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United Way Massachusetts Bay and Merrimack Valley
**Housing First for Families Initiative
Year 2 Evaluation Report**

August 2009



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I. Introduction and Methodology

On July 1, 2008 United Way Massachusetts Bay and Merrimack Valley (UW) funded 13 organizations to continue in their efforts to implement Housing First for Families programming. Of the 13 grantees, 12 were funded to provide direct services to homeless families or families at immediate risk for homelessness, and one grantee worked solely in the areas of capacity building and advocacy. The grants funded on July 1 represent the second year of funding in UW's three-year Housing First for Families Initiative. Only those organizations that received funding the first year were invited to reapply. All but one of the first year grantees received funding for Year 2.

In fall 2008, United Way Housing First for Families grantees, with assistance from the UMass Donahue Institute, developed program logic models detailing the major activities, outputs, and outcomes associated with their grant-funded activities. Each organization submitted multiple drafts for review, and ultimately submitted a final model (Final Logic Models are in Section IV of this report). Approximately midway through the grant year, two organizations (Hildebrand Family Self-Help Center and Travelers Aid Family Services) significantly revised their grant activities and, accordingly, submitted revised models.

In addition to providing a summary of each grantee's efforts to implement Housing First for Families, grantees' logic models were used to develop templates for Midyear and Yearend progress reporting, as well as to develop a tool to measure common outcomes among families served across organizations. In January 2009, Housing First for Families grantees completed Midyear Progress Reports. The Midyear Progress Reports provided information about the extent to which grantees had implemented the activities outlined on their logic models. In addition, the report template requested information about barriers experienced in providing services, steps taken to overcome barriers, and specific strategies utilized in service provision.

Unlike the Midyear Progress Report, a separate Outcomes Reporting Tool was designed to gather data on individual families, including the type and amount of service received, as well as changes in housing status. The uniform tool was distributed during the February Peer Learning Group meeting after several iterations incorporating UW and grantee feedback. Grantees received an overview on how to complete the forms, as well as instruction for submitting forms at the conclusion of the grant. Each grantee was required to complete one form for up to 20 families receiving services during the grant period. The actual number of submitted forms varied depending upon each grantee's target service numbers. The determination to require reporting for a maximum of 20 families was based on the fact that completing the forms required a fair amount of client-level record review and data extraction. As such, a decision was made to keep the additional reporting burden to a minimum while ensuring that there would be a sufficient number of forms for analysis.

Table 1 summarizes the number of forms that were expected from each grantee and the number of forms received. Of the 13 grantees, forms were expected from all but Homes for Families, which was funded to implement capacity building and advocacy working and not direct service provision to homeless families. However, because of the midyear change in program focus and activities, Hildebrand did not participate in this data collection effort. Furthermore, it is important to note the Somerville Community Corporation did not plan to use UW funds to provide pre- or post-placement case management or housing search. Instead, their grant activities focused on client training in financial literacy. Given that this did not fit with the uniform reporting, Somerville agreed to report on non-grant funded case management activities for families who did receive the financial literacy training as part of their grant-funded activities.

Table 1: Outcome Forms Submitted by Grantee

Grantee	Expected Number of Outcomes Forms	Actual Number of Outcomes Forms	Percent of Total
Community Teamwork, Inc.	20	20	11.4
Crittenton Women's Union	9	9	5.1
Father Bills & MainSpring	20	19	10.8
Heading Home	12	12	6.8
Hildebrand Family Self-Help Center	6	0	0.0
HomeStart	20	20	11.4
Metropolitan Boston Housing Partnership	20	20	11.4
Project Hope	20	20	11.4
Quincy Community Action Programs	20	20	11.4
Serving People In Need	20	10	5.7
Somerville Community Corporation	20	20	11.4
Travelers Aid Family Services	6	6	3.4
TOTAL	193	176	100.2

Grantees were also required to complete two additional reporting tools. Grantees using funds to conduct staff training were asked to track each training and provide the contact information for the staff that attended the trainings. The purpose of this reporting was to determine if sufficient staff would be available to participate in a staff survey. However, fewer than half of the grantees provided staff training, and of those, only 80 unduplicated staff contacts were submitted. As a result, the decision was made not to survey staff as part of the Year 2 evaluation.

The final reporting tool, the Yearend Progress Report, mirrored the Midyear Progress Report and was required as part of the FY10 proposal submission for third-year funding. Grantees were simply asked to update the Midyear submission.

The purpose of this report is to summarize the information gathered through the progress reports and the Outcomes Reporting forms. The following section provides an overview of grant implementation milestones and family outcomes. Supporting documentation for the information presented in Section II can be found in Sections IV (Final Logic Models), V (Progress Toward Proposed Activities), and VI (Progress Report Open-ended Responses).

II. Summary of Findings

This section of the report summarizes the progress made by grantees in implementing their Year 2 programs, as well as barriers experienced in providing services. In addition, this section provides a summary of findings from the Outcomes reporting forms.

Implementation

Of the 13 Housing First for Families grantees, 12 were funded to provide direct client services, and one (Homes for Families) was funded to engage in advocacy and capacity-building efforts. Of the 12 that planned to provide direct services, 11 implemented all or most of their planned activities. One grantee (Hildebrand Family Self-Help Center) drastically changed their grant and focused solely on capacity building for their grant activities.

Tables summarizing each grantee's planned activities, Midyear progress, and Yearend progress can be found in Section V of this report. The following is a summary of major activities implemented by the grantees throughout the course of the Year 2 grant:

- Six grantees reported that staff attended 72 training sessions related to Housing First (some sessions were part of multiday training series)
- Two grantees reported holding 10 stakeholder trainings
- Four grantees provided training directly to more than 400 families as part of the grant
- Seven grantees provided pre-housing placement case management to 199 families
- Nine grantees provided post-housing placement case management to 257 families
- Nine grantees provided housing search and placement services to 367 families (two of the nine provided this as a solo activity, and the remaining seven incorporated it into pre-placement case management)
- Four grantees developed or acquired 45 Housing First units
- Six grantees secured 69 housing subsidies

In addition to providing direct services, several grantees engaged in capacity-building efforts as part of their grant. Detailed descriptions of these efforts can be found in Section VI of this report. Common areas addressed within capacity building included:

- Conducting advocacy
- Developing early warning systems
- Measuring quantitative and qualitative outcomes
- Developing or improving assessment and intake tools
- Implementing ongoing clinical training
- Improving Homeless Management Information Systems (HMIS)

- Developing or improving Web-based resources
- Building collaborations
- Engaging in prevention-related program development

As part of the Midyear and Yearend Progress Reports, grantees were asked to identify barriers to implementation. Unlike the first year of this initiative where barriers to implementing Housing First were readily identified, the Reports cited very few service delivery barriers. In addition, when barriers were discussed, there was little consistency across grantees. However, several barriers related to providing case management were noted. These included barriers related to:

- Isolation of families either because of language, unresolved immigrant status, or geographic placement
- Maintaining ongoing contact with families after placement because of their reluctance to continue services
- The wide-ranging needs of the families

Furthermore, grantees cited economic conditions as barriers to acquiring or developing affordable housing units, as well as the overall lack of funds for housing subsidies.

In terms of addressing barriers, the key seems to be flexibility. Although Housing First models have clear components, each family is unique and a “one size fits all” approach does not work. For instance, although Housing First does not require meeting requirements for being “housing ready,” there is a sense that specifying some milestones (such as those required of a lease agreement) for families is important and useful in attaining permanent housing.

Grantees providing direct case management and/or housing search and placement services were also asked to describe referral sources, service components, and strategies for engaging and retaining families. Detailed descriptions of these approaches can be found in Section VI of this report.

Family Outcomes

In total, grantees submitted 176 outcomes forms. Twenty-seven of these forms represented single adults or families with no minor children. The remaining 149 forms provided information about families with children 17 years of age or younger. Although it appears that reporting was submitted for 27 clients that do not meet UW’s definition of family (having one or more minor children) under this Initiative, data from these clients is included in the Outcomes Summary. For ease of reporting, all are referred to as families throughout this section.

The Outcomes Reporting forms document service delivery and housing status for 214 adults and 273 minor children through this grant initiative. However, it is important to note that this represents only a fraction of all families impacted through this initiative. As noted in the Implementation section of this report, 199 families received pre-placement case management, 257 families received post-placement case management, and 367 families received housing search services. While these numbers may reflect some duplication (one family counted three times for receiving all three services), there is no doubt that more families received services than are documented on the Outcomes Reporting forms. This discrepancy is due to the decision to keep data reporting at a minimum to ease the burden on the grantees.

As shown in Table 2, the majority of the families served consisted of single women with one or more minor children (61.4%), followed by couples with minor children (16.5%). In addition, 12 of the families consisted of

single men with minor children. Of the 149 families with minor children, 48.3% had one child, 29.5% had two children, and 22.2% had three or more children.

Additional family characteristics include the age of the head of household, as well as his or her primary language and prior experience with domestic violence. Overall, the age of the head of household ranged from 20 to 68 years with an average age of 34 years. Nearly one-third of the heads of household primarily speak a language other than English, and 40.2% have a history of domestic violence.

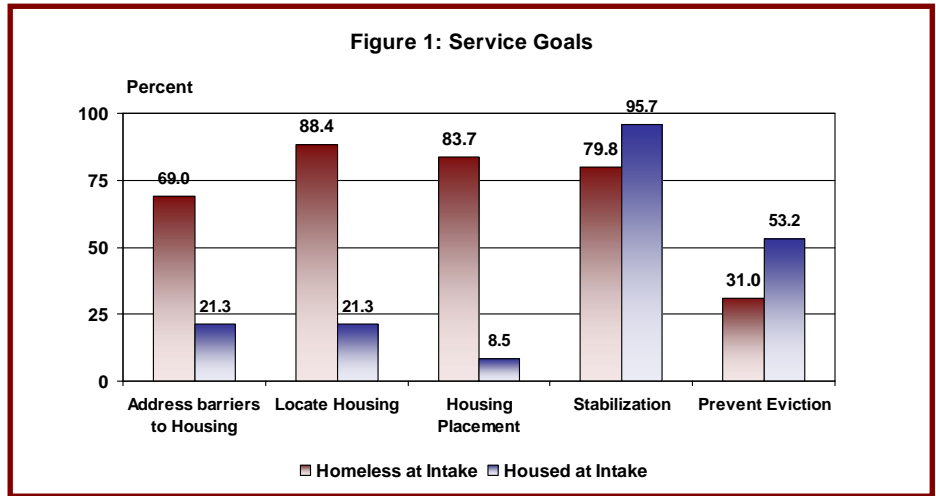
Table 2: Characteristics		
	Number	Percent
Family Composition		
Single Female	14	8.0
Single Male	6	3.4
Single Female with Minor Children	108	61.4
Single Male with Minor Children	12	6.8
Two Adults, No Children	7	4.0
Two Adults with Minor Children	29	16.5
Head of Household		
Average Age	176	34 years
Primary Language NOT English	56	31.8%
History of Domestic Violence	66	40.2%

One of the defining characteristics of Housing First models is the recognition that individuals and families need stabilization and support services in order to both attain and maintain permanent housing.

As such, it is not surprising that 26.7% of the forms submitted represented families in permanent housing, including 28 families that have been in housing for one year or more (Table 3). However, the vast majority of individuals and families served were homeless (73.3%).

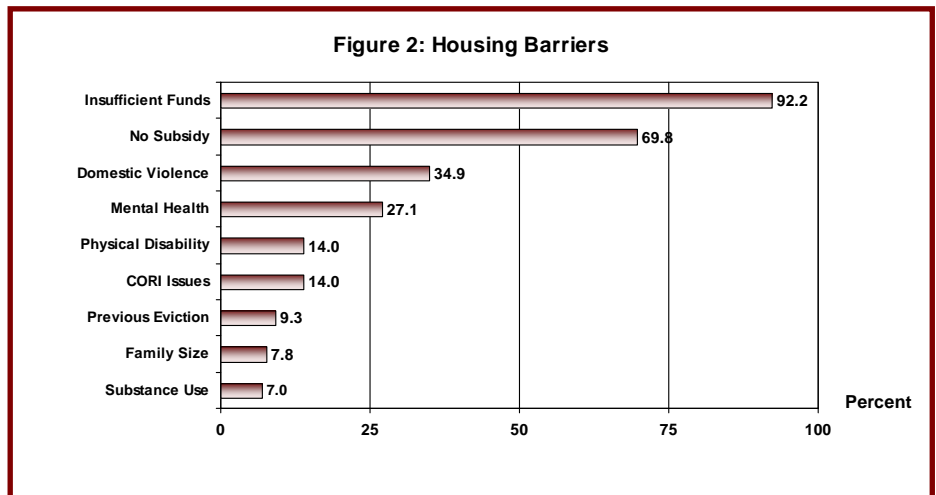
Table 3: Housing Status at Intake		
	Number	Percent
Doubled-up with Family or Friends	27	15.3
Shelter	96	54.6
Transitional Housing	6	3.4
Permanent Housing for Less than 1 Year	19	10.8
Permanent Housing 1 Year or More	28	15.9
Total	176	100.0

Comprehensive assessment and individualized service planning are also critical components of Housing First. Given that families receiving services through this Initiative are at different places in their housing needs, it is not surprising that overall service provision goals varied by housing status at Intake (Figure 1). Among those families already in permanent housing, stabilization and eviction prevention were the primary goals of service.



However, for families experiencing homelessness at Intake, services focused on addressing barriers, housing search and placement, and stabilization.

Information about barriers to housing was provided for the 129 families that were homeless at Intake.



Among homeless families, insufficient rental funds (92.2%) and the lack of a housing subsidy (69.8%) were the leading barriers to securing permanent housing. Although these were the most commonly reported barriers, only 36 homeless families (27.9%) had one or both of these barriers

alone. On the other hand, 88 families with financial and/or subsidy-related barriers also had one or more additional barriers; this represents 68.2% of all families homeless at Intake.

Additional barriers to housing reported among homeless families were related to domestic violence (34.9%) and mental health issues (27.1%). Relatively few families had barriers related to physical disability (14.0%), CORI (14.0%), history of previous eviction (9.3%), family size (7.8%), or substance use (7.0%). Of the 129 homeless families, only 13.2% had a single reported barrier, and an additional 30.2% had two reported barriers. The remaining families (56.6%) had three or more reported housing barriers.

The Outcomes Reporting Forms also gathered information about the type and amount of service provided to each family as part of the grant. As shown in Table 4, the most common services included assessment, service planning, and providing referrals. Housing search services were provided to 117 families (66.5%), with nearly 2,300 housing applications submitted for an average of 19.6 applications per family. Home-based case management and financial assistance were provided to nearly half of the families. On average, families receiving these services participated in 21.4 case management sessions and received an average of \$2,122 in financial

assistance. While shelter-based case management was less common, those families that received this service participated in an average of 19.7 sessions.

Table 4: Service Provision				
	Families Served		Amount of Service Provided	
	Number	Percent	Total	Average
Assessment	152	86.4%	--	--
Service Planning	127	72.2%	--	--
Housing Search	117	66.5%	2,293 applications	19.6
Shelter-based Case Management	52	29.5%	1,026 sessions	19.7
Training	60	34.1%	405 trainings	6.8
Financial Assistance	84	47.7%	\$178,287	\$2,122
Housing Placement	102	58.0%	--	--
Home-based Case Management	86	48.9%	1,842 sessions	21.4
Referrals	127	72.2%	534 referrals	4.2

By far, the most important outcome associated with the Housing First for Families Initiative is for families to attain and maintain permanent housing. As shown in Table 5, nearly three-quarters of the families served were housed at the end of the Year 2 grant period, with 48.6% having been homeless at Intake and an additional 25.4% of housed families maintaining their permanent housing status. Of the families served, 43 (24.9%) were homeless at Intake and at Yearend, and two families lost their housing over the course of the grant period.

While the housing outcomes among families served are encouraging, outcomes associated with self-sufficiency were less promising. Fewer than four in ten heads of household

were employed at the conclusion of the grant, and even fewer were enrolled in school (13.3%) or in a training program (16.8%). Although these percentages are not high, it is encouraging that 76.2% of families are

Table 5: Outcomes		
	Number	Percent
Change in Housing Status from Intake to Yearend		
Homeless at Intake, Permanent Housing at Yearend	84	48.6
Homeless at Intake and Homeless at Yearend	43	24.9
Housed at Intake and housed at Yearend	44	25.4
Housed at Intake and Homeless at Yearend	2	1.2
Total	173	100.1
Continuing Services Beyond Yearend		
Yes	125	76.2
No	39	23.8
Total	164	100.0
Head of Household Employed at Yearend		
Yes	62	36.9
No	106	63.1
Total	168	100.0
Head of Household Enrolled in School at Yearend		
Yes	22	13.3
No	144	86.7
Total	166	100.0
Head of Household Enrolled in Training at Yearend		
Yes	28	16.8
No	139	83.2
Total	167	100.0

continuing services beyond the grant year and may, as a result of continued services, achieve greater self-sufficiency.

Homes for Families

As previously noted, Homes for Families did not provide direct services to families. As a result, they were not required to complete the Outcomes Reporting Form. Instead, Homes for Families created a Baseline Self-Assessment tool to be completed by those participating in either Public Policy Advocacy trainings or Consumer Involvement trainings. Unfortunately, Homes for Families did not have a good response to their data collection efforts. They found that many of the training participants were unwilling to provide identifying contact information or commit to participation in a follow-up assessment to measure change over the long term. Even when it was made clear that they did not have to give contact information, participants were reluctant to assess their organization advocacy and consumer involvement capacity. Finally, it is important to note that by the time the tool was developed, Homes for Families had already completed four trainings in Public Policy Advocacy.

Despite the difficulty with data collection, there is some information worth noting. The following is a verbatim summary of the experience of Homes for Families in implementing the tool:

2/27/09: Public Policy Advocacy – 13 of the 15 attendees completed the assessment tool. Responses from this training generally suggested little public policy advocacy work being done by front line staff but more work being done by upper management. 10 respondents said they had a basic understanding or no understanding of state government, and 9 said that only a few or no staff contact legislators during the budget season. However, 10 did say that legislators either know of the organization or support and call the organization for information. Likewise, 8 said there is someone from the organization who monitors and organizes advocacy efforts or upper-level staff primarily handle advocacy.

3/4/09: Consumer Involvement – 4 of 10 attendees completed the assessment tool. Due to the low number of responses, it is difficult to find trends. However, respondents recognized the importance of having a consumer on the board or did have token representation on their current boards. Respondents recognized the importance of a consumer advisory board although none had an advisory board, but they did encourage consumers to participate in advocacy. Generally, input from consumers is only asked for when required by a funder in both program planning and evaluation. One person at this training mistakenly completed the assessment tool for the public policy advocacy training.

3/6/09: Consumer Involvement – The only attending participant completed the assessment tool. The attendee's organization generally recognizes the importance of consumer involvement but consumer engagement is rare and only occurs when required by a funder.

3/8/09: Consumer Involvement – No attendees wanted to participate.

4/10/09: Public Policy Advocacy – 7 of 7 attendees completed the assessment tool. Generally, 5-6 reported that they knew little or nothing about the budget process, had little contact with legislators and had little tracking of advocacy. Only one attendee generally considered their organization to have strong legislative relationships and a high level of advocacy work.

III. Conclusion

United Way of Massachusetts Bay and Merrimack Valley (UW) made a commitment to support the implementation of Housing First for families programming through a three-year targeted initiative. Beginning July 1, 2007, UW funded 14 homeless and housing-related organizations to adopt a variety of self-determined strategies designed to build the organizational capacity necessary to implement Housing First for families programs. Specifically, UW provided approximately \$775,000 in grants to help agencies move toward programming that is in line with the Housing First philosophy. In Year 2, UW provided \$767,000 of continued funding to 13 of the original 14 grantees to support capacity building and service delivery. In the coming third year of the initiative, UW is providing \$722,000 in Housing First for Families funding to 13 grantees, 12 of which were among the original 14 grantees.

In designing this three-year initiative, UW recognized that organizations were at a variety of stages in terms of moving toward Housing First models. As such, FY08 funding primarily focused on increasing organizational capacity to implement Housing First models. In doing so, UW recognized that traditional shelter and housing service delivery systems cannot be expected to change course overnight, and that resources supporting the transition to a new model would be required to fully adopt and implement successful Housing First programs.

Although UW recognized the need to support organizations as they transitioned to Housing First, the plan from the outset envisioned that grantees would move from a focus on capacity building to full implementation of a Housing First model over a three year period. As shown in the table below, funded organizations were expected in Year 2 to use capacity building resources to specifically address barriers identified in Year 1, as well implement a Housing First for families model of service delivery. Furthermore, it is expected that in Year 3, all grantees will be fully implementing programs, as well as be able to expand the field's understanding of best practices and approaches, continuing challenges, and how to move forward.

Year 1 FY08	Year 2 FY09	Year 3 FY10
<ul style="list-style-type: none"> • Capacity building and infrastructure development • Limited service delivery through pilot programs and/or adoption of key Housing First components 	<ul style="list-style-type: none"> • Minimal capacity building focused on barriers identified in Year 1 • Service delivery through Pilot Programs or full implementation of a Housing First model 	<ul style="list-style-type: none"> • Minimal capacity building focused on barriers identified in Year 2 • Full implementation of a Housing First for families model • Identification of best practices and unique challenges or opportunities associated with applying the model to families

At the conclusion of Year 1, evaluation data suggested that all of the grantees had adopted the Housing First model for families to some extent. As expected, this occurred either through adapting an existing Housing First program targeting individuals to one addressing the unique concerns of families, or by refining existing shelter and housing services to align with the Housing First philosophy of ending homelessness.

In Year 2, all but one of the service delivery grantees demonstrated the competence and commitment necessary to fully implement Housing First for families programming. Of the organizations that had experience with the Housing First model for individuals prior to the start of the initiative, Year 2 brought full implementation of the model for families. Organizations with little or no Housing First experience prior to Year 1 were able to develop and implement pilot programs serving families over the course of Year 2.

The progress made in serving families is clearly demonstrated in the numbers served and outcomes achieved. For example in Year 1, 188 families received housing search and placement services as part of their grant compared to 367 in Year 2. Similarly, post-housing placement stabilization and case management services, services to prevent repeat occurrences of homelessness, and training focused on life skills and tenancy preservation all increased significantly from Year 1 to Year 2. Furthermore, outcomes data gathered about families served, demonstrate that the funded organizations are able to move families experiencing homelessness into permanent housing, as well as assist families in maintaining their housing through crisis situations. In fact, 75% of families for whom outcomes data are available were in permanent housing at the conclusion of Year 2 funding. However, the numbers alone do not adequately describe the progress grantees have made in implementing a Housing First model for families.

The distinctiveness of this grant initiative continues to be the recognition of the need for funds to support the transition from traditional programming to Housing First. Throughout Year 1, grantees continually shared the barriers to fully adopting Housing First. Barriers ranged from confronting resistance to the philosophic shift inherent in Housing First to the lack of quality case management models and training tailored to the needs of homeless families to the pervasive lack of affordable housing options. Rather than being deterred by the many challenges and barriers encountered in Year 1, grantees developed strategies to address the known barriers.

By far, the most common capacity building activity among grantees was the implementation of comprehensive training programs for staff. In some cases, programs developed in-house training to fill the gap in what is readily available, and in other cases, programs took advantage of a myriad of external training opportunities. However, some capacity building efforts and program implementation efforts were developed to directly address specific barriers. For example, to address issues related to maintaining ongoing contact with housed families (an activity critical to monitoring stability), grantees are developing early warning systems. These systems, designed to work in partnership with landlords and property managers, are meant to uncover potential family crises before issues escalate and eviction becomes an option. In addition, several grantees engaged in activities to improve overall tracking of families both for service provision and outcomes measurement. These grantees identified specific weaknesses in assessment and intake forms or data collection systems and used UW funds to make needed improvements.

Although the number of identified barriers and challenges has decreased from Year 1 to Year 2, significant hurdles to implementing Housing First for families still exist. Primary among these is the lack of affordable housing and housing subsidies. While a number of grantees were quite successful in securing housing vouchers, others were not able to secure as many as planned. Regardless, once grantees were able to secure housing vouchers, they could house families and keep them housed. If the goal is to end family homelessness, then addressing this barrier is and will continue to be the single most difficult issue to overcome.

IV. Final Grantee Logic Models

Crittenton Women's Union

Activities	Outputs	Outcomes/Measures
<p>Quarterly trainings for clients currently in shelter. Trainings will focus on topics primarily designed to promote a family's stability in permanent housing (e.g., Tenant Rights and Responsibilities; Landlord & Tenant Relationship; Community Resources; Unit Upkeep; Budgeting and Savings, etc.).</p>	<ul style="list-style-type: none"> • # Trainings (TARGET: 2 per quarter) • # Clients trained (TARGET: shelter population) 	<p>Increased knowledge and skills related to tenancy issues such as being a responsible tenant, budgeting for rent and utilities, etc.</p>
<p>Client recruitment and retention activities designed to engage families in post-placement Case Management. (Note: Recruitment is of clients who have obtained offers of permanent housing and will be moving out of shelter). Strategies include:</p> <ul style="list-style-type: none"> ○ Brochure ○ Recruitment in individual Case Management Meetings ○ Recruitment in Group Meetings 	<ul style="list-style-type: none"> • # families contacted about recruitment into post-placement follow-up services (TARGET: 20 families) • # brochures distributed 	<p>Families participate in the post-placement case management program (# families agreeing to service, # families engaged in service).</p>
<p>Post-placement follow-up through home-based and community-based Case Management.</p>	<ul style="list-style-type: none"> • # families receiving post-placement follow-up (TARGET: 9-10) • # outreach contacts per family • # CM meetings/visits per family 	<p>Housing stability at 6 months and 1 year.</p>

Community Teamwork, Inc.

Activities	Outputs	Outcomes/Measures
<ul style="list-style-type: none"> 4 internal trainings 	<ul style="list-style-type: none"> # internal and community trainings # trained by division/job title (TARGET: 2 FSS staff, 6 Child and Family Service, 4 HCEC, 3 DV workers, 4 HAP workers, 15 Housing division staff, Fuel Assistance staff) 	<ul style="list-style-type: none"> Increased appreciation of HF effectiveness Increased referrals
<ul style="list-style-type: none"> 4 community trainings (1 per qtr) 	<ul style="list-style-type: none"> # trained by session in community (TARGET: 12 SHIFT, 20 DCF, 10 Interfaith committee, 10 FSS committee, 6 Housing Court Mediators, Shelter Residents, DTA staff, Legal Services, Lowell Community Health) 	<ul style="list-style-type: none"> Increased coordination of services
<ul style="list-style-type: none"> 1 legislative breakfast (March) 1 info session at the State House for legislative aides (October) 	<ul style="list-style-type: none"> # attending, purpose (TARGET: 50 attending legislative breakfast and 25 attending info session) 	<ul style="list-style-type: none"> Build support to pass legislation that will benefit Housing First approach to ending homelessness.
<ul style="list-style-type: none"> Supportive casework and rental assistance Help with Housing Search Referrals to other agencies to help with identified problems or goals Budget Counseling 	<ul style="list-style-type: none"> # individuals and families (TARGET: 60) # receiving financial assistance # receiving housing search assistance # receiving referrals # receiving budget counseling 	<ul style="list-style-type: none"> Housing attainment/stability for up to 1 year from date of assistance. Tenancy preservation for people who are behind in rent. Improve money management
<ul style="list-style-type: none"> Formalize early warning system <ul style="list-style-type: none"> Self referred Referred by Landlord 	<ul style="list-style-type: none"> # landlords participating (TARGET: 20) # self-referred # referred by landlord 	<ul style="list-style-type: none"> Tenancy preservation

Father Bills & MainSpring

Activities	Outputs	Outcomes/Measures
Assessment of current computer based HMIS system with recommendation to development of enhanced outcomes-based computer model or enhance existing system	<ul style="list-style-type: none"> # households will be entered in to a computer system with all identifiers for HOH and household members (TARGET=49) 	Improved client tracking through data quality reports
Train CM on screening and assessment/documentation/ arising social issues/intervention/self-care	<ul style="list-style-type: none"> # trained (TARGET =10 per session) # sessions (TARGET =6) 	New skills or competencies for the case managers – improved documentation, reduction in stress, etc. will create consistency for families
Develop new HF units	<ul style="list-style-type: none"> # new units (TARGET =8 new units will be brought on-line where participants will pay 30% of their income for rent) 	Increase in affordable housing
<ul style="list-style-type: none"> Screening and assessment while homeless on street and/or shelter Housing placement in units within the community with private landlords Stabilization services through case management meetings 	<ul style="list-style-type: none"> # families receiving services (TARGET =49 families receiving services (41 existing + 8 new receiving stabilization services)) 	Housing attainment/stability as measured through remaining in housing for 10 months without a notice to quit for any violation

Heading Home

Activities	Outputs	Outcomes/Measures
In-home CM (weekly visits)	<ul style="list-style-type: none"> # families (TARGET: 12-14 families) # visits per family 	<ul style="list-style-type: none"> Families engage in process: All families have service plan within three visits Housing attainment/stability: 7 families will retain housing for a minimum of 8 months. 4 families will exit the program for permanent housing. Secured employment/education/training: 6 parents will enter and education/training program. 2 parents will become employed. Increased income: 5 families will increase income. 12 families will receive education about Individual Development Account's (IDA). At least 2 families will participate in an IDA program.
Secure vouchers from Cambridge Housing Authority	<ul style="list-style-type: none"> # vouchers (TARGET: 10) 	

Hildebrand Self-Help Center, Inc

Revised model Submitted January 2009

Activities	Outputs	Outcomes/Measures
Finalize resource guide	<ul style="list-style-type: none"> • Improve organization of content 	<ul style="list-style-type: none"> • Guide more user friendly- easier to locate appropriate resources for clients
Develop Web-based version of Resource Guide	<ul style="list-style-type: none"> • Resource Guide installed on agency's website and laptops equipped with mobile internet cards are issued to Case Managers for field usage 	<ul style="list-style-type: none"> • Case Managers have remote accessibility to Resource Guide without limitations
Train Case Management staff	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Case Managers able to provide resource recommendations directly in clients' residences • Case Managers more equipped to provide case management in home setting
Conduct Income Maximization Program	<ul style="list-style-type: none"> • 15 Tier 1&2 individuals will receive occupational, educational counseling services, hard, soft skills training and group peer support throughout the pilot program 	<ul style="list-style-type: none"> • 15 Tier 1&2 individuals will receive educational and occupational testing. • 15 individuals will register at one of the Massachusetts One Stop Career Centers. • 10-14 individuals will attend all 10 employment workshops • 10-14 individuals will complete the entire six months of career planning, counseling, workshops and placement support.

Homes for Families

Activities	Outputs	Outcomes/Measures
<ul style="list-style-type: none"> Hold 2 forums. Topics related to systemic change for the DTA funded shelter system toward the Housing First approach will be addressed. 	<ul style="list-style-type: none"> # Attending each forum (TARGET: 150) 	<ul style="list-style-type: none"> Forums increase collaboration. Forums foster information sharing. Forums provide a foundation and tools for shelters to begin collectively altering the system. Attendees would like to implement ideas and concepts learned at the forum into their programs if given opportunity.
<p>Provide regional & program-based technical support to shelter providers</p> <ul style="list-style-type: none"> Contact and work with all 6 regional networks in the Interagency Council for Housing and Homelessness pilot program Hold 3 trainings in 5 regions of the state in the following areas: <ul style="list-style-type: none"> - Intro to Public Policy - Engaging Consumers - Creating an advocacy process 	<ul style="list-style-type: none"> # ICHH Regional Networks contacted (TARGET: 6) # Trainings held per region # Attendees per training # Agencies represented per training 	<ul style="list-style-type: none"> Increased consumer involvement in shelter system. Increase knowledge and awareness of housing first and consumer involvement Increase knowledge and awareness of public policy advocacy
<p>Develop technology capacity to share information and improve organizing</p> <ul style="list-style-type: none"> New Web site Web pages with content directed at consumers, providers and public policy Housing First section with pages containing Housing First resources; current events and media stories; general Housing First info; and Homes for Families Housing First recommendations 	<p>Date Web site completed</p>	<ul style="list-style-type: none"> Increase in Web site hits by at least a 10% Increase website usability. New pages targeted to our specific areas of work: public policy advocacy, providers/consumer organizing Increased accessibility of Housing First resources, best practices and current events. Housing First information pages updated twice a month. Increase consumer and providers advocacy participation, through increasing membership, action alert participation, donations and amount of provider and consumer stories. Increase membership by 10%. Increase action alert participation by 20%. Increase online donations by 10%. Increase amount of consumer and provider stories by 10%

HomeStart, Inc.

Activities	Outputs	Outcomes/Measures
<p>Appropriate Domestic Violence programs refer clients directly to advocate</p>	<ul style="list-style-type: none"> # referrals made from ATASK and other partner agencies (Total: 75, UW TARGET: 40) 	<ul style="list-style-type: none"> Qualified clients are referred to HomeStart (Living in shelter or transitional program and Survivor of domestic violence)
<p>DV housing advocate conducts screening, assessment, planning and placement which includes the following steps:</p> <ul style="list-style-type: none"> Intake assessment completed Housing applications are filled out and submitted Barriers to housing are identified and addressed 	<ul style="list-style-type: none"> # families served (Total: 75, UW TARGET: 40) # assessments completed # housing applications per family 	<ul style="list-style-type: none"> Families engage in process: timing of assessments, timing of budget and savings plan, progress toward addressing barriers, priorities and preferences are established Housing attainment: Permanent, affordable housing is secured (Total: 40, UW TARGET: 25)

Metropolitan Boston Housing Partnership

MBHP	Activities	Outputs	Outcomes/Measures
Continued Case Management for FY08 Families	<ul style="list-style-type: none"> Meet with each family regularly to review efforts to overcome barriers 	# Housing First Families receiving regular home visits to review goals, objectives and concerns. (TARGET:10 FY08 families)	<ul style="list-style-type: none"> FY08 Families reduce cancellation of appointments with case managers. All members of each family have identified goals regarding personal growth and housing stabilization skills.
	<ul style="list-style-type: none"> Ensure service plan is implemented. Accompaniment to appointments and services including but not limited to school enrollment, job search and placement services, medical and mental health appointments and other services as needed. Assist families with finding and engaging in community activities that support family growth and community connection Respond to crisis as needed 	# FY08 Housing First Families receiving individualized support (TARGET: 10)	<ul style="list-style-type: none"> FY 08 Families increase participation in support services including educational, employment, medical and mental health services. Individual members of each family will identify and communicate their responsibility for the family's housing stability (instead of responsibility falling primarily to the head of household). All members of FY08 families will be active in stabilization responsibilities. Families participate in neighborhood and/or community activities that foster positive and supportive relationships and decrease isolation FY 08 Families learn how to avert and/or manage crisis; reduction on reported crisis reduced. Families will report and demonstrate improved support networks and access to resources.
	<ul style="list-style-type: none"> Develop and implement self assessment survey for participants regarding self-sufficiency 	# FY 08 Families completing self-assessment regarding self-sufficiency at beginning and end of reporting year (second fiscal year of housing first initiative July 1, 2008-June 30, 2009)	<ul style="list-style-type: none"> Families will be able to identify and communicate areas of improvement regarding: financial status, daily living and coping skills, ability to navigate and avert and/or respond to crisis and finally, next steps regarding personal growth and housing stabilization skills. Families will report decrease in substance abuse and/or domestic violence Families will report improved school attendance and achievement for school age family members

MBHP	Activities	Outputs	Outcomes/Measures
Enrollment, housing search & placement, intensive CM for new housing first initiative participants	<ul style="list-style-type: none"> • Outreach to families not currently receiving housing search and placement services. Staff conduct outreach sessions at DTA motel and insure that all walk-ins and referrals are responded to within 24 hours • Respond to all walk-in requests for housing assistance and/or referrals from MBHP Housing Consumer Education Center and other sources for homeless families and individuals not being serviced by another provider. 	<ul style="list-style-type: none"> • # Outreach contacts • # Walk-in requests 	<ul style="list-style-type: none"> • 10 previously homeless families and 10 previously homeless individuals are selected to participate in initiative. • All other homeless families and individuals that request assistance will receive at least basic housing search assistance
	<ul style="list-style-type: none"> • Conduct housing history and assessment of barriers • Conduct intensive housing search with all participants. Match participants to housing opportunities in communities of choice • Assist participants with transition from homelessness to new housing including securing start-up funds and other resource such as furniture. • Develop Individualized Service Plan to address barriers; participants engage in activities to address and/or mediate barriers including; budgeting, payment towards arrears, participation in employment, educational and/or other services to reduce debt and increase income and/or participation in medical, mental health and/or substance abuse services to establish support systems and prevent crisis. 	<p>TARGET: 10 FY09 Families</p> <ul style="list-style-type: none"> • # Families completing assessment • # Families receiving housing search • # Housing applications per family • # Families receiving start-up funds • # Amount provided by family • # Families with Service Plan 	<ul style="list-style-type: none"> • New participants identify barriers to housing and causes for homelessness. • Secure permanent safe and affordable housing for participants. • Participants move to permanent housing with appropriate resources. • Participants engage in on-going activities with case manager to insure stability

MBHP	Activities	Outputs	Outcomes/Measures
General/ Admin.	<ul style="list-style-type: none"> • Develop tracking and assessment and evaluation tool to measure success of placements • Implement Outreach Activities to management companies and other housing resources to increase availability of affordable housing opportunities for previously homeless families and individuals • Continued participation in Peer Learning Groups 	<p>Date tool completed</p> <p># management companies contacted</p> <p># Meetings attended</p>	<ul style="list-style-type: none"> • Identify similarities and differences between individual participants and family participants • Increase access to affordable units for homeless families and individuals • Document best practice models for housing first initiatives for individuals and families

Project Hope

Activities	Outputs	Outcomes/Measures
<p>Project Hope will provide intensive Housing Search and Case Management to help families overcome obstacles in order to find and maintain housing. There is not a typical family profile; however, most families will have 2 or 3 children and will have some barriers to obtaining and maintaining housing including credit issues, CORI issues, past evictions etc.</p> <ul style="list-style-type: none"> • Assessment: Identify barriers to housing and employment • Case Management: Develop service plans with goals; provide rental assistance help when needed to pay rental arrearages, negotiate with property managers as needed, assist with income maximization activities (utility discounts, obtaining benefits, Fuel Assistance, referrals for education and employment; provide stabilization services once the families are placed into permanent housing or once housing is stabilized through eviction prevention efforts). • Housing Search: For families in shelter, assist with housing applications, develop market rate housing search plans when feasible, assist with the appeals process in cases of denial 	<ul style="list-style-type: none"> • # families (TARGET: 60 with 20 from the shelter and 40 families at risk of homelessness (eviction prevention cases) from the community) • # assessments • # CM visits per family • # Eviction prevention efforts (e.g. rental arrearage payments, negotiations with property owners etc.) • # Housing applications per homeless family 	<ul style="list-style-type: none"> • Families engage in process: assessment, service plans, applications – 95% of participating families will actively engage in the process of finding or retaining housing by completing assessments, housing applications and service plans • Housing attainment/stability <ul style="list-style-type: none"> ○ 85% of the homeless families in shelter (17) families will obtain housing ○ 85% of the families at risk of homelessness in the community (34) will maintain housing through prevention eviction interventions ○ 85% of all families (43) will remain stabilized

Quincy Community Action Programs, Inc.

Activities	Outputs	Outcomes/Measures
<ul style="list-style-type: none"> Develop assessment tool/module and comprehensive intake 	<ul style="list-style-type: none"> Date Completed 	<ul style="list-style-type: none"> Improve referrals process
<ul style="list-style-type: none"> Networking events with Management Companies Forum with landlords 	<ul style="list-style-type: none"> # Events (TARGET: 2) # Management Companies attending (TARGET: 10) # landlords attending (TARGET: 10) 	<ul style="list-style-type: none"> Management Companies commit to contacting QCAP or referring tenants to QCAP at the first indication of a problem with rent. Landlords commit to contacting QCAP or referring tenants to QCAP at the first indication of a problem with rent.
<ul style="list-style-type: none"> Case Management training Session topics include: Intake, Basic needs (client), document collection, financial literacy implementation, and stabilization follow-up. 	<ul style="list-style-type: none"> # training sessions # trained by session (TARGET: 6) 	<ul style="list-style-type: none"> Case Managers have a clear way to assess clients, identify barriers, address financial literacy, and obtain housing. Clients' case files will be reviewed using a systematic checklist system to ensure each client is receiving the same intake, assessment and follow-up.
<ul style="list-style-type: none"> Tenant training One-on-one counseling with tenants Case management to homeless families including: <ul style="list-style-type: none"> Housing search Barrier counseling Financial literacy counseling Referrals to social service agencies, educational agencies, and medical services. 	<ul style="list-style-type: none"> # tenants trained (TARGET: 20) Clients will be contacted a minimum of 2x per month for 12 months # tenants counseled (TARGET: 10) Monthly workshops on affordable housing will be held # families receiving case management (TARGET: 25 homeless or near homeless families) # receiving financial literacy counseling (TARGET: 10) 	<ul style="list-style-type: none"> Housing stability after rapid re-housing Tenancy preservation before becoming homeless Families attain and maintain safe and affordable housing Clients show improved financial literacy at the 4 month mark, measured by viewing the clients' credit report (TARGET: 5 show improvement).

Somerville Community Corporation

Activities	Outputs	Outcomes/Measures
<p>Advocate for homeless prevention funds by:</p> <ul style="list-style-type: none"> • Communicating and collaborating with collection of providers led by CAPIC. • Communicating regularly with state legislators <p>Participate in collaboration of 20 cities/towns in MBHP–led collaborative by (a) attending regular meetings to form new Metro Boston Regional Network to combat homelessness; and (b) being a member of the core Planning Group to craft a proposal to the State Interagency Council on Housing and Homelessness (ICHH)</p> <p>Case Manager training and peer opportunities on ISSP attended on topics including family budgeting with clients; earned income tax credits; medical debt resolution; and IDA program design</p>	<ul style="list-style-type: none"> • # meetings of regional HAP network contractors • # meetings with legislators regarding State funding efforts • # meetings attended • Establishment of Metro Boston Regional Network • # trainings • # staff attending 	<ul style="list-style-type: none"> • Restore HAP funding to support Homelessness Prevention work at SCC • State Legislative Delegation is better informed about HAP program and Hap funding and works with SCC to secure state funding for homelessness prevention work • The Regional Network succeeds in funding request to ICHH and begins grant-funded operations • SCC is a participant in the grant-funded operations both as homelessness prevention provider and as a developer of new permanent housing units for formerly homeless families and individuals • SCC case managers become more skilled in basic case management, and knowledgeable to assist clients in more areas of need, as evidenced by: (1) specific instances of new assistance in areas such as EITC; and (2) increased numbers of clients responding to regular case contact and following through on ISSPs

Travelers Aid Family Services, Revised Model Submitted March 2009

Activities	Outputs	Outcomes/Measures
<p>Expand capacity to obtain affordable units for homeless families in scattered site shelter units</p> <p>Cultivate and form relationships and partnerships for new sources of permanent housing for all low income families but particularly for families with unresolved immigrant status.</p> <p>Specific housing organizations will include:</p> <ul style="list-style-type: none"> • Management companies • Community Development Corporations (CDCs) • Other Community Based Organizations (CBO) • Other tax credit properties 	<p>9 new affordable rental units identified through management companies, and small property owners for move in before 6.30.09</p> <p>3 new affordable rental units identified through CDCs, CBO's or other tax credit units for move in before 6.30.09</p>	<p>Housing attainment for 12 families</p> <p>Housing attainment for 3 additional families</p>
<p>Build capacity to integrate Housing First Strategy within current and expanded TAFS programming</p> <p>Expand capacity to rapidly re-house families with or without access and/or eligibility to emergency shelter.</p> <p>Explore all opportunities for creating/identifying new housing options through city, state, federal pilots, initiatives, and stimulus driven projects.</p>	<p>Restructured housing services within TAFS that centralizes housing information, family assessment, search, access, and placement.</p> <p>TAFS enters into formal partnership to create or to be beneficiaries of new affordable housing units</p> <p>'09 0 units identified '10 24 units identified</p>	<p>Rapid Re-Housing attainment for 24 families in 2010</p>
<p>Developing and improving intake, assessment and evaluation tools</p>	<p>New data collection and electronic management tools</p>	<p>Centralize ETO information</p>

V. Progress Toward Proposed Activities by Grantee

This section includes a comparison of planned activities detailed on each grantee's logic model and the progress to date articulated in the Midyear Reports. The following abbreviated names for each grantee are used:

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| 1. Community Teamwork, Inc. | CTI |
| 2. Crittenton Women's Union | CWU |
| 3. Father Bills & MainSpring | Father Bills |
| 4. Heading Home (formerly Shelter Inc.) | Heading Home |
| 5. Hildebrand Family Self-Help Center Inc. | Hildebrand |
| 6. Homes for Families | Homes for Families |
| 7. HomeStart, Inc. | HomeStart |
| 8. Metropolitan Boston Housing Partnership | MBHP |
| 9. Project Hope | Project Hope |
| 10. Quincy Community Action Programs, Inc. | QCAP |
| 11. Serving People In Need, Inc. | SPIN |
| 12. Somerville Community Corporation | SCC |
| 13. Travelers Aid Family Services | TAFS |

Agency	Staff or Stakeholder Training	Client Training	Pre- or Post-Placement Case Management	Housing Search and Placement	HF Units or Subsidies	Capacity Building and Advocacy
<u>CTI</u> Planned	4 Staff 4 Community	NONE	Pre- and Post-placement CM (60 individuals and families)	Part of Pre-placement CM	NONE	Legislative Breakfast Early Warning System
Progress	1 Staff Training (16) 3 Stakeholder (32)	NONE	Pre-CM (20 families) Post-CM (20 families)	Part of Pre-CM (20)	NONE	Breakfast scheduled 3/09. Early Warning in development. Leading Merrimack Valley Regional Network.
Completed	4 Staff (51) 3 Stakeholder (32)	NONE	Pre-CM (30 families) Post-CM (30 families)	Part of Pre-CM (30)	NONE	Legislative Breakfast with 70 participants. Early Warning still under consideration/development.
<u>CWU</u> Planned	NONE	Quarterly trainings in shelter	Shelter-based CM (20) Post-placement CM (9-10)	NONE	NONE	NONE
Progress	4 Staff trainings (11)	2 Shelter trainings (80)	Post-CM (8 families)	NONE	NONE	Database to capture demographics, referrals, efforts, & outcomes.
Completed	12 Staff trainings (30)	5 Shelter trainings (158)	Post-CM (9 families)	NONE	NONE	Effort to Outcomes implemented. Universal Assessment form implemented. Weekly clinical training.

Agency	Staff or Stakeholder Training	Client Training	Pre- or Post-Placement Case Management	Housing Search and Placement	HF Units or Subsidies	Capacity Building and Advocacy
Father Bills <i>Planned</i>	6 Staff trainings	NONE	Pre- and Post-placement CM (49)	Part of Pre-CM	8 Units	HMIS
<i>Progress</i>	6 Training Topics with multiple sessions (92)	NONE	Pre-CM (11 families) Post-CM (54 families)	Part of Pre-CM (11)	11 Units 11 Subsidies	Assessing current HMIS for comprehensiveness.
<i>Completed</i>	15 Training Topics with multiple sessions (132)	NONE	Pre-CM (17 families) Post-CM (60 families)	Part of Pre-CM (17)	17 Units 17 Subsidies	Fully assessed HMIS and instituted procedures for comprehensive data entry. Identified gaps in data tracking.
Heading Home <i>Planned</i>	NONE	NONE	Post-placement CM (12-14)		10 Vouchers	NONE
<i>Progress</i>	NONE	NONE	Pre-CM (12) Post-CM (2)	Part of Pre-CM (12)	10 Units 10 Subsidies	NONE
<i>Completed</i>	NONE	NONE	Pre-CM (26) Post-CM (8)	Part of Pre-CM (26)	10 Units 10 Subsidies	NONE
Hildebrand <i>Planned</i>	4-6 Staff trainings	NONE	Post-placement CM (6)	NONE	NONE	Resource Guide
<i>Progress</i>	Scheduled for 2009	Scheduled for 2009	NONE – redirection of efforts	Scheduled to begin in 2009	New activity – 0 Units	Guide done by 1/31/09 & plans for online guide Trainings scheduled
<i>Completed</i>	6 Series = 21 Sessions (200)	NONE	NONE	NONE	0 Units	Web-based Resource Guide complete. Intake/Assessment tools complete. Housing Advisory Com. begun on 6/16/09.

Agency	Staff or Stakeholder Training	Client Training	Pre- or Post-Placement Case Management	Housing Search and Placement	HF Units or Subsidies	Capacity Building and Advocacy
Homes for Families Planned	3 Trainings TA with Regional Networks	NONE	NONE	NONE	NONE	Develop Technological Capacity 2 Forums
Progress	4 Public Policy Advocacy Trainings with 33 participants	NONE	NONE	NONE	NONE	New Website developed
Completed	6 Public Policy Advocacy Trainings with 55 participants 3 Consumer Involvement Trainings with 17 participants	NONE	NONE	NONE	NONE	Continued Website improvement, including real time information about families in shelter, MRVP 2 Forums: 370 participants from 155 agencies
HomeStart Planned	NONE	NONE	NONE	Solo Activity (40)	NONE	NONE
Progress	NONE	NONE	NONE	Solo Activity (46)	NONE	NONE
Completed	NONE	NONE	NONE	Solo Activity (57)	NONE	NONE
MBHP Planned	NONE	NONE	Post-placement CM (FY08–10) Pre-placement CM (FY09–10)	Part of Pre-placement CM	NONE	Evaluation tool Management company outreach
Progress	NONE	NONE	Pre-CM (10 families, 10 individuals) Post-CM (13 families, 8 individuals)	Part of Pre-CM (10 families, 10 individuals)	14 Subsidies	Expanded data collection 9 New/improved housing resources
Completed	NONE	NONE	Pre-CM (10 families, 10 individuals) Post-CM (19 families, 8 individuals)	Part of Pre-CM (10 & 10)	20 Subsidies	Developed qualitative measures. Outreach to secure housing resources.

Agency	Staff or Stakeholder Training	Client Training	Pre- or Post-Placement Case Management	Housing Search and Placement	HF Units or Subsidies	Capacity Building and Advocacy
Project Hope <i>Planned</i>	NONE	NONE	Pre- and Post-placement CM (60)	Part of Pre-placement CM	NONE	NONE
<i>Progress</i>	NONE	NONE	Pre-CM (15) Post-CM (21)	Part of Pre-CM (15)	NONE	NONE
<i>Completed</i>	NONE	NONE	Pre-CM (27) Post-CM (95)	Part of Pre-CM (27)	NONE	NONE
QCAP <i>Planned</i>	Staff training (?)	Tenant (?) Tenants counseled (10)	Pre-placement CM (25)	Part of Pre-placement CM	NONE	Assessment tool/module Comprehensive intake Management company networking events Landlord forum
<i>Progress</i>	9 Staff (43) 1 Stakeholder (7) 6 ICHH meetings	6 Tenant (89)	Pre-CM (40) Post-CM (8)	Part of Pre-CM (107)	5 Units 5 Subsidies	Tool in use. South Shore Regional Network formed.
<i>Completed</i>	17 Staff (68) 7 Stakeholder (53) 11 ICHH meetings	12 Tenant (154)	Pre-CM (76) Post-CM (17)	Part of Pre-CM (172)	5 Units 5 Subsidies	Regional Early Warning System developed for use by South Shore Network.
SPIN <i>Planned</i>	NONE	NONE	Post-placement CM (13) – Services through EEC		? Units	MOU collaborations Grants EEC service capacity
<i>Progress</i>	NONE	4 Series (26 HF Families)	Pre-CM (10) Post-CM (11)	Part of Pre-CM (13)	11 Units 13 Subsidies	6 Collaborations. 4 Grants submitted. additional corp. fundraising for EEC
<i>Completed</i>	NONE	8 Series (46 HF Families)	Pre-CM (13) Post-CM (13)	Part of Pre-CM (13)	13 Units 13 Subsidies	9 Collaborations. Many pending grants for EEC.

Agency	Staff or Stakeholder Training	Client Training	Pre- or Post-Placement Case Management	Housing Search and Placement	HF Units or Subsidies	Capacity Building and Advocacy
SCC Planned	NONE	Many Tenant trainings – series and individual workshops	NONE	NONE	NONE	Advocacy for HAP funds Metro Boston Regional Network
Progress	Added 0 trainings (0)	2 6-wk series + 3 counseling sessions (20) Several classes (43)	NONE	NONE	NONE	Implement & refine financial planning tool. Continued participation in regional network.
Completed	3 Staff (6) 1 ICHH	Financial Ed: 2 6-wk Series + 3 Counseling sessions (20) Classes (43) Biweekly Follow-up Peer Group (10)	NONE	NONE	NONE	Ongoing prevention-related advocacy and program development Begun implementing first cohort of IDA
TAFS Planned	NONE	NONE	Post-placement CM (10)	NONE	? Units ? Vouchers	NONE
Progress	NONE	NONE	Post-CM (6)	NONE	0 Units 4 Subsidies	Improving HMIS, developing protocols for assessment & evaluation tool
Completed	NONE	NONE	Post-CM (6)	Added 2/09 Solo (15)	0 Units 4 Subsidies	Upgraded HMIS Strengthen Collaborations

VI. Progress Report Open-ended Responses

The tables in this section include verbatim responses to each of the Midyear Report open-ended questions. The following abbreviated names for each grantee are used:

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| 1. Community Teamwork, Inc. | CTI |
| 2. Crittenton Women's Union | CWU |
| 3. Father Bills & MainSpring | Father Bills |
| 4. Heading Home (formerly Shelter Inc.) | Heading Home |
| 5. Hildebrand Family Self-Help Center Inc. | Hildebrand |
| 6. Homes for Families | Homes for Families |
| 7. HomeStart, Inc. | HomeStart |
| 8. Metropolitan Boston Housing Partnership | MBHP |
| 9. Project Hope | Project Hope |
| 10. Quincy Community Action Programs, Inc. | QCAP |
| 11. Serving People In Need, Inc. | SPIN |
| 12. Somerville Community Corporation | SCC |
| 13. Travelers Aid Family Services | TAFS |

Question 3: Barriers to providing training and steps being taken to address barriers

CWU	<p>Providing staff training is not part of the CWU Logic Model for the UWMBMV Housing First for Families grant. However, as part of our efforts to provide effective post-placement case management services, we have been offering trainings to the Case Managers involved.</p> <hr/> <p><u>Yearend:</u></p>
SCC	<p>We will be on track to have our homelessness prevention / financial asset building staff members attend at least 3 trainings by June. One training on Financial Education (hosted by United Way) was postponed from December 08 to March 3, 2009. Our 2 case managers just completed on Monday and Tuesday (1/26 and 1/27) an intensive medical debt resolution training.</p> <hr/> <p><u>Yearend:</u></p>

Question 6: Barriers to providing (stakeholder) training and steps being taken to address barriers.

CTI	<p><u>Yearend:</u> We hadn't set a target for community key stakeholders in the community. We have spoken at the Landlords Association meetings about the SHIFT / Housing First program but we haven't offered any formal training on any topics like hoarding or employment opportunities, etc. Also, the majority of the stakeholders; i.e., other social service agencies, school dept., DTA, faith based organizations, etc. are members of the SHIFT Coalition which meets monthly so they are kept well aware of the Housing First work we are doing.</p>
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Question 9: Barriers to providing pre-placement Case Management and steps taken to address barriers

CTI	<p>Please Note: We are doing prevention work with our clients by stabilizing them in place whenever possible. Some clients will end up moving to another unit so they get "pre-placement" counseling but all our clients get counseling and case management from the time they have contact with us.</p> <p><u>Yearend:</u></p>
CWU	<p>We recruit families for participation in our post-placement case management services from the families we serve pre-placement through shelter and case management services; however, these pre-placement case management services are not included as part of the UWMBMV Housing First for Families grant.</p> <p><u>Yearend:</u></p>
Heading Home	<p>As a result of learning from our past year plus of experience developing a housing first approach for families, we have decided to switch gears a bit with our approach. This is true of the 10 units in this program as well as system wide at Heading Home. We have found that the families that we place into housing with CHA rental vouchers have a wide range of needs and so a more flexible creative approach is making more and more sense. We are fortunate to be working with the Cambridge Housing Authority, which is a deregulated housing authority. As such, they are able to construct vouchers flexibly. We are therefore taking all families into our system with a transitional status. This gets families out of the shelters, thus resolving the immediate crisis of homelessness, while allowing them to keep their priority on public housing and other subsidized housing lists. As we get to know the family, there goals and challenges, we can choose to make the unit they are in a permanent situation. The transitional status of the voucher can simply be changed. But the family will retain choice to move to other housing if this better meets their needs, and our staff will help them to do so.</p> <p><u>Yearend:</u> We have refined the approach described at mid-year by specifying milestones for the family to reach in order to secure a permanent voucher. These are implemented in a flexible manner, however, in general, parents should have demonstrated that they are good tenants for a 6 month period. Criteria include keeping the apartment clean, making rent payment in a timely manner, and keeping appointments with case managers. Over the summer, families will also begin having access to an asset development program in partnership with MIDAS. Financial rewards will be made for making progress towards higher education and employment.</p>

Question 10: Describe how families were identified and selected for pre-placement Case Management

CTI	<p>Families are referred primarily by Community Teamwork’s Housing Consumer Education Center, a program at CTI which embodies the Housing First concept. Several referrals have also come from the Child and Family Service Division particularly after the training was provided.</p> <p>Families are not recruited per se; they are referred because they are in danger of eviction and no other resources are available to help and the staff in those programs are aware of the United Way Housing First Initiative. At-risk families are interviewed and if there is a chance they can be self sustaining after our casework and financial support, they are accepted into the program. All clients receive counseling and referrals to services even if they do not receive financial assistance.</p> <p>In virtually all cases, these families have been referred to HFI/SHIFT because they are not eligible for resources such as RAFT or FEMA. For those that do receive financial assistance through HFI/SHIFT (which has been raised privately by CTI), we contact them every 2 months to see how they are doing. They also receive an “Acceptance / Congratulations” letter outlining the benefits of the program. Primarily, we rely on the case manager fostering a supportive relationship with the clients when they come in to help retain the family in services.</p> <hr/> <p><u>Yearend:</u> The same process is in effect for the second half of the grant.</p>
Father Bills	<p>Families are identified as homeless through shelter referral or collateral agency contacts. The families are assessed for program eligibility and placed quite immediately into a permanent housing option. Intensive case management exists immediately upon placement. Once the family has stabilized then the intensity level decreases according to need. The agency contact works closely with the family and landlord to ensure that all tenant/landlord responsibilities are upheld.</p> <hr/> <p><u>Yearend:</u></p>
Heading Home	<p>All participants in this program receive case management, including a detailed initial assessment and a service plan based on the assessment. A priority of the service plan is resolving the families housing situation. All participant families can remain in the apartment until their housing situation is resolved. It can be resolved either by determining that they would like to remain in the unit they are in (as described above) or by obtaining housing elsewhere.</p> <hr/> <p><u>Yearend:</u> The process described above remains unchanged.</p>
MBHP	<p>Participants have been identified through a variety of referral sources, including self-referrals/walk-ins, outreach to DTA motel families at the Gateway motel in Cambridge, health centers, and shelter providers. Although our services are open to all families and individuals with a housing need, United Way Housing First funds have enabled MBHP to target difficult to serve families and individuals who are currently homeless and are willing and able to engage in addressing barriers to gaining and sustaining permanent housing.</p> <p>Thus far in FY’09, in addition to the identified 20 households, 108 other households have received pre-placement services.</p> <p>First and foremost, strategies for our success include MBHP’s belief in offering hands-on individualized case management services. Case managers develop a housing plan that meets the participant’s interests, goals and hopes. Engaging participants in charting a course to find, gain and sustain a</p>

	<p>situation in which they would feel at home insures mutual participation. Equally important is MBHP's strategy of offering non-judgmental solutions to barriers. Participants are assisted with addressing their barriers realistically, and incrementally, rather than being expected to dramatically change behavior prior to receiving housing. Many MBHP Housing First participants have been hesitant to even apply for housing because of past or on-going substance abuse issues, or CORI or credit concerns. Case managers assist participants in addressing these barriers while simultaneously seeking and applying for housing. We have found that by working towards the goal of finding housing along with addressing obstacles participants feel hopeful and are willing and able to engage. When participants feel that they have to clear up all barriers prior to even applying for housing, they feel overwhelmed and eventually give up. We have found that our two-tiered strategy is efficient and effective.</p> <hr/> <p><u>Yearend:</u> There have been no significant changes to our intake and selection processes. MBHP's housing search and case management services are free and open to all who are homeless or at risk of homelessness. However, it is important to note that there has been an increase in walk-ins and word of mouth referrals for housing search and placement services. Since the date of the mid year report an additional 117 households have participated in pre-placement assessment and are engaged in housing search activities with MBHP. We believe that a comprehensive assessment and intensive, personalized housing search and case management services are integral to implementing our "Housing First, not Housing Only" philosophy. We also believe this strategy engages clients and leads to long-term success.</p>
Project Hope	<p>All families who received pre-placement Case Management are homeless families in shelter at Project Hope. They are referred by the Department of Transitional Assistance. Upon entering shelter, service plans are developed by the Case Manager with input from the families. The families meet with the Case Manager daily and with their Housing Search worker three times per week. Goals are monitored and revised as needed. The Director of Case Management, the Shelter Director, shelter staff and the assigned Housing Search worker review cases on a weekly basis. The Director of Case Management gives input and feedback on the design and the restructuring of case management plans.</p> <hr/> <p><u>Yearend:</u> No change.</p>
QCAP	<p>Clients are selected for case management (pre-placement) based on an initial assessment at the time of the initial intake after referral. Clients who are below 30% of area median income and either homeless or at risk to become homeless because of a lack of affordable housing were considered for this grant. Clients were either referred to QCAP-housing by another QCAP department, by DTA, Quincy Commission on the Family, Quincy Public Schools, DCF, DMS, and the American Red Cross. Some clients sought services on their own. Many of the referrals come as a result of QCAP's participation in the Quincy/Weymouth Continuum of Care Board on Homelessness. Outreach is also done at Quincy District Court on a weekly basis during the courts Summary Process Hearings for eviction. Outreach is not only done directly to the clients at court but with the attorneys who represent landlords, the landlords themselves and the Management company representatives.</p> <hr/> <p><u>Yearend:</u> The current homeless crisis in the State of Massachusetts (736 families in motels/hotels around the Commonwealth) has lead QCAP to outreach to clients that are placed in the local hotels by DTA. Assessment, housing search, and after placement stabilization services are being provided.</p>
SPIN	<p>The families chosen for the Housing First Program are selected from SPIN's Scattered Site Family Emergency Shelter (SSFES) Program. As such, all families receive pre-placement case management.</p>

	<p>Families referred for the “housing first” program are interviewed by a selection committee which includes representatives from SPIN, DTA and Lynn Housing Authority & Neighborhood Development (LHAND). Strategies used to engage and retain families in services includes the option to join LHAND’s Family Self-Sufficiency (FSS) Program which gives families the opportunity to increase their savings, receive services and job skills trainings and placement.</p> <hr/> <p><u>Yearend:</u> Process described above did not change.</p>
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Question 13: Barriers to providing post-placement Case Management and steps taken to address barriers

CTI	<p>We did not set a specific goal for the number of families to receive post-placement case management. We offer it to them on an as needed basis. Their needs are reassessed through quarterly follow-up interviews.</p> <hr/> <p><u>Yearend:</u> It varies per client need but we check in with them to see how things are going and if they need continued assistance. A few clients will contact us on their own but most don’t expect that we will be willing to help them beyond our initial contact even when they are told we will try to assist in whatever way we can. This type of change takes some time to sink in.</p>
CWU	<p>We anticipate serving 9-10 families per year as part of the post-placement Case Management program so we should be on target. However, we have encountered some barriers to our efforts:</p> <ol style="list-style-type: none"> 1. At this point, we are unable to serve families speaking Spanish only due to lack of bilingual staff. 2. Many of the families interested in participating in post-placement case management have been placed outside the Boston geographical region (e.g. to Fall River, Lynn, Sharon, etc.). This has put up some barriers to engagement in terms of ability to set up face-to-face appointments. <hr/> <p><u>Yearend:</u> May 2009 hired a bilingual housing specialist to meet the needs of our Spanish population.</p>
Heading Home	<p>Participant families receive case management in the apartment for as long as they remain whether it is transitional or permanent. If a family obtains housing in another location, stabilization services are offered and encouraged but, of course, may be declined.</p> <hr/> <p><u>Yearend:</u> Unchanged from mid-year report.</p>
Hildebrand	<p>At time of grant mid-year report, Hildebrand has had initial conversations with Liz Curtis concerning a change of focus for our Pilot Project. This proposed change is due to DTA’s accelerated implementation of Housing First which would duplicate the pilot program as originally conceived. We believe that redirecting our Pilot Project resources to the provision of Workforce Development support to a discrete number of DTA Housing First families will bring added value to the Housing First model.</p> <hr/> <p><u>Yearend:</u></p>
Project Hope	<p>We are on track to serve the proposed number of eviction prevention cases. Through December, we have served 19 families. We proposed that we would serve 34 by the end of the FY09.</p> <hr/> <p>However, we proposed that we would place 17 families into permanent housing. Through December,</p>

	<p>we have placed 2 families into permanent housing. We do expect these numbers to increase for two reasons. First, in early October, a new Housing Search Worker was assigned to the shelter. She brings with her, 18 years of housing search experience. Second, as of February 1st, Project Hope will have new placement goals. Project Hope is expected to place families into permanent housing within 6 months of their entry into shelter. As a result, we expect that over the next six months, we will place 11 families into permanent housing bringing us closer to the proposed goal.</p> <hr/> <p><u>Yearend:</u> We have exceeded the number of eviction prevention cases significantly, serving 86 community families instead of the projected 34.</p> <p>We also exceeded the number of families we would assist in shelter, serving 27 families instead of the 20 we originally projected. However, while we stated we would help 17 shelter families move to permanent housing, we were only able to place 9. We placed significantly more families into housing in the second half of the year than we did in the first, placing only 2 in the first half and 7 in the second half of the year. We adjusted our goal to 15 families placed in housing for next fiscal year, and that will be attainable based on our performance during the second half of the fiscal year.</p> <p>Project Hope is successful in providing post-placement case management to clients who have been placed into housing or who have retained housing through eviction prevention efforts. The largest barrier to providing post-placement case management is reluctance by families to engage in post-placement services once immediate crisis has been resolved. When this happens, Project Hope Case Managers persist with contacting the families, and conduct home visits if needed during off hours to accommodate the families as much as possible.</p>
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Question 14: Describe how families were identified and selected for post-placement Case Management

CTI	<p>Families who have received financial assistance and non-financial assistance are offered post placement case management. As mentioned above, their needs are reassessed during quarterly follow-up interviews. Clients are then asked to come in for an appointment to discuss how we might be able to help them at this time. If they cannot come in, the counseling takes place over the phone.</p> <p>One barrier is that once they have received financial assistance, they don't see the value of continuing to work with the caseworker for assistance. The caseworker does try to be supportive and maintains more frequent contact by phone and looks for opportunities to offer housing counseling and appropriate referrals for whatever services they might need.</p> <p>As a way of early warning, the agency as a whole is looking at developing ongoing workshops for non or post-crisis clients, as a way to give them information and keep a connection to CTI if they encounter difficulties.</p> <hr/> <p><u>Yearend:</u> This process is still in effect throughout the year.</p>
CWU	<p>We have recruited families from the population of families living in our shelter. As families living in our shelter receive offers of permanent housing, a post-placement Case Managers meets with a family and their shelter-based Case Manager. At this meeting, the post-placement services are offered and explained in detail. If the family is interested, a post-placement Case Manager is</p>

	<p>assigned who works alongside the guest and family to prepare for the move. Upon the guest's move, the Case Manager sets up a home visit with the family to begin post-placement Case Management.</p> <p>The post-placement Case Managers frequently inform guests of the program at Community Meetings, which guests participate in on a weekly basis. Twice per quarter the Case Managers hold a training during the Community Meeting which focuses on topics that provide information relevant to maintaining permanent, sustainable housing such as credit repair, tenants' rights and responsibilities, etc. These trainings provide an opportunity to showcase the post-placement Case Management program while also helping guests begin to anticipate some of the issues they may encounter when in permanent housing. In addition, we have recently designed and are using a brochure to inform shelter guests of the post-placement program and to generate interest.</p> <p>Once a guest has signed on to participate in the program, we attempt to keep them engaged and retain them in the program by checking in with them by phone and setting up home visits. When a guest does not show for a scheduled home visit, we follow-up by phone to attempt to reschedule. One obstacle has been that frequently participants' phone services become disconnected, making it difficult for us to contact them. In these situations, we send a letter to the guest and continue to try to reach them by phone.</p> <p>We have found that some guests may tend to disengage at times but often reconnect when they run into problems threatening their housing such as receiving Notices to Quit, etc. Because of this, we try to outreach to them by phone or letter periodically to let them know we are still available to work with them.</p> <hr/> <p><u>Yearend:</u> In February 2009, we developed our Housing Placement and Stabilization department Staffed with housing specialist who follow the clients for 18 months after placement. Activities include frequent home visits, phone calls, and facilitating community involvement and problem solving to help the client stay on the path of self-sufficiency.</p>
Father Bills	<p>Families are identified as homeless through shelter referral or collateral agency contacts. The families are assessed for program eligibility and placed quite immediately into a permanent housing option. Intensive case management exists immediately upon placement. The case management includes a full assessment and referral to all necessary providers/ contacts in the community. Once the family has stabilized then the intensity level decreases according to need. The agency contact works closely with the family and landlord to ensure that all tenant/landlord responsibilities are upheld.</p> <hr/> <p><u>Yearend:</u> The above continues to be true for the year end with the additional comment – the families identified to work with Father Bills & MainSpring are generally the hardest to serve with multiple issues including a disabled head of household. Through the experience of providing barrier free housing the case management team is able to keep the families stabilized and housed even in the toughest circumstances. Flexibility of staff is essential when a family is in crisis or having a housing situation after hours. The staff and management at Father Bills & MainSpring believe in stepping in and resolving crisis situations regardless of day of the week/hour of day.</p>
Heading Home	<p>All participant families receive pre and post placement services.</p> <hr/> <p><u>Yearend:</u> Unchanged from mid-year report.</p>

Hildebrand	<p>N/A. Please refer to Question # 12.</p> <p>A pool of 38 <u>potential</u> families has been identified for participation in the pilot program. These families were identified and recommended by Hildebrand's Case Managers based upon program criteria created by the following program oversight team: Program Coordinator, Executive Director and Director of Organizational Development. Input for participation criteria was also obtained from Case Managers.</p> <p>The Program Coordinator held two (2) orientation/evaluation meetings with pool members. Further, selection meetings were held by Coordinator with Case Managers. Final program participation selection is scheduled in January 2009.</p> <p><u>Yearend:</u></p>
MBHP	<p>All households who receive pre-placement case management and intensive housing search and placement assistance are offered post-placement services.</p> <p>Of the 13 families MBHP identified as receiving post-placement case management services, 9 are recipients of FY08 United Way supported services. Only one of the original 10 families have chosen not to continue to engage in services. Although during the first year we found that sustaining engagement by families was more difficult than developing similar on-going relationships with individuals, MBHP case managers have worked hard to engage the families to insure that services offered are experienced as useful to their permanency rather than as "another plan they have to comply with".</p> <p>Thus far this year, only 4 new families have been willing to engage in on-going post placement services. (We are therefore slightly under our mid-year goal of 5 new families receiving post-placement case management.) Of the remaining 6 targeted families, 4 are still awaiting placement and 2 request and accept sporadic services. We will continue to try to engage these families in a more comprehensive consistent fashion.</p> <p>As per our experience we continue to be more successful in engaging individuals in on-going services. All 8 individuals who have been placed this year are very engaged in participating in case management services.</p> <p>Whether working with an individual or family, case managers work to engage the participant in a realistic plan that will focus on and result in sustaining permanent housing while simultaneously addressing issues that led to homelessness. Issues, behaviors and concerns are addressed through the lens of maintaining housing and not simply through service plan expectations. Case managers talk <i>with</i> participants, gain their trust and insight and support them in taking necessary steps to address on-going barriers, including; going with participants to court, accessing mental health or substance abuse services, assistance with housekeeping skills and being with participants when they navigate educational, financial, and other service systems.</p> <p>For all participants, it has been important to be available as needed; to respond to crisis, or answer questions that may quickly avert a crisis. Additionally, individualized expectations must be agreed on, and if not met, not negatively reacted to by case managers. For example, many of the chronically homeless participants struggle with maintaining sobriety. Therefore, perfect sobriety is not the goal but rather maintaining appropriate tenancy behavior and consistently meeting payment and other rental expectations despite a set-back in sobriety.</p>

	<p>Finally, it is important to work with participants to insure that basic needs are met. Homeless individuals and families are often starting from scratch when placement is secured. Providing start-up funds and/or resources for food, furniture, cleaning supplies and furnishings will enable participants to go beyond accepting placement and create a home.</p> <hr/> <p><u>Yearend:</u> The remaining targeted “United Way Housing First Families and Individuals” have engaged in on-going services. In addition, MBHP offers this resource to all families who are placed. Of the additional 43 households who have been placed, 38 have engaged in services. We have also continued this resource to all 9 of the FY08 participating families. This second year of support has enabled many of these households to gain solid footing. Although we will continue to offer support as requested, 5 families from this first cohort do not need to continue intensive case management services for a third year.</p>
Project Hope	<p>Two families who received post placement services are former residents of Project Hope’s shelter. All shelter residents are referred by DTA. All families placed into permanent housing receive intensive case management through an assigned Case Manager. The Case Manager meets with families while they are still in shelter to engage them. They must sign an agreement that they will participate in case management upon placement into permanent housing. The Case Manager keeps in regular contact with families and conducts monthly home visits for families who are placed in the Boston area. If a family does not respond to calls, a letter is sent with a copy of the agreement reminding families of their commitment.</p> <p>Project Hope serves many people through its prevention program. For the Housing First program, we have selected families who received financial assistance through flexible funds administered by Project Hope. All families who receive flexible funds get Case Management services. Eleven of the 19 families served are receiving intensive case management – there is weekly contact and monthly home visits. They are either participants in other Project Hope programs and have a Case Manager already assigned or have been assigned a Case Manager through the Case Management Department. For those that are already involved in a Project Hope program, it is easy to engage them since they are on site on a regular basis for classes or trainings. Five of the families who are receiving case management were referred by DTA and were part of the DTA Diversion Program – a 60 day Pilot Project that involved several agencies. All 5 families were placed into apartments and were provided with shallow subsidies. RAFT, the Boston Homelessness Prevention Clearinghouse, the City of Boston, the Fireman Foundation and Family to Family all assisted with the provision of these subsidies. These families have been assigned a Case Manager and a Housing Search worker with the goal of helping families to increase their income and/or obtain a permanent housing subsidy. The Case Manager and Housing Search worker are in touch with families each week and conduct home visits on a monthly basis. Four of the 5 families are actively engaged. The 5th family had their phone disconnected and they have not been in touch. Staff are in the process of contacting the management company, sending a letter to the family and stopping by the unit.</p> <p>Eight of the 19 families are from the community and received help with rental or utility arrearages. They have signed an agreement to participate in follow-up stabilization services. Phone calls are placed 1, 3, 6, 9 and 12 months after intervention to ensure that they family is up to date on rent and utilities and to ensure that they have accessed programs like Fuel Assistance. If the family is having any difficulty with budgeting, payment of bills or other issues, they are invited to come in for a follow-up visit with a Case Manager. Families in this situation generally do come in and are easy to engage because they need the assistance and see Project Hope as a helpful resource.</p> <hr/> <p><u>Yearend:</u> Nine (9) families who received post placement services are former residents of Project Hope's</p>

	<p>shelter. All shelter residents are referred by DTA. All families placed into permanent housing receive intensive case management through an assigned Case Manager. The Case Manager meets with families while they are still in shelter to engage them. They must sign an agreement that they will participate in case management upon placement into permanent housing. The Case Manager keeps in regular contact with families and conducts monthly home visits for families who are placed in the Boston area. If a family does not respond to calls, a letter is sent with a copy of the agreement reminding families of their commitment.</p> <p>Project Hope serves many people through its prevention program. For the activities funded by this Housing First grant, we assisted families through flexible funds administered by Project Hope and through our Eviction Prevention Project (a pilot project coordinated with HomeStart that provides on-site case management at several Maloney Properties sites to families at risk of eviction). All families receiving flexible funds also received Case Management services. Families we assisted are either participants in other Project Hope programs and have a Case Manager already assigned to them, or have been assigned a Case Manager through the Case Management Department. For those already involved in a Project Hope program, it is easy to engage them because they are on-site on a regular basis for classes or trainings.</p> <p>In addition to the 9 families from the shelter, post-placement case management was provided to 86 community families. Of these 86 community families, 83 received flexible funds to help prevent eviction and stabilize their housing. Forty one (41) of the 86 families served from the community are receiving intensive case management, including weekly contact and monthly home visits from their Case Manager. The remaining 45 community families are receiving lower level case management.</p> <p>Five (5) of the 86 community families receiving case management were referred by DTA and were part of the DTA Dudley Diversion Program - a 60 day pilot project involving several agencies with the goal of preventing shelter stays. All 5 families were placed into apartments and were provided with shallow subsidies. RAFT, Front Door Collaborative, City of Boston, Fireman Foundation, and Family to Family all assisted with the provision of these subsidies. Families receiving subsidies have been assigned a Case Manager and a Housing Search worker, with the goal of helping families increase their income and/or obtain a permanent housing subsidy. The Case Manager and Housing Search worker are in touch with families each week and conduct home visits on a monthly basis. As a result of these services, one family has moved out of their unit and into a condominium.</p> <p>Seventeen (17) of the 86 community families participated in the Eviction Prevention Project and received assistance - financial or otherwise - to preserve their tenancies.</p> <p>All 45 of the 86 community families receiving lower-level case management services signed an agreement to participate in follow-up stabilization services. Phone calls are placed 1, 3, 6, 9, and 12 months after intervention to ensure these families are up to date on rent and utilities and to ensure they have accessed programs like Fuel Assistance. If the family is having difficulty with budgeting, payment of bills, or other issues, they are invited to come to Project Hope for a follow-up visit with a Case Manager. Families in this situation generally come in and are easy to engage because they need the assistance and see Project Hope as a helpful resource.</p>
QCAP	<p>All families placed into safe and affordable housing will receive stabilization services for a minimum of 12 months. Clients are contacted on a monthly basis and assessed for service needs. Referrals are made when necessary. In some cases the client's landlord is also engaged in the stabilization process. The Housing First model works best when the landlord knows support services are available. To keep the client engaged a "stabilization contract" is executed with the client and any contingencies attached to their placement are clearly explained. If a client is appearing to disconnect from services more in depth contact is made which may include home visits and follow up calls to any other service provider connected to the client. Immediate needs for food, clothing or heat are</p>

	<p>addressed at the point in time in which they occur.</p> <hr/> <p><u>Yearend:</u> The numbers posted in item 12 are the clients served by the Housing First Coordinator only.</p>
SPIN	<p>All families involved in the “housing first” program receive post-placement case management. Since all families have been receiving case management services through SPIN’s Scattered Site Family Emergency Shelter Program, the continuity is continued through both the pre and post-placement phases of the program.</p> <hr/> <p><u>Yearend:</u> Process described above did not change.</p>
TAFS	<p>The Tenant Selection Committee receives a number of internal referrals; the families being referred are pre-screened for family size, affordability. For example, at 21 Marion street, East Boston, we had our Tenant selection committee expand the search to receive referrals from other Community Based Organizations due to the lack of subsidy holding families. Ultimately the scope of applicants was open to families that included a foreclosed family in need of a shallow subsidy which means that the family would pay for almost market rent and TAFS would subsidize the rest. At that property, we were unable to secure section 8 vouchers and had to expand the search, ultimately considering two families with section 8 and one family to pay 800.00 Subsidies sought to insure revenue stream; BHA, Section 8, MRVP’s</p> <p>The tenant selection committee consists of; TAFS administrative and social service staff and members of the agency’s Community Advisory Board. The Committee receives a number of internal and external referrals; referred applicants are interviewed, and selected.</p> <ul style="list-style-type: none"> • 7 families were considered for tenancy, three were placed. Two families have subsidies; one foreclosed family receives a shallow subsidy from TAFS. 100 % of the housed families will have been homeless prior to becoming tenants. To date, 6 families receive ongoing Case Management, three families per building. We encourage all families to take advantage of our in house services including money management and employment services. <p>Regarding direct client services, at TAFS HOMES program, we have a Case manager who works with all of the families and has regular one on one (weekly) meetings, or on as needed basis, as well as group meetings once per month. The attendance has been 100%, the issues are mostly regarding financial literacy, employment related, housing sustainability. This case manager acts as the mediator between TAFS as a landlord and the tenants. This has allowed for the tenants to have a well kept property, addressing relevant issues to be resolved immediately, including timely payment of rents and employment referrals to our in-house employment staff and any other service available to HOMES participants.</p> <hr/> <p><u>Yearend:</u> The families currently living in the Homes program were selected, as has been previously described above in the Midyear Report, by the Tenant Selection Committee made up of agency staff and members of the agency’s Community Advisory Board. All six families selected have maintained stable tenancy during the past six months. The agency has continued to provide case management and employment services which focus on financial literacy, career ladder employment/training, and housing stability. For all of the families, these stabilization services have moved from the more intense services at the beginning of tenancy to a moderate level. The Case Manager continued to mediate when issues come up between TAFS, as the landlord, and the tenants.</p>

	<p>Because TAFS had to suspend the purchase of properties, there have not been new families to select. In anticipation, however, of future purchases, and the value that the Community Advisory Board played in identifying and selecting tenants, the agency is in the process of expanding and revitalizing the Board for future activities, such as mentoring and training future families in landlord/tenant responsibilities. (The Community Advisory Board is made up of former homeless clients of the agency.) The agency has also accelerated its efforts to identify subsidies, even as most current subsidies are short term and temporary, for future tenancies of families served in other TAFS programs for homeless families.</p>
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Question 18: Barriers to providing Housing Search and Placement and steps taken to address barriers

Project Hope	<p>We proposed that we would serve 20 families in shelter during the year. We are on target to meet or exceed that goal. We also said we would place 17 families into permanent housing. Thus far, we have placed just 2. As stated above, we expect our placement numbers to increase significantly. As of February 1st, we will enter into a new contract with DTA. We will be expected to place families who have been in shelter 6 months or less. As a result, we expect to place 13 families by the end of the fiscal year.</p> <hr/> <p><u>Yearend:</u> We proposed we would serve 20 families in shelter during the year and exceeded that goal by 7 families, serving 27 families in FY09. However, we also projected we would place 17 shelter families into permanent housing, but only placed 9. Our placement numbers for the second half of the year were significantly higher than for the first half of the year (we placed 2 families during the first half of the year and 7 families during the second half of the year). The goal for next year has been adjusted to placing 15 families into permanent housing, which we will be on target to meet.</p> <p>We fell short of our placement goal in part because Project Hope projected we would serve additional families in shelter through a scattered site component proposed when submitting our renewal contract for shelter services to the Department of Transitional Assistance. However, this scattered site component of our DTA contract was not funded, so we had a smaller group of families to place from shelter into permanent housing.</p>
TAFS	<hr/> <p><u>Yearend:</u> Although we are on target for the numbers of families served in Housing Search, we have identified a particularly difficult group of families, those with the head of household with unresolved immigrant status. We continue to target housing opportunities that will work for the families who cannot access traditional subsidies and who have no legal way to earn income.</p>

Question 19: Describe how families were identified and selected for Housing Search and Placement

CTI	<p>Families are referred primarily from Community Teamwork’s Housing Consumer Education Center. A few have also come from the Child and Family Service Division particularly after the training was provided. Families are not recruited per se, they are referred because they are in danger of eviction and no other resources are available to help. They are interviewed and if there is a chance that they can be self sustaining after our casework and financial support, they are accepted into the program. All clients receive counseling and referrals to appropriate services even if they do not receive financial assistance. For those that do receive assistance, we contact them every 2 months or so to see how they are doing. They also receive an “Acceptance / Congratulations” letter outlining the benefits of the program. Primarily, we rely on the case manager fostering a supportive relationship with the clients when they come in to help retain the family in services.</p> <hr/> <p><u>Yearend:</u> The same process continues to be in effect.</p>
Father Bills	<p>Families are identified as homeless through shelter referral or collateral agency contacts. The families are assessed for program eligibility and placed quite immediately into a permanent housing option. Intensive case management exists immediately upon placement. Once family has stabilized then the intensity level decreases according to need. The agency contact works closely with the family and landlord to ensure that all tenant/landlord responsibilities are upheld.</p> <hr/> <p><u>Yearend:</u> The above is true and it is also important to mention that the agency harm reduction philosophy and barrier free program make it an ideal program for hard to serve families. Father Bills & MainSpring’s access to subsidies benefits many participants because all processing for these subsidies occurs in-house and not through the local/public housing authorities.</p>
Heading Home	<p>All participant families receive housing search services until permanent housing is secured. This includes when families elect to remain in the apartment they are in.</p> <hr/> <p><u>Yearend:</u> Unchanged since mid-year report.</p>
HomeStart	<p>HomeStart has developed strong relationships within the Boston shelter system. Clients are referred to the housing advocate once they enter into their respective programs. HomeStart maintains a close working relationship with case managers to keep on top of the myriad issues that clients face, which helps maximize efficiency while also keeping the client engaged in services. HomeStart advocates ensure that each client is connected to basic resources and that they are prepared for placement. Clients are invested in the process simply by housing being the number one priority for most. In addition, HomeStart is very proactive with its strategies by exhausting all housing options and working side by side with each individual client to address barriers before they cause problems. HomeStart’s style and competence serve as a foundation for solid working relationships with clients, which help retain them in services.</p> <hr/> <p><u>Yearend:</u> HomeStart continues to follow the same systematic process. The housing advocate continues to deepen partnerships with both shelters and major housing providers. The process of referral and the ongoing lines of communication with our major domestic violence shelters have been streamlined and strengthened even more. Our major partner</p>

	<p>sites that supply us with referrals and support are the Asian Task Force Against Domestic Violence, Casa Myrna Vasquez, the Elizabeth Stone House and Renewal House. The last site being a brand new partnership that came about because of the lack of housing search support for the families in its shelter who had experienced domestic violence. Also, the best strategy for placing these households is connecting more intimately with the largest provider of subsidized housing, the Boston Housing Authority. Monthly meetings take place where cases can be discussed and a training on Domestic Violence Awareness has been set up to more fully inform the staff there.</p>
<p>MBHP</p>	<p>Please refer to question regarding participant identification and selection, and engagement in services. As noted in question #14, MBHP does not have MRVP vouchers attached to our services this year. However, through MBHP's property owner and management relationships, our housing search worker has been able to secure project based subsidized placements for 14 participants. This has required diligent, creative housing search and thoughtful consideration to matching participants with available properties. Although resources are limited it has been essential to insure that the match is mutually acceptable to insure success. We therefore work very closely with participants to make sure that they are making a choice that they feel good about and that they are not just accepting the first placement that comes along. As noted in question 10, an additional 108 households have received intensive housing search and placement, 27 of whom have secured permanent housing.</p> <hr/> <p>Yearend: MBHP has continued to access resources to match families and individuals to housing opportunities. All 20 FY09 grant targeted households have been placed in subsidized housing. As stated in our mid year report, this is largely a result of targeted housing search and MBHP's relationships with property owners and management companies. MBHP has also utilized flexible funds to assist families by providing start – up and short term stipends for market rate units. In addition to the 20 households noted above and the 27 households noted in our mid year report, to date, an additional 43 households were assisted with securing permanent housing.</p>
<p>Project Hope</p>	<p>All families who received housing search and placement services through the Housing First grant are homeless families in shelter at Project Hope. They are referred by the Department of Transitional Assistance. Upon entering shelter, housing service plans are developed by the Housing Search worker with input from the families. The Housing Search worker is on site at the shelter 3 days per week. She assists families with applications and housing appeals when needed. Goals are monitored and revised as needed. The Director of Case Management, the Shelter Director, shelter staff and the assigned Housing Search worker review cases on a weekly basis. The Director of Case Management gives input and feedback on the design and the restructuring of housing search service plans.</p> <hr/> <p>Yearend: All families receiving housing search and placement services through the Housing First grant are homeless families in shelter at Project Hope, and are referred by the Department of Transitional Assistance. Upon entering shelter, housing service plans are developed by the Housing Search worker with input from the families. The Housing Search worker is on site at the shelter 3 days per week, and assists families with applications and housing appeals when needed. Case Management goals are monitored and revised as needed. The Director of Case Management, the Shelter Director, shelter staff, and the assigned Housing Search worker review cases on a weekly basis. The Director of Case Management gives input and feedback on the design and the restructuring of housing search service plans when needed.</p>

QCAP	<p>The above number reflects clients who attend QCAP's Affordable Housing Workshop which is conducted on a monthly basis. Additionally a caseload of about 110 homeless/at risk families is carried by the housing unit. After a client attends the workshop they are assigned a housing worker for in depth placement assistance. Clients who are imminently homeless are given priority followed by at risk below 30% are median income. Clients above 30% are median income are serviced but not at the same priority level. Because this workshop and level of service is usually self sought, retention of this client base has not been a problem. If a client misses 2 scheduled appointments their case is closed until they make contact again.</p> <hr/> <p>Yearend: Additional workshops specifically for the DTA motel/hotel clients have been conducted as a response to much needed housing services to this population.</p>
SPIN	<p>Initially, the Housing Advocates and Program Coordinator for SPIN's SSFES Program recommend families to apply for "housing first" housing assistance. If interested, the head of household is interviewed by Selection Committee. One of the key factors used by the committee to select families is their motivation and willingness to participate in services leading to self-sufficiency. Families are expected to join LHAND's FSS Program at time of leasing.</p> <hr/> <p>Yearend: Process described above did not change. Families participating in HF did enroll in LHAND's FSS Program.</p>
TAFS	<hr/> <p>Yearend: Although we are on target for the numbers of families served in Housing Search, we have identified a particularly difficult group of families, those with the head of household with unresolved immigrant status. We continue to target housing opportunities that will work for the families who cannot access traditional subsidies and who have no legal way to earn income.</p>

Question 22: Barriers to providing Training and steps being taken to address existing barriers

CWU	<hr/> <p>Yearend: The yearend target of four trainings will not be met due to administrative changes in the housing program occurring the last quarter of the year. The trainings will occur in July and going forward two trainings a quarter will be offered for the clients in shelter.</p>
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Question 25: Barriers to acquiring/developing new units and steps being taken to address existing barriers

Hildebrand	<p>Potential housing partners i.e. (private developers, community development organizations and regional property management companies) previously identified and with whom a Memo of Understanding was signed in summer 2008, are reluctant to commit to providing priority to our Pilot Project families. They cite the lack of availability of affordable housing stock due to recent economic</p>
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	<p>downturn, and have expressed a preference to have units rented at market rate.</p> <hr/> <p><u>Yearend:</u></p>
TAFS	<p>As of December 08, the Board of Directors decided to put the TAFS HOMES program and it's search for new properties on hold. This is as a result of the financial uncertainties and budget cuts that TAFS has recently experienced, and also the overall mood of the economy in the country. As a result of this decision, TAFS has decided to slow down the search and acquisition of new properties, and focus on capacity building and service delivery efforts, as well as training participant families in financial literacy, and employment to insure self sufficiency and housing sustainability.</p> <hr/> <p><u>Yearend:</u> TAFS restructured its Housing First program in February, 2009 to build capacity and expand its direct service capacity for housing search and placement as follows: a) expand capacity to obtain affordable units for homeless families in our 80 unit scattered site shelter units; b) cultivate and form relationships and partnerships for new sources of permanent housing for all families but particularly for families with unresolved immigrant status. Specific housing resources include management companies, CDCs, CBOs, small property owners, and more structured liaison with local housing authority. c) TAFS has taken first steps to integrate Housing First strategies internally with current and expanded programs.</p>

Question 28: Barriers to securing subsidies and steps being taken to address existing barriers

Heading Home	<p>We have been fortunate to secure a commitment of 65 flexible rental vouchers from the Cambridge Housing Authority to be used system wide.</p> <hr/> <p><u>Yearend:</u> To expand on the mid-year report, the CHA's commitment of 65 flexible rental subsidies is, in part built off of the United Way funded effort, which provided an opportunity for Heading Home to work with the CHA and other partner agencies. Over time, many of these 65 vouchers will be used to create permanent vouchers for the families who entered through this program.</p>
Hildebrand	<p>See #25 above as well as #13.</p> <hr/> <p><u>Yearend:</u></p>
MBHP	<p>This year, to date, MBHP has not been able to leverage United Way service dollars to secure mobile MRVP vouchers. Despite the lack of these vouchers, we have been able to find project based subsidized units for 14 new participants.</p> <hr/> <p><u>Yearend:</u> As mentioned previously, MBHP secured an additional 6 project based subsidies for the targeted households as well as 30 for other households.</p>

TAFS	<p><u>Yearend:</u></p> <p>Although we are on target for the number of families we are providing with Housing Search, our barriers are finding subsidies and below market rentals. With the restructured TAFS program, there are barriers for the new families we are working with to obtain subsidies. We are encouraged, however, that at the beginning of FY '10, we will have direct access to 34 subsidized units through two new HUD grants to the agency for rapid re-housing and for families with a disability. We also look forward to opportunities that will come with more state and local subsidized units through ARRA rapid re-housing resources.</p> <p>We also will continue our outreach and cultivation with CDCs (Urban Edge, Nuestra Comunidad to date) in finding project-based subsidies.</p>
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Capacity Building

CTI	<p>Community Teamwork is part of a DHCD/CAP initiative to improve internal Integration of programs. Like other CAP agencies, CTI has a range of programming from Child Care, Youthbuild, Energy, WIC, Housing, Homeless Services, HCEC and Senior Volunteer Programs. While we have improved the Intake Form for the HFI/SHIFT clients, we are working with the agency as a whole to coordinate intake and referral to appropriate services tailored to the individual and family's needs. This is part of a grant that Community Teamwork has received along with two other CAP agencies from DHCD to develop an assessment / evaluation tool that will provide a consistent response for clients no matter how they access services through the agency; in essence it is that there is no wrong door that a client can enter; all doors will provide consistent quality of service. Our goal is to get the "Right Resource, to the Right Person at the Right Time."</p> <p>To that end, CTI (and the HFI has been an important part of this change) have been piloting a pre-assessment tool which will be used in conjunction with the agency's Octopia data base to record client progress and collect data AND allow an electronic internal referral and referral tracking. Octopia also downloads into HMIS.</p> <p>The Integration Initiative is essentially an Early Warning system. The questions of the pre-assessment are designed to break through silos which exist based on program and funder. For example, a WIC case manager previously asked about family and nutrition issues, but now will be asking about housing stability, utility issues, health, etc.</p> <p>CTI continues to strengthen our work with the landlords and property management companies of the clients to whom we have provided rental assistance. The landlords and property managers sign a participation agreement that says they need to call the case manager if the client falls behind on their rent or becomes a problem in any way. While only one property manager of the HFI/SHIFT clients has called us to date, all are aware that we offer this service for them as well as their tenant. We currently have 20 landlords and property managers that we are working with.</p> <p>CTI's HFI and SHIFT staff will again be leading a Lowell Legislative Breakfast featuring Senator Panagiotakos in March 2009.</p> <p>Lastly and very closely linked to Housing First, CTI is the convener of a Merrimack Valley Regional Network funded by the MA Interagency Council. The HFI and SHIFT staff are integral contributors to the Network and helped design the proposed response to assist individuals leave shelter and to keep families out of shelter in the first place. The United Way support was crucial to making this Regional Network a reality.</p> <hr/> <p><u>Yearend:</u> We did hold our Legislative Breakfast on 2/25/09. Seventy people attended, including our local state representatives and our State Senator, S. Panagiatakos. We had more consumers participate in sharing their experiences which increased everyone's sensitivity to the effects of homelessness on individuals and families. This event helps us maintain a good relationship with our legislators and that helps when we are talking to them about funding issues that affect their constituents. Consequently, we do get referrals from their offices and by keeping them informed of the process they have a solid understanding of how budgets and policy affect their constituents' lives.</p>
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	<p>We were not able to do the meetings with clients or the newsletter this year because we just didn't have the funding for it. I had planned to write for the capacity building grant offered by the Greater Lowell Community Foundation which is usually available in March but it was not offered this year.</p> <p>We continue to struggle around the issue of how to develop an Early Warning system. While we do want to get to people before they are too far behind in rent or are anticipating a problem, we have to be careful not to create an overwhelming demand for services that we do not have the capacity to respond to. Our conversations at the landlord association meetings and with landlords, have generated a few cases that we have tried to help. Upon deeper assessment of some of the referrals, however, not all tenants have the capacity for sustainability going forward no matter how hard we try to find that capacity in their situation. The unemployment problems in this area are creating serious problems for so many people.</p> <p>Our in-house trainings on Intro to Housing First have generated a few referrals from different divisions within CTI, however, the same concern arises about creating a demand for services that does not match our capacity to respond. We will continue to do outreach to the different divisions, particularly through our Integration project and do the best we can to respond to their needs. Our Housing Consumer Education Center will play a key role in helping to manage the demand for our service.</p>
CWU	<p>We did not include capacity building in the CWU Logic Model. However, we have engaged in capacity building activities such as developing an electronic database system that captures demographic information of participants as well as referrals, efforts, and outcomes. Currently, we are working on fully implementing use of the system.</p> <hr/> <p><u>Yearend:</u> The three main capacity building efforts occurred this past year that targeted improving our knowledge and understanding of our clients and their needs. The three efforts: 1) We have implemented the Efforts to Outcome (ETO) system for enhancing our documentation and capturing more comprehensive data. 2) Implementation of the Universal Assessment form. 3) Instituting weekly clinical trainings for the Case Managers and Housing Specialist.</p>
Father Bills	<p>Father Bills & MainSpring has been dedicating time to investigating the current HMIS system and the possibility of an additional system to compliment the existing one. Staff has been training case managers to ensure data entry including all pertinent demographics is inputted into the system. Reports are run to ensure accuracy and for comparison to agency funders request for information. The end result will be either HMIS is the only system needed to satisfy all requirements or FBMS will need to invest in a more comprehensive tool to capture all data required.</p> <hr/> <p><u>Yearend:</u> Father Bills & MainSpring has implemented procedures to ensure all participant information is entered into the HMIS system. Through the capacity building dollars many hours were dedicated to training and evaluating the reporting system. At the close of this fiscal year, Father Bills & MainSpring has identified the need for a complimentary system that can process using conditional logic so that more meaningful reports can be customized. This is a limitation of the current HMIS system.</p> <p>Father Bills & MainSpring will invest in the creation of a system that can complete more customized reports in order to identify trends that lead to success and to satisfy unique</p>

	<p>reporting requests. Through the ability to create meaningful, detailed reports, Father Bills & MainSpring will continue to be an agency in which funders want to invest.</p>
<p>Hildebrand</p>	<ul style="list-style-type: none"> • Finalize Resource Guide <ul style="list-style-type: none"> ✓ Additional work on the Resource Guide to improve the organization of its content and user-friendliness will be completed by January 31, 2009. • Develop Web-based version of Resource Guide <ul style="list-style-type: none"> ✓ Hildebrand has engaged an IT Consultant who will place the Resource Guide online once the content and organizational work have been completed. • Train Case Managers <ul style="list-style-type: none"> ✓ Training for all Case Managers will start in January 2009. The following is a training schedule that has been agreed upon with the Consultant: The Consultant will provide six (6) sessions of 3 hours each of staff training of eleven (11) case managers and three (3) supervisors on the following tentative dates: Tuesday, January 13, 2009, Thursday, January 15, 2009, Friday, January 16, 2009, Friday, January 23, 2009. All trainings are scheduled from 10AM – 1PM. <u>Follow-up Meetings:</u> 10:00 AM to 1:00 PM - Tuesday, May 12, 2009 and Thursday, May 14, 2009 <p><u>Yearend:</u></p> <p>It should be noted that there was a significant shift in the focus of the Hildebrand's Year 2 grant. Our original Housing First Pilot which was intended to implement the Housing First approach for 6 families was displaced by DTA's implementation of the Housing First approach with all its providers. In addition, our MOU's with landlords created to support the provision of housing options for our Pilot Program families was displaced by the ICCH's agreements with some of those same landlords who directed the majority of their resources to the Command Center.</p> <p>Hildebrand worked with the United Way to restructure the pilot, and in February 2009 recreated the grant to incorporate the following:</p> <ul style="list-style-type: none"> • Train the Trainer skill building for staff in Financial Literacy and Tenancy Rights and Responsibilities • The development and implementation of intake and assessment tools • The creation of a Housing Advisory Committee <p>Following are the final outcomes of Year 2</p> <ul style="list-style-type: none"> • Finalized Resource Guide The reorganization of the Resource Guide to improve both content and user-friendliness has been completed. • Developed Web-based version of Resource Guide The web-based version of the Guide has also been completed. The Guide has been field tested by selected staff and Case Managers resulting in minor adjustments to improve user-friendliness and efficiency. We have just upgraded our computer server and standardized our software. We are now poised and prepared to place the guide on our system and make it accessible to all our sites. • Case Managers received train-the-trainer training in financial literacy (FDIC Smart Money), life mapping and tenancy rights & responsibilities for enhancement of Home-based case management /Family Stabilization services. <ul style="list-style-type: none"> ✓ At the conclusion of this funding year, all Case Management Staff (including newly hires) have acquired the necessary training skills in Tenancy Rights and Responsibilities, and the FDIC Model of Financial Literacy. Additionally, case managers were trained in life mapping using the Motivational Coaching and Critical Thinking model. A total of 14 individuals regularly attended bi-weekly trainings from April-June 2009 ✓ Refer to page 2 for complete listing of classes, dates, attendance.

	<ul style="list-style-type: none"> • Developed assessment/ intake tools and implemented agency wide. <ul style="list-style-type: none"> ✓ The Intake and Assessment tools which were developed are comprehensive. They collect both quantitative and qualitative data; capture all relevant demographic information, critical housing histories and historical information aimed at identifying the issues and their scope. The final products reflect the input of case managers who reviewed each draft that shaped the final product. The tools when used appropriately, can reveal in a much more timely manner, the social, cognitive and environmental issues that are often deterrents for homeless families to secure housing. • Creation of a Housing Advisory Committee (landlords in Boston and Metro Boston Case Managers & Families) to collaborate on creating a housing partnership that supports the Housing First Program Model and supports the agency’s mission to partner with families on their journey to stability and self-sufficiency. <ul style="list-style-type: none"> ✓ Due to the late start of the initiatives which replaced our initial Housing First Pilot Project, and the time necessary to conduct the extensive Train the Trainer curriculum as well as develop the intake and assessment tools, the implementation of the Housing Advisory Committee has just begun. It should be noted that there was no commitment to provide training or workshops for this group. ✓ The Committee’s first formal meeting will be held on June 16, 2009. In addition, the agency and participants have made a commitment to meet one time per month for a period of 6 months. (Refer to Goal #3 in See HF Milestones Matrix). ✓ We feel confident that the creation of 10 affordable housing opportunities for placement of Hildebrand’s clients is forthcoming, and that this forum will provide a network where information about families placed in local private ownership housing situations will be more available.
Homes for Families	<p>Since the beginning of this grant, Homes for Families (HFF) has developed a completely new website that is more interactive, informative and easier to update. The site is categorized into sections labeled public policy, consumer involvement, provider community, general resources and how to get involved. This has allowed information to be organized more logically and more accessibly than our previous website. We also have the capability to alter the text of the website so that we can post important information, data and advocacy actions quickly. Our homepage changes weekly, and the provider community section includes web pages on Housing First in which we continually add resources and media articles. In the process of creating the site, we were also able to update our email capabilities with an email template matching our website that is also less likely to be spammed by the receiver. The email service also allows us to track who opened emails and if they went to our website as a result. Due to the new website and email capabilities, hits to our website have increased along with our ability to organize the community.</p> <p>In addition, HFF’s increased community organizing activities have created new partnerships with shelter providers across the state and our growing relationships with key stakeholders such as Bob Pulster, Executive Director of the Interagency Council of Housing and Homelessness, and Julia Kehoe and Stephanie Brown of the Department of Transitional Assistance have opened up opportunities for greater collaboration. This has resulted in increased shelter visits and communication with organizations we have not worked with in the past. Likewise, we are planning to hold regional meetings with providers every quarter in order to expand our reach to all regions of the state. These meetings will be especially targeted to front line staff, which are very important in the implementation of Housing First. Frequently, they do have opportunities to network regionally. Overall, this has helped with gathering information and opinions about the issues providers are dealing with currently and those they will deal with during the systems change. This has also increased our proficiency in regional issues. We have used this information along with support from state agency leaders and our</p>

forum planning committee to shape our first forum in the grant cycle, which will probably take place on March 12, and assist us with the rest of the trainings. Currently, we have a general outline for this forum and have arranged for meeting space. We have also sent invitations for the keynote speaker; identified panelists and speakers; and will continue to fine tune the outline with the planning committee as we move forward. Furthermore, we are working with DTA and ICHH to develop forum panels and are identifying co-sponsors to leverage more resources. The second forum will examine asset development strategies, and we will try to develop the event with representatives from Massachusetts Asset Development Commission along with provider community. This event will take place sometime late spring 2009 when the Commission concludes. The second training series will occur in March and the final during the spring 2009.

Yearend:

Since the mid year report, Homes for Families' website has proven to be a critical tool in our public policy advocacy, consumer engagement activities and the promotion of Housing First. It is updated weekly and includes critical and timely information on the homepage about the various changes to the state family shelter system. For instance, funding for state programs vital to implementing housing first statewide such as the Massachusetts Rental Voucher Program have been threatened due to declining state revenues. The website has been extremely useful in disseminating timely information and organizing shelter providers, service providers and consumers to voice their concerns and support level funding for these programs, which would be considered a huge success if accomplished. The website has also given us the ability to transmit critical information to shelter providers. For example, we have worked with DTA to weekly post the amount of families in the shelter system along with the portion living in motels. In general, the new website has increased hits and therefore allowed us to disseminate information about advocacy actions and policy updates. In addition, the provider community section of the website is always in the top 5 pages visited on the site with 130-200 hits a month. About half visit the housing first section, which is under the provider community section.

Homes for Families has also held two forums in the second half of this grant. The first examined implementation strategies for new and changing elements of the shelter system, which was held on March 12, 2009. The event, which was organized in collaboration with The Department of Transitional Assistance, featured a keynote address by the President of the National Alliance to End Homeless Nan Roman and panel discussions looking at assessment-based re-housing plans, the Homeless Management Information System, trauma informed care, maximizing existing resources and supporting staff. The event concluded with a listening session/panel discussion consisting of Undersecretary Tina Brooks of the Department of Housing and Community Development and Assistant Secretary Marilyn Chase of the Executive Office of Health and Human Services. This section gave attendees an opportunity to voice their comments and concerns about the shelter system and the continuation of services for extremely low-income households as the system is set to transfer to DHCD and as the state and organizations deal with declining funding. Although we were forced to close registration when we reached 290, about 250 individuals attended this event from 95 different organizations, including housing developers, advocates, shelter providers, service providers, housing authorities and government employees. Based on evaluations, 78% found the event to be very or mostly useful, and 48% said they would implement new ideas learned at this forum while 43% said they may implement new ideas. Finally, 99% said they learned many new ideas or some new ideas at the event.

The next event held on June 1, 2009 examined asset development strategies for homeless families, which was organized in collaboration with members of the Massachusetts Asset Development Commission. Asset Development was discussed in the Commission to End Homelessness' final report and Undersecretary Tina Brooks has recognized it as a needed tool in ending family homelessness. The forum featured a keynote address by Senator Jamie Eldridge co-chair of the Commission and panel presentations featuring state leaders in asset development including Thomas Shapiro, Director of

	<p>the Institute on Assets and Social Policy at Brandeis University; Elizabeth Babcock, President and CEO of the Crittenton Women’s Union; Margaret Miley, Executive Director of the Midas Collaborative; and Randy Albelda from the UMass Center on Social Policy. Panels examined cash match incentive programs, financial education and public benefits. About 120 attended this event from over 60 organizations, including shelter providers, service providers, housing authorities, government officials, advocates and academic institutions. Based on the evaluations, 88% found the event very or mostly useful, and 70% said they would implement new ideas learned at this forum while 30% said they may implement new ideas. Finally, 98% said they learned many new ideas or some new ideas at the event.</p>
<p>MBHP</p>	<p>Identified in MBHP’s logic model are three capacity building goals. They are:</p> <ul style="list-style-type: none"> • <i>Develop tracking and assessment and evaluation tool to measure success of placements</i> To date, we have improved our data tracking for all participants and have expanded our collection of collectable data. We are currently working to identify measurable outcomes for our practices and strategies. We are also working on developing a tool for participant feedback and evaluation. • <i>Implement Outreach Activities to management companies and other housing resources to increase availability of affordable housing opportunities for previously homeless families and individuals</i> We have succeeded in placing 20 households in project based subsidized units. This represents 9 new or further developed housing resources. • <i>Continued participation in Peer Learning Groups</i> We have found the peer learning groups to be essential to program development, evaluation and documentation for best practice strategies. <hr/> <p>Yearend: During this past quarter we have dedicated time and energy to move from quantitative program documentation to identifying qualitative measurable outcomes. We will begin to track these measures at the beginning of FY10.</p> <p>We have also continued to expand our outreach activities to secure housing resources and as a result have successfully placed 30 households in subsidized housing.</p>
<p>QCAP</p>	<p>QCAP’s capacity building is focused in two areas. Developing a comprehensive assessment tool and intake and improving collaboration with area partners.</p> <p>QCAP is playing an intricate role in forming the South Shore Regional Network. The vision statement of this group is: “Within the next ten years, all homeless people in the South Shore Region will have a permanent, safe, affordable place to home. We recognize this goal is our shared responsibility and we are committed to working together to advance as a regional network. In order to end homelessness, we need to address barriers and issues causing and contributing to it. Permanent housing is critical to this solution. It is time to move forward from “managing “homelessness to ending and preventing it. We must shift from a system focused on shelters to one focused on “housing first”-keeping people housed, re-housing people rapidly when they lose housing, and linking people to community supports so they can retain stable housing and improve their economic situation. “This group has been awarded one of the pilot program grants to move forward on this work and the Housing First Coordinator at QCAP is the ICHH pilot program point person since the Housing First work is so closely tied to this initiative.</p> <p>Utilizing a new internal tool that more effectively connects client to agency resources. QCAP recently completed the first phase of an Integrated Service Delivery project (CAAP’s – Community Action Access Points) that will enable us to take a “no wrong door” approach to service delivery throughout</p>

	<p>our agency. In the first phase of the project, QCAP developed a pre-assessment tool that is used in all programs to triage clients and determine their needs in a comprehensive manner. Staff use the tool to connect their clients with all of the QCAP resources for which they may be eligible. This new system enables all QCAP intake staff to evaluate clients using a common method and tools. Staff then generate and track electronic referrals made to other agency departments using a customized MS Access database program called Referral Tracker. The referrals are generated via email, with a printed copy provided to clients and maintained for the file. Emails referrals are transmitted directly to designated staff in each of QCAP departments for follow-up. The new "referral tracker" database and email tool enables our Housing staff to better coordinate resources for their clients. These resource help stabilize households, and assure clients are able to remain in their homes, or relocate when needed. QCAP is currently working on the second phase of this project to develop a comprehensive assessment tool for clients that will link clients to full case management services as needed.</p> <hr/> <p>Yearend: With FY 2008 and FY 2009 Housing First grants QCAP built up the capacity of our Housing Program to more effectively deliver a Housing First model of services. UWMBMV funding was critical to assuring that QCAP's Housing First approach did not lose ground during a time of significantly reduced state funding and policy changes that did not support homelessness prevention services. The Housing First funding enabled QCAP to maintain a minimum level of prevention services and successfully advocate for state policy change that restored essential homelessness prevention activities.</p> <p>Further, QCAP increased its internal capacity with Housing First funding. We made progress in developing an approach to creating a regional Early Warning Network that includes participation from local property management companies. This work now will be taken up by QCAP and other partners who comprise the South Shore Network to End Homelessness. QCAP also conducted staff training and completed the early stages of an integrated service delivery system project that will eventually lead to the implementation of a centralized client intake and assessment system that will better connect families to the wide array of services delivered by the agency, and provide intensive case management and support to those families who seek to move toward self-sufficiency. QCAP will dedicate a portion of its 2009 American Recovery and Reinvestment Act funding to the service integration project.</p>
SPIN	<p>The major goal of SPIN's capacity building activities during FY' 09 is to develop the agency's Economic Empowerment Center (EEC). The EEC is designed as a "one stop shop" that offers all families served by SPIN's various residential programs the opportunity to address their family's individual needs through training and educational activities leading to self-sufficiency. The specific EEC capacity building activities for SPIN during FY'09 consist of developing 5 MOU collaborations that increase programming to HF families, applying to 10 foundations for financial support to increase service capacity and expanding the overall service capacity of the EEC to be able to serve 80% of the agency's shelter families.</p> <p>SPIN is on track to meet and exceed all of the above goals. Partnerships with the following six (6) agencies have been successfully formed:</p> <ul style="list-style-type: none"> ▪ Community Credit Union presents banking options, learning to save, balancing checkbooks, and managing your credit ▪ Neighborhood Legal Services presents information regarding Earned Income Tax Credit and offers assistance on completing State and Federal tax filings. ▪ The Lynn Housing Authority Family Self Sufficiency program works with families to address the basics of financial fitness and teaches how to eliminate debt, create a savings, and work toward possible home ownership. ▪ Project Safe offers a 12 week financial fitness program. This program convenes twice weekly and

	<p>covers basic training on household budgeting, building a savings, opening a bank account, and clearing debt.</p> <ul style="list-style-type: none"> ▪ Project Safe also offers a 12 week program that is specifically designed for persons who have experienced domestic violence or trauma in their lives. This program promotes self safety and helps participants regain self esteem, coping skills and their own voice. ▪ Institute for Health & Recovery – The Nurturing Families Affected by Substance Abuse, Mental Illness, & Trauma. This group works with our families to address the impact of these experiences on parents and children. The group has a primary focus on skill building and coping strategies to support parents in recovery. This group also incorporates the growing understanding of the impact of mental illness and trauma in the lives of many individuals who are affected by substance abuse. ▪ American Institute of Addiction provides a monthly addiction group that provides the Scattered Sites program with access to a certified urine toxicologist, to run urine screenings, when appropriate and when necessary. <p>Regarding the submission of applications to foundations, SPIN has compiled a master list of potential funding sources and have applied to four. The agency’s list is broken down by type of support and includes foundations that donate for project specific activities, general operating support and for equipment or physical improvements. In addition, SPIN has applied to a number of corporations and businesses for donations to build a workshop in the EEC.</p> <p>The above activities have added to the service capacity of the EEC.</p> <hr/> <p>Yearend: Partnerships with the following three agencies brought the total number of collaborations for the EEC to nine (9) agencies for the year:</p> <ul style="list-style-type: none"> ▪ Catholic Charities offers an ongoing parenting skills class that fosters healthy parent / child relationships, learning coping skills, conflict resolution, child development and re-directive behavioral techniques and positive reinforcement. ▪ Lynn Public School System provides after school and summer tutoring program. ▪ Project Cope provides ongoing Substance Abuse / Recovery groups and counseling for youth and adults. <p>SPIN has compiled a master list of potential funding sources and have applied to over forty (40) foundations for a variety of resources. Many are still pending.</p>
<p>SCC</p>	<p>SCC has moved forward over the last 6 months to develop our capacity in 3 ways:</p> <ol style="list-style-type: none"> 1. We continue to implement and refine our financial planning tool with clients, both those in our financial education programs, as well as those we see for homelessness prevention. This is an iterative process, but our ability to work effectively with our clients has been improving. 2. Our Financial Education programming itself has really taken off in the last 6 months. The big questions for us now are (a) how to continue funding this work; and (b) how to meet a growing demand (and funding to meet that demand is also related). 3. SCC’s CEO has participated in the working group and the proposal review / contract negotiation team for the new Regional Network on Housing and Homelessness headed by MBHP. SCC expects to participate in the Homelessness Prevention initiative of the new Regional Network, as well as providing leadership in developing strategies for the development of new permanent housing for formerly homeless families and individuals. <hr/> <p>Yearend: 1. SCC’s CEO and Homelessness Prevention Coordinator have participated in, and helped</p>

	<p>lead, a collaboration among several agencies in Somerville to apply for and receive designation as a subcontractor for homelessness prevention from the new Metro Boston Network.</p> <ol style="list-style-type: none"> 2. SCC's CEO and Homelessness Prevention Coordinator have participated in, and helped lead, a collaboration among several agencies in Somerville to work with the City of Somerville regarding its submission to HUD for the new (federal ARRA-funded) Homelessness Prevention and Rapid-Re-housing Program (HPRP). The Collaborative is now in the process of applying for the entire HPRP allocation, with a June 22 submission deadline. 3. SCC is beginning its first 5-person IDA cohort this month. 4. SCC and the Somerville Homeless Coalition completed the first phase of a Mass. Housing Partnership Innovation Grant for developing and implementing a strategy to acquire property to develop more units of permanent housing for formerly homeless families and individuals, more rapidly.
TAFS	<p>Some progress has been made in some of our capacity building efforts. Since June 2008, we have not secured any additional units of housing. We are however working with the 6 families in our TAFS HOMES program and assisting them in remaining housed. In addition to searching for suitable properties, TAFS Housing Developer has also invested time and energy into improving HMIS, developing protocols for assessment and evaluation tools, David has also been working in developing management company collaboration networks, working with TAFS Case managers in order to develop, and put in place an early warning system to insure that our HOMES participants remain housed and employed, at the same time continue capital improvements to the properties we own and operate.</p> <p>As of August 2008, we decided to pull back from purchasing the 3 family house in the North End because once we were able to properly inspect the building, we uncovered structural and other problems that would have made the cost prohibitive for us.</p> <p>As of mid November 2008, the Housing Committee authorized staff to pursue a three family home at 62 Fayston Street, Dorchester; for \$240,000. The property, owned by Fannie Mae, had gone through the entire foreclosure procedure. We had signed an offer to purchase and our attorney at Wilmer Hale was working on the P&S. We were aware that the building would require some improvements; the plan was that once we owned it, we would have to put some additional money into as we simultaneously fundraised. We had 10 days to perform inspections and hoped to close by January 15th 2009.</p> <p>As of December 2008, After much discussion with our Board of Directors, the Board asked that we not pursue the property on Fayston Street. Part of it was the haste in which Fannie Mae wanted to complete the deal, but the greater reason was that the Board did not want to enter into new financial commitments until we (like everyone else) could get a better understanding of the new economic environment. TAFS has suffered some budget cuts that greatly affected the agency financial abilities to expand the TAFS homes portfolio. We continue to work diligently to comply with the proposal we submitted to UWMBMB and look forward to developing more units of housing in the near future, at the same time, we continue to strategically develop other capacity building activities.</p> <p>Henry Biedrzycki, Director of Operations, has taken on the responsibilities of our absent Executive Director Richard Ring, who has taken a medical leave as of December 2008. Henry has discussed the issue again with several members of TAFS Board of Directors and Housing Committee. As a general response from our board members, there is the desire to re-open the discussion about developing additional units of housing. This set back, as we see it, is a temporary one. The Board members feel committed to expanding our HOMES program, and continue to work closely with staff at TAFS and continue to develop our relationship with U.W.M.B.M.V. So in order to remain compliant with our proposal and our logic model, we continue to work on our capacity building efforts in order for us to develop and improve intake, assessment and program evaluation tools, improving our HMIS,</p>

developing management company networks as outlined in our Logic Model.

Yearend:

As our ability to purchase properties is on hold, it has given TAFS the opportunity to look at how the Housing First Initiative could have a more profound impact on all the work with homeless families within the agency. It came at a time when the Commonwealth has made a commitment to shorten the family length of stay in shelter as well as strengthen stabilization services for previously homeless families. Additionally, It came at a time when more resources from the federal government have been and will be generated for rapid re-housing. TAFS is integrating all these changes, principles, practices, and resources within its Continuum of Services at the same time. Rather than working on the housing issues on all these programs separately and independently, we have taken steps to develop an agency-wide housing first strategy and to integrate the staff person of the UWMBMV Housing First Initiative into these efforts. The grant gives us the ability to develop the leadership capacity we need to strategize and to integrate new practices. It gives us the perspective and capacity to begin cultivating collaborations with organizations managing project-based subsidies. And in another area, TAFS has upgraded its HMIS to prepare for new subsidies from federal (HUD) resources. This effort to improve the HMIS particularly relates to our collaboration with the City of Boston and a network of partners through MBHP. It will continue to be a work in progress into the next year.