- Agencies funded through the DHCD Virginia Homelessness Solutions Program will be monitored in January of each year, in preparation for a spring application.
- Agencies funded through the HUD CoC program will be monitored in July of each year, in preparation for a fall application.
- Agencies funded through the Charlottesville/Albemarle ABRT process will be monitored in August of each year, in preparation for a fall application.
- Agencies funded through one-time granting opportunities will be monitored in advance of any required reporting. Timelines for such monitoring will be included in memoranda of understanding established between TJACH and the service provider agency.

### **Process**

Monitoring visits will be scheduled in advance. A list of required documents and data to be available during the visit will be provided with ample time to prepare. Monitoring visits will include at least two members of the Data & Evaluation Committee and the

TJACH executive director. The tool used by the Data & Evaluation Committee follows this document.

TJACH funded service provider agencies are expected to meet all required elements determined by the original funder and all conditions outlined in the memoranda of understanding with TJACH. These elements and conditions can be found in the program guidelines provided by HUD, DHCD or ABRT; the TJACH collaborative grant request; the memoranda of understanding; and/or the TJACH Governance Board written guidelines. All of these documents may be found online at the TJACH website.

Documentation will be reviewed in the following categories:

Program

- Community need met by program
- Use of best practices
- Number of households served
- Description of program process & strategy
- Description of program changes in last 12 months
- Barriers to implementation
- Written program or policies and procedures manual
- Grievance policy for program participants
- Program files

Data

- Recent HMIS Data Quality report
- List of staff who enter data and proof of participation in user and confidentiality training
- Evidence of weekly data entry to HMIS
- Outcomes for required performance measures
  - Average length of stay in program
  - Number & percentage of program participants exiting to permanent housing
  - Number & percentage of program participants who are employed at program exit
  - Number & percentage of program participants who increase their income between program entry and program exit

Financial Capacity

- Executed contracts or memoranda of understanding
- Organizational audit completed in last 12 months
- Clear fiscal capacity to implement program, including cash flow management processes for first program quarter

- Regular draw down of HUD funds, at least quarterly
- Timely and complete invoices
- Internal controls
  - Written financial policy manual detailing financial authority
  - Chart of accounts and accounting manual
  - Separation of duties
  - Grant budget expenses consistent with award
- History, if any, of unexpended grant funds at end of program year
- Written procurement procedures

#### Organizational Capacity

- List of current board of directors
- Employee manual
- Organizational chart
- Anti-discrimination policy
- Confidentiality policy
- Conflict of interest policy
- Staff development & training opportunities provided in last 12 months

#### **Reporting**

The Data & Evaluation Committee will produce a written report summarizing the monitoring visit and identifying any strengths or concerns noted. This report will be presented to the TJACH Governance Board and provided to the service provider agency within 30 days of the monitoring visit.

Significant failure to meet program outcomes may result in additional conditions in the memoranda of understanding, funding reduction, or termination of agreement.



Written program/policies manual	Excellent	Satisfactory	Minor Concerns	Major Concerns
Grievance policy for program participants	Excellent	Satisfactory	Minor Concerns	Major Concerns
Program/client files	Excellent	Satisfactory	Minor Concerns	Major Concerns
<b>Section 2: DATA</b>				
Recent HMIS Data Quality Report	Excellent	Satisfactory	Minor Concerns	Major Concerns
List of staff who enter data & proof of participation in new user & confidentiality trg.	Excellent	Satisfactory	Minor Concerns	Major Concerns
Evidence of weekly data entry into HMIS	Excellent	Satisfactory	Minor Concerns	Major Concerns
Outcome: average length of stay	Excellent	Satisfactory	Minor Concerns	Major Concerns
Outcome: number & percentage of participants exiting to permanent housing	Excellent	Satisfactory	Minor Concerns	Major Concerns

Outcome: number & percentage of participants employed at program exit	Excellent	Satisfactory	Minor Concerns	Major Concerns
Outcome: number & percentage of participants increasing income from entry to exit	Excellent	Satisfactory	Minor Concerns	Major Concerns
Outcome:	Excellent	Satisfactory	Minor Concerns	Major Concerns
Outcome:	Excellent	Satisfactory	Minor Concerns	Major Concerns
<b>Section 3: FINANCIAL CAPACITY</b>				
Executed contracts & MOUs	Excellent	Satisfactory	Minor Concerns	Major Concerns
Organization audit	Excellent	Satisfactory	Minor Concerns	Major Concerns
Fiscal capacity to administer grant	Excellent	Satisfactory	Minor Concerns	Major Concerns
Quarterly draw downs of HUD funds OR Timely & complete invoices to TJACH	Excellent	Satisfactory	Minor Concerns	Major Concerns
Internal controls: financial policy manual	Excellent	Satisfactory	Minor Concerns	Major Concerns
Internal controls: chart of accounts & manual	Excellent	Satisfactory	Minor Concerns	Major Concerns

Internal controls: separation of duties	Excellent	Satisfactory	Minor Concerns	Major Concerns
Internal controls: budget expenses are consistent with approved grant budget	Excellent	Satisfactory	Minor Concerns	Major Concerns
History of unexpended grant funds	Excellent	Satisfactory	Minor Concerns	Major Concerns
Written procurement procedures	Excellent	Satisfactory	Minor Concerns	Major Concerns
<b>Section 4: ORGANIZATIONAL CAPACITY</b>				
List of board of directors	Excellent	Satisfactory	Minor Concerns	Major Concerns
Employee manual	Excellent	Satisfactory	Minor Concerns	Major Concerns
Organizational chart	Excellent	Satisfactory	Minor Concerns	Major Concerns
Anti-discrimination policy	Excellent	Satisfactory	Minor Concerns	Major Concerns
Confidentiality policy	Excellent	Satisfactory	Minor Concerns	Major Concerns
Conflict of interest policy	Excellent	Satisfactory	Minor Concerns	Major Concerns

Staff development opportunities & training	Excellent	Satisfactory	Minor Concerns	Major Concerns
Participates in TJACH coalition activities: governance board, SPC, CCR, etc	Excellent	Satisfactory	Minor Concerns	Major Concerns
NOTES:				

**Preliminary Data from 2015 Point in Time Homeless Census – February 24, 2015**

	Emergency Shelter					Transitional Housing *			Permanent Housing					Unsheltered
	PACEM	SA	SHE	CA	MC	MACAA	SA	SHE	R10 DRC	R10 S+C	PP	VSH	RRH	
2015	48	50	15	0	0	10/4	27/9	10/3	13	19	8	29	37	25
2014	54	57	11	1	5	11/4	28/9	11/3	10	20	13	28	23	26
2013	55	57	10	1	5	10/4	32/9	8/3	9	25	2	29	0	28
2012	54	58	7	1	5	11/3	18/7	5/3	9	18	11	0	0	27
2011	57	54	18	1	5	12/4	18/9	7/3	8	19	19	0	0	18

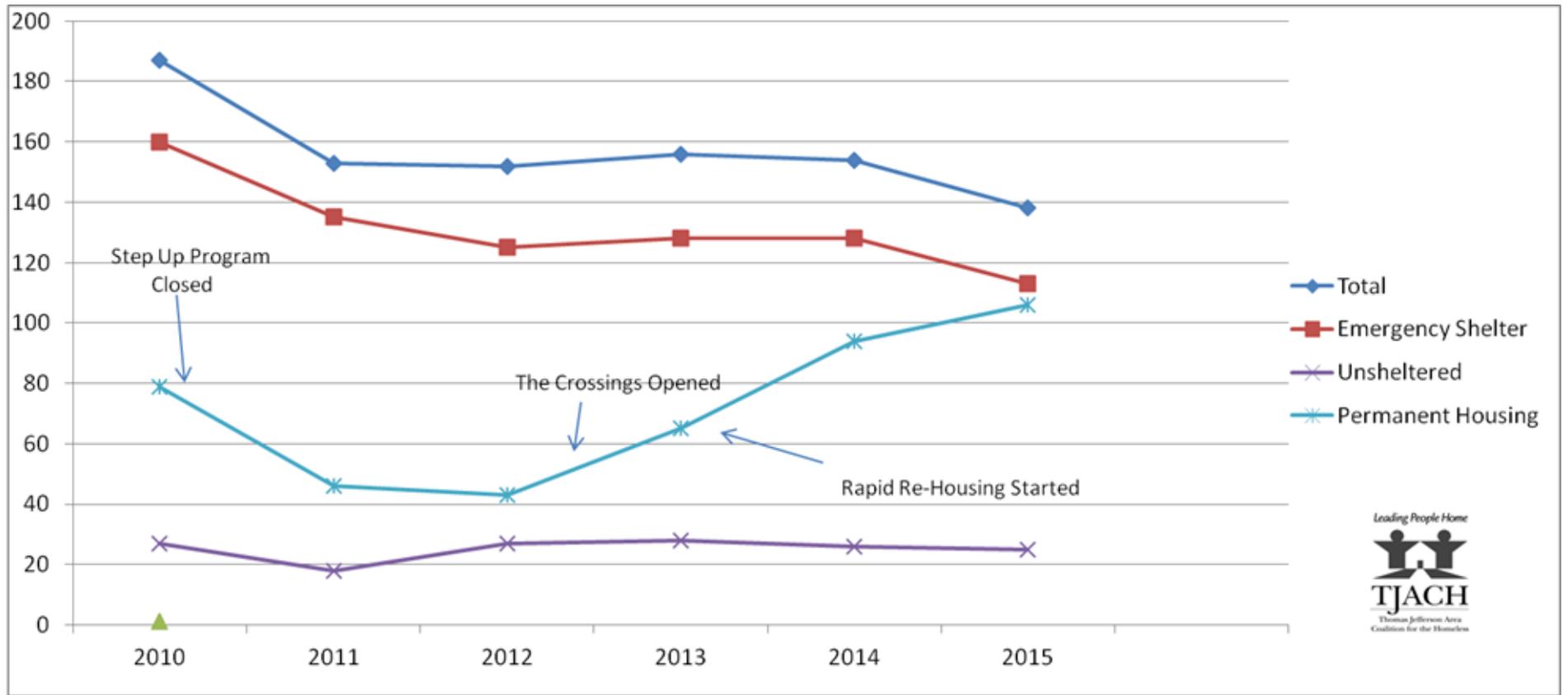
*\*Individuals/units, usage rate should be determined by units in use, not numbers of individuals*

<b>HUD-Designated Subpopulation Data for People in Emergency Shelter or Transitional Housing and Unsheltered People</b>									
	Chronically Homeless Individuals	Chronically Homeless Families	Veterans	Severely Mentally Ill	Chronic Substance Abuse	Persons with HIV/AIDS	Victims of Domestic Violence	Unaccompanied Child	History of Foster Care
2015	32	1	11	24	48	3	46	0	10
2014	32	0	12	37	54	1	48	1	-
2013	61	2	16	35	63	1	32	1	-
2012	76	0	12	22	34	1	23	1	-
2011	60	0	13	0	62	2	26	1	-
2010	117	0	17	90	99	11	16	1	-

<b>2015</b>	<b>Emergency Shelter</b>	<b>Transitional Housing</b>	<b>Permanent Housing</b>	<b>Unsheltered</b>
<b>Households without children</b>	100	1	94	25
<b>Households with children</b>	5	15	4	0
<b># of individuals in households with children</b>	13	45	10	0
<b>Total under 18 years old</b>	11	28	5	0
<b>Total aged 18-24 years old</b>	5	1	1	0
<b>Total over 24 years old</b>	96	18	100	25

<b>School data</b>	<b>Doubled up &amp; at risk</b>	<b>Unsheltered*</b>	<b># kids of concern</b>	<b>Displaced &amp; temporarily doubled up</b>	<b>Migrant Camps</b>
# of kids	74	33	107	192	59 adults, 7 (16-24y.o.)

*\*Unsheltered=severely overcrowded, severely substandard housing, tent, car, camper*



## REFERENCES

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<sup>i</sup> National Alliance to End Homelessness fact sheet on Housing First:

[http://www.endhomelessness.org/pages/housing\\_first](http://www.endhomelessness.org/pages/housing_first)

United State Interagency Council on Homelessness fact sheet on Housing First:

[http://usich.gov/usich\\_resources/fact\\_sheets/the\\_housing\\_first\\_checklist\\_a\\_practical\\_tool\\_for\\_assessing\\_housing\\_first\\_in](http://usich.gov/usich_resources/fact_sheets/the_housing_first_checklist_a_practical_tool_for_assessing_housing_first_in)

Mental Health Commission of Canada's Housing First webpage link: <http://www.housingfirsttoolkit.ca/overview>

<sup>ii</sup> HUD estimates that it costs \$40,000 a year to maintain someone in a state of homelessness. Expenses are aggregated from the emergency shelter systems, soup kitchens, local social service departments, police departments, emergency response systems, health care, behavioral health treatment programs, jail, and criminal justice systems. A local examination of these costs revealed that this community spends approximately \$26,000 in these costs per person per year.

<sup>iii</sup> A coordinated assessment process is considered best practice and is required by federal and state funders. It ensures that people are connected to the right services, in the right amount, at the right time based on their individual strengths and barriers. A discussion of coordinated assessment by the National Alliance to End Homelessness: <http://www.endhomelessness.org/library/entry/coordinated-assessment-toolkit>

<sup>iv</sup> The current tool is based on research conducted by Andrew Shinn and Marybeth Greer:

<http://www.slideshare.net/naehomelessness/24-andrew-greer-and-marybeth-shinn>

<sup>v</sup> The current tool is based on a triage tool created by Hennepin County and promoted by the National Alliance to End Homelessness: <http://www.endhomelessness.org/library/entry/rapid-re-housing-triage-tool>

<sup>vi</sup> The current tool assesses vulnerability as a measure of the likelihood of a person dying on the street:

<http://www.jedc.org/forms/Vulnerability%20Index.pdf>

<sup>vii</sup> Rapid re-housing is an approach to ending homelessness by providing short-term rental assistance to literally homeless individuals. While this approach is relatively new, preliminary research demonstrates that it can be an effective strategy. HUD provided a brief round-up of available research here:

<https://www.hudexchange.info/resources/documents/PreventionRRHResearch.pdf> and the National Alliance to End Homelessness provided the same here: <http://www.endhomelessness.org/library/entry/3.1-research-on-rapid-re-housing>

<sup>viii</sup> Definition of permanent supportive housing by Corporation for Supportive Housing:

<http://www.csh.org/supportive-housing-facts/introduction-to-supportive-housing/>

<sup>ix</sup> The Interagency Council on Homelessness has issued guidance on the role of congregate transitional housing in ending homelessness here: <http://usich.gov/population/families/role-of-long-term-congregate-transitional-housing-in-ending-homelessness>

<sup>x</sup> HUD required Point in Time Count described here: <https://www.hudexchange.info/hdx/guides/pit-hic/>

<sup>xi</sup> HUD required Annual Homelessness Assessment Report described here:

<https://www.hudexchange.info/resource/1247/annual-homeless-assessment-report-101/>

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<sup>xii</sup> The DHCD Virginia Homelessness Solutions Program is a consolidated funding program supporting multiple community-based homelessness programs: <http://www.dhcd.virginia.gov/index.php/housing-programs-and-assistance/housing-programs/226-virginia-homeless-solutions-program-vhsp.html>

<sup>xiii</sup> Information on the consolidated social services funding process managed by the City of Charlottesville and Albemarle County can be found here: <http://www.albemarle.org/department.asp?department=budget>

<sup>xiv</sup> The Re-Entry Council is a group of area service providers that coordinate services for people exiting from prison or jail to ensure the highest likelihood of success and reduce the likelihood of recidivism. Information about the national council: <http://csgjusticecenter.org/reentry>

<sup>xv</sup> Critical Time Intervention is a best practice case management approach created to maximize positive outcomes for people in crisis in a limited period of time. <http://evidencebasedprograms.org/1366-2/critical-time-intervention-top-tier>

<sup>xvi</sup> Motivational Interviewing is a best practice case management approach created to improve case management engagement. <http://motivationalinterviewing.org>

<sup>xvii</sup> SOAR is a best practice approach to applying and securing Social Security Insurance and Social Security Disability Insurance. It offers a specialized training and streamlined approach to applications. <http://soarworks.prainc.com/>