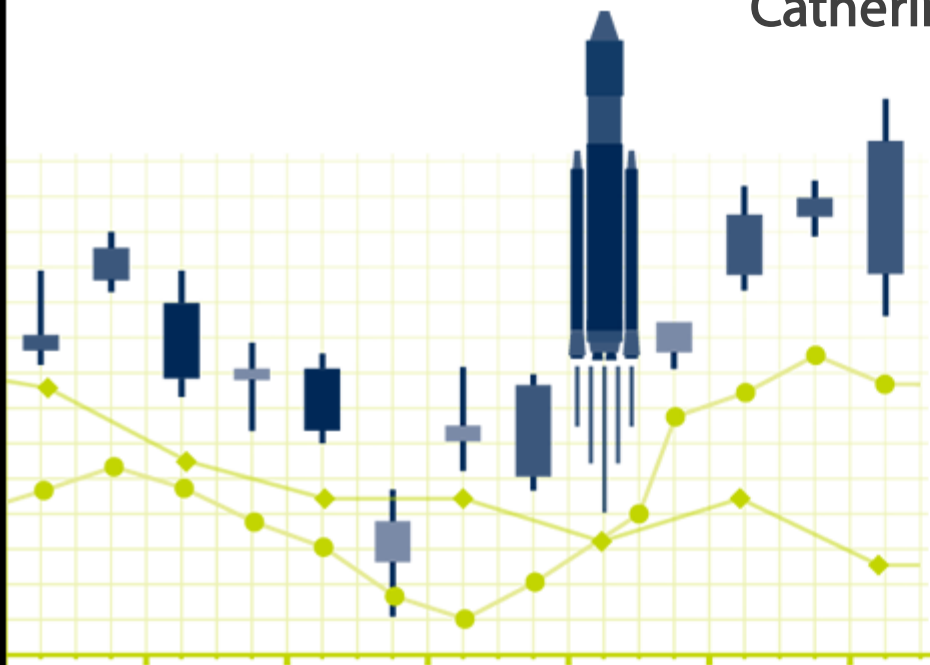


Diversify the Resources:

Leveraging Multiple Funding Streams to Improve Your HMIS Implementation

Matt Olsson (HomeBase)

Catherine Huang Hara (Clark County Social Service)



Start the Ignition:
Implementing Changes for Our Future



Diversify the Resources: Leveraging Multiple Funding Streams to Improve Your HMIS Implementation
Southern Nevada

Who We Are



Matt Olsson
HomeBase



Catherine Huang Hara
Clark County Social Service



Diversify the Resources: Leveraging Multiple Funding Streams to Improve Your HMIS Implementation
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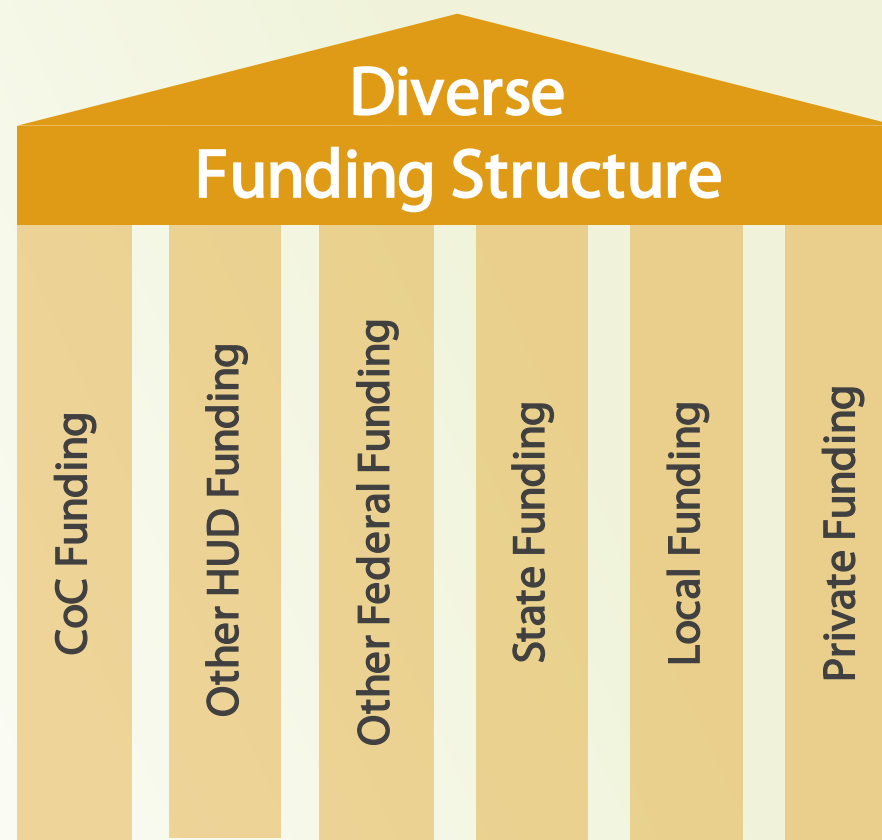
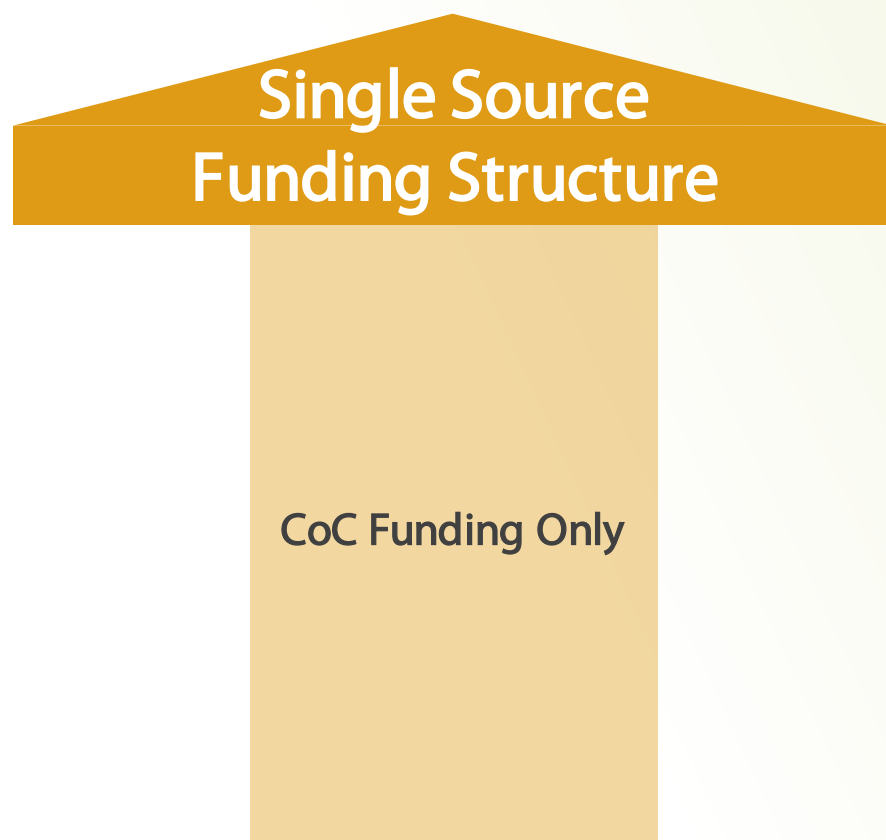
Background

- **More Robust Requirements:** HMIS data collection and reporting requirements have become more robust as HMIS implementations have matured
- **New Activities:** HMIS implementations are being asked to support new activities in new ways (e.g., implementation and management of coordinated entry)
- **Reliance on CoC Funding:** Many CoCs continue to rely primarily on CoC Program-funded HMIS grants to support their HMIS implementations
- **Diversify the Resources:** Diversifying the funding streams that support the HMIS implementation may yield numerous advantages and benefits to the community



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What Does It Mean to “Diversify” Resources?





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Advantages and Benefits of Diversification

← Sufficiency

Diversification of HMIS resources can help ensure that an adequate amount of funding is available to finance the full spectrum of HMIS activities:

- **Covering Additional Activities:** All HMIS activities cost money and the addition of new responsibilities/activities can strain existing HMIS budgets
- **Use of CoC Funding:** Any CoC Program funding spent on HMIS activities reduces the (CoC) resources available to provide housing and services
- **Improved Performance:** Increased total funding available for HMIS activities and CoC funding to provide housing/services to people experiencing homelessness, thereby enabling the community to better serve more clients (potentially increasing competitiveness in future funding cycles)

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Advantages and Benefits of Diversification



Sufficiency

Diversification of HMIS resources can help ensure that HMIS funding remains stable and predictable, even as priorities change that may reduce the amount available through certain programs:



Sustainability

- **Reduced Risk:** Diverse HMIS funding streams reduces risk to the viability of the HMIS implementation in the event that the amount of resources available through one (or more) funding streams is reduced or eliminated
- **Predictability and Budgeting:** Increased predictability of future HMIS funding projections improves confidence in budgeting and planning
- **Increased Effectiveness:** Sufficient, sustainable funding improves the ability of HMIS to support community activities to prevent and end homelessness



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Advantages and Benefits of Diversification

1

Sufficiency

Diversification of HMIS resources can help ensure that funding is available to support all HMIS activities, not just those that are eligible under a given funding stream:

2

Sustainability

- **(In)Eligible Activities:** The number of eligible HMIS-related activities that funding can be expended on under certain programs is limited; incorporating additional HMIS funding streams may allow the community to perform a wider array of activities that wouldn't be eligible under certain programs (e.g., the CoC Program)

3

Flexibility

- **Improved Performance:** The HMIS implementation is able to perform all desired activities, not just those eligible under a particular program



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Advantages and Benefits of Diversification

1

Sufficiency

Ensure that an **adequate amount of funding** is available to finance the full spectrum of HMIS activities

2

Sustainability

Ensure that HMIS funding remains **stable and predictable**, even as priorities change that may reduce the amount available through certain programs

3

Flexibility

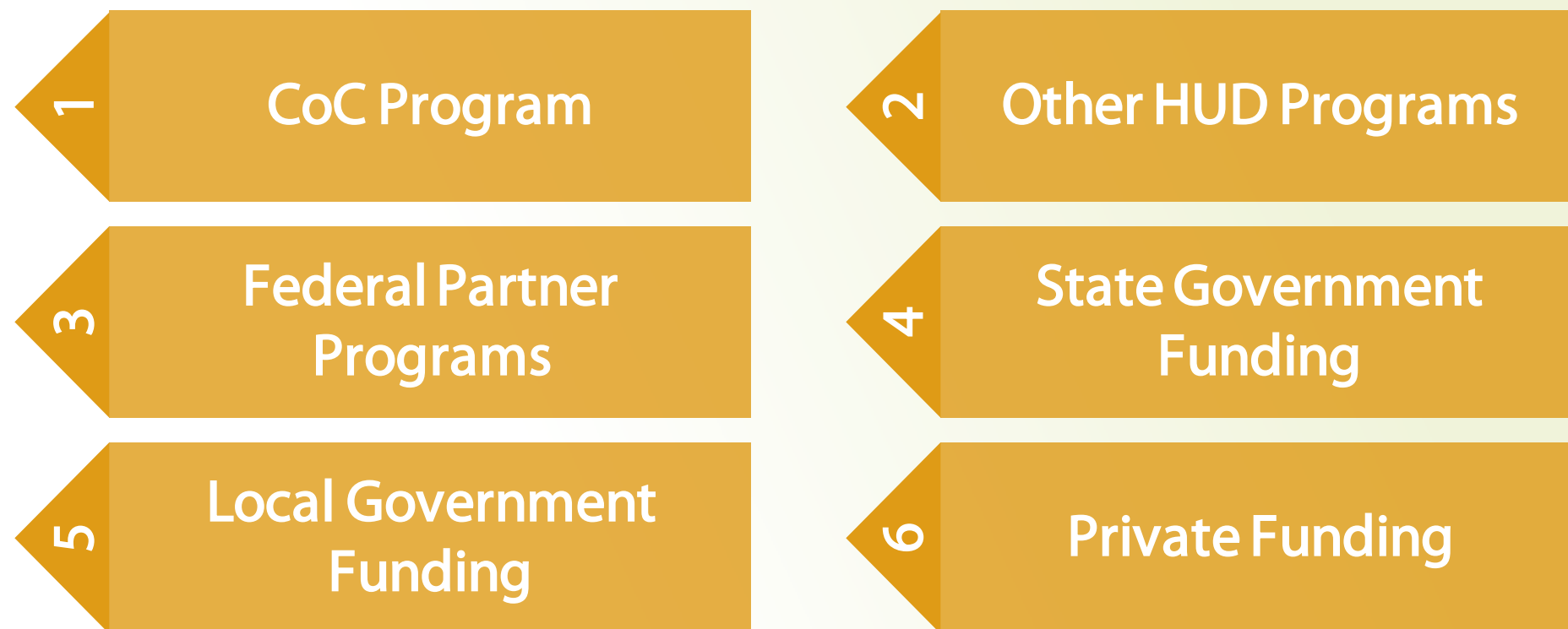
Ensure that funding is **available to support all HMIS activities**, not just those that are eligible under a given funding stream



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Primary Funding Streams

Six common funding streams that communities often mix-and-match to generate sufficient, sustainable, and flexible funding for HMIS implementations:





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CoC Program Funding: Overview

- Dedicated HMIS grants under the CoC Program are the predominant funding source for HMIS projects
- Funding is renewable annually and requires a 25% match; if the CoC already has a dedicated HMIS grant but needs additional funds to cover increased HMIS costs, the HMIS grantee may consider applying for an HMIS expansion grant through the CoC competition using reallocated or bonus funding
- In 2017, CoC grant awards for the HMIS component totaled \$50.4 million (~2.0% of all CoC funding awarded), including \$44.5 million for 352 renewal projects, \$3.6 million for 18 expansion projects, and \$2.3 million for 28 new projects



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CoC Program Funding: Eligible HMIS Costs

CoC Program funds are awarded to cover HMIS- or data-related costs in three different ways, depending on the identity of the recipient or subrecipient:

If the recipient or subrecipient is...

CoC funds may be used on...

Homeless Housing or Service Provider

The costs of contributing data to the HMIS, including:

- Purchasing or leasing computer hardware
- Purchasing software or licenses
- Purchasing or leasing equipment
- Obtaining technical support
- Leasing office space
- Paying utility charges related to operating or contributing data to the HMIS
- Paying salaries for operating HMIS
- Staff travel to HUD-sponsored and – approved training
- Staff travel to conduct intake
- Paying participation fees charged by the HMIS Lead

HMIS Lead

The costs that a provider may charge, as well as:

- Hosting and maintaining HMIS software or data
- Backing up, recovering, or repairing HMIS software or data
- Updating, customizing, and enhancing the HMIS
- Integrating and warehousing data
- Administering the system
- Reporting to providers, the CoC, and HUD
- Conducting training on using the system

Victim or Legal Service Provider

The costs associated with establishing and operating a comparable database that complies with HUD's HMIS requirements



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Other HUD Program Funding

In addition to funding provided through the CoC Program, resources from other HUD programs may be used to support HMIS activities, including:

- **Emergency Solutions Grant (ESG) and Housing Opportunities for Persons Living with AIDS (HOPWA) Programs:** ESG- and HOPWA-funded providers are required to participate in HMIS and, therefore, communities often designate some portion of ESG and HOPWA funding to support HMIS activities
- **Community Development Block Grant (CDBG) Program:** CDBG funding may be used to pay for costs associated with planning, implementing, and operating the community's HMIS and are often used as a source of match; because CDBG funding decisions are made by entitlement jurisdictions, CoCs must perform outreach to ensure that HMIS funding is prioritized



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Federal Partners: Health & Human Services

In addition to HUD funding, resources from other federal partners may be used to support HMIS activities, including the following HHS programs:

- **Projects for Assistance in Transition from Homelessness (PATH) and Runaway and Homeless Youth (RHY) Program:** PATH- and RHY-funded providers are required to participate in HMIS and, therefore, communities often designate some portion of PATH and RHY funding to support HMIS activities
- **Social Service Block Grant (SSBG) and Community Service Block Grant (CSBG) Programs:** SSBG and CSBG funding is distributed to states and Community Action Agencies (CAAs), respectively, and cover a broad/flexible range of social services; many states and CAAs have chosen to SSBG and CSBG funds to support HMIS activities



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Federal Partners: Veterans Affairs

In addition to HUD funding, resources from other federal partners may be used to support HMIS activities, including the following VA programs:

- **Grant and Per Diem (GPD), HUD-Veterans Affairs Supportive Housing (HUD-VASH), and Supportive Services for Veteran Families (SSVF) Programs:** GPD-, HUD-VASH-, and SSVF-funded providers are required to participate in HMIS and, therefore, communities often designate some portion of GPD, HUD-VASH, and SSVF funding to support HMIS activities



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State and Local Government Funding

- States and local governments may support HMIS implementations and operations through general revenue; physical, behavioral, or mental health funding; or other sources
- State government funding, in particular, is often used to support statewide or regional HMIS implementations
- Local government may provide in-kind support, including staffing, technical system administration, equipment, and space for personnel and systems where CoCs align with a local jurisdiction, or may pay a pro-rated share where the CoC's geographic area crosses multiple jurisdictions



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Private Funding

- Private foundations or donors interested in funding initiatives that address homelessness, systems integration, access to care, capacity building, and technology may be viable funding sources
- Private funding is extremely flexible and is often more appropriate for innovative, short-term improvements than for ongoing operations
- Private funding often consists of one-time or short-duration grants, which are particularly useful for training; outreach initiatives; capacity building, equipment, software, and database development costs



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Supplemental Funding Strategies

In addition to the aforementioned funding sources, your community may want to consider alternative methods of generating additional funding in order to ensure that your HMIS implementation is sufficiently, sustainably, and flexibly funded. This may include:

- **Cost Sharing:** Agency participation and/or user fees may assist the community to fairly and equitably establish a system by which contributing agencies cover all or a portion of ongoing operational costs
- **Fee-for-Service:** HMIS may fund additional services by charging participating agencies fixed fees for specific, unique, and unmet services



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Cost Sharing

Many HMIS implementations charge participating agencies fees based on the number of users or level of effort required for HMIS staff to serve the needs of individual programs and agencies. This has several advantages:

- No one entity feels as though they are covering the entire cost of HMIS and participating agencies pay a fair share based on their use of HMIS and/or its staff
- Increases stability by spreading risk between multiple parties
- Sharing fees among providers minimizes the financial burden on all participating agencies



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Cost Sharing: Methods

Cost sharing can be implemented in several different ways, so long as the overall structure is fair and reasonable:

- Single fixed fee per agency
- Single fixed fee per project
- Single fixed fee per user
- Single fixed fee with an additional sliding scale fee based on the specific needs of the provider (e.g., customized data collection or reporting requirements)
- Sliding scale fee per agency based on a formula
- Agency-paid fee for specific ongoing project costs



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Fees-for-Service

Charging fixed fees for specific services (either one-time activities or ongoing services/benefits requested by the participating agency) is another method of supplementing HMIS funding. Examples of fees-for-service include:

- One-time fee for HMIS set-up when a new agency joins HMIS
- Fees for adding customized fields or screens for agency-specific purposes
- Fees for developing or generating custom reports for agency-specific use
- One-time fee per agency or per user fees for training
- Contract service fees for specific community reports (e.g., PIT)
- Hourly fees charged to agencies for data entry or clean-up
- Fees for data conversion from a legacy system, or integration with another system



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Planning to Diversify Resources

Diversification of HMIS funding requires commitment from key stakeholders, a proactive plan or strategy, and a commitment to do what's necessary to achieve the community's goal. Any successful diversification attempt should include:



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Planning to Diversify Resources

Diversification of HMIS funding requires commitment from key stakeholders, a proactive plan or strategy, and a commitment to do what's necessary to achieve the community's goal. Any successful diversification attempt should include:

Generate Buy-In

- Build consensus among CoC leadership, HMIS project staff, and participating agencies that diversification of funding is a key to continued success
- Consider forming an HMIS funding committee or subcommittee composed of people who can advise on and assist with funding strategies



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Planning to Diversify Resources

Diversification of HMIS funding requires commitment from key stakeholders, a proactive plan or strategy, and a commitment to do what's necessary to achieve the community's goal. Any successful diversification attempt should include:

Generate Buy-In

Establish Need

- Establish a clear understanding of current funding sources (What are they? What do they provide? Timeframe for expenditure? Likelihood of continued availability?)
- Develop a reasonable forecast of funding needs (How much is needed? What is needed and when?)
- Compare current funding sources to future needs (Funding gaps? Realistic risk of losing funding? What if a gap went unfilled or funding was lost?)



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Planning to Diversify Resources

Diversification of HMIS funding requires commitment from key stakeholders, a proactive plan or strategy, and a commitment to do what's necessary to achieve the community's goal. Any successful diversification attempt should include:

Generate Buy-In

Establish Need

Create a Plan

- Identify key goals (e.g., increase funding by this amount, replace this amount, increase the number of funding sources by this number)
- Examine the funding sources to target (Which are most feasible? Which are not? Which are most suitable for specific purposes? Which are not?)
- Prioritize and target identified sources
- Set specific and realistic objectives and identify personnel/timeframes
- Create a clear strategic vision according to the community's circumstances



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Planning to Diversify Resources

Diversification of HMIS funding requires commitment from key stakeholders, a proactive plan or strategy, and a commitment to do what's necessary to achieve the community's goal. Any successful diversification attempt should include:

Generate Buy-In

Establish Need

Create a Plan

Implement

- Determine what needs to be done to secure the funding (What action steps are needed? Who should be contacted? How should the request be made? What buy-in is needed? Who is responsible? What are the timeframes?)
- Monitor progress and make adjustments to the plan as necessary



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Questions?

Before we discuss Southern Nevada's experience with diversified HMIS funding, do you have any questions regarding anything we've discussed?



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Community Perspective: Southern Nevada

Background: Clark County Social Service is the...

CoC Lead

For the Las Vegas/Clark County CoC

HMIS Lead

For the **State of Nevada**, including:

- Three Continuums of Care
- Fiscal agent for contracting HMIS activities

Funding demonstrates the evolution of uses of HMIS data, policy changes for service delivery, and the interconnection with other systems of care



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Funding Timeline

2007

- **Cost or Activity:** HMIS Administration (also match for HUD grants)
- **Funding Source:** Inter-jurisdictional, inter-local agreement between Clark County and the Cities of Boulder, Henderson, Las Vegas, and North Las Vegas



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Funding Timeline

2007

2012

- **Cost or Activity:** Licensing and System Administration (largest single source)
- **Funding Source:** HUD CoC Program



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Funding Timeline

2007 2012 2013

- **Cost or Activity:** Homeless Census
- **Funding Source:** Inter-jurisdictional, inter-local agreement between Clark County and the Cities of Boulder, Henderson, Las Vegas, and North Las Vegas



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Funding Timeline

2007 2012 2013 2014

- **Cost or Activity:** Development of a Comparable Database for Victim Service Providers
- **Funding Source:** HUD ESG Program



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Funding Timeline

2007 2012 2013 2014 2015

- **Cost or Activity:** RHYMIS Administration and Transition into HMIS/CMIS
- **Funding Source:** HHS Family and Youth Services Bureau



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Funding Timeline

2007 2012 2013 2014 2015 2016

- **Cost or Activity:**
 - Development of an Encampment Application
 - Frequent User/Super Utilizer (FUSE) Integration of Criminal Justice Data (in collaboration with the Las Vegas Metropolitan Police Department – Detentions Services Division, or LVMPD-DSD)
- **Funding Source:** SAMHSA CABHI Enhancement



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Funding Timeline

2007 > 2012 > 2013 > 2014 > 2015 > 2016 > 2016

- **Cost or Activity:** Northern and Rural Nevada System Administration
- **Funding Source:** HUD CoC Program (using HUD ESG funding as match)



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Funding Timeline

2007 > 2012 > 2013 > 2014 > 2015 > 2016 > 2016 > 2018

- **Cost or Activity:**
 - Additional Licenses, System Administration, Help Desk, and Training to Expand Participating Agencies
 - Custom Configurations for Coordinated Entry Management
 - Other Custom Configurations
- **Funding Source:** HUD CoC Program (2017 CoC Program Competition)



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Funding Timeline

2007 > 2012 > 2013 > 2014 > 2015 > 2016 > 2016 > 2018 > Next

- **Cost or Activity:** Enhancements to FUSE Data Matching Protocol
- **Funding Source:** DOJ Bureau of Justice Assistance Technology Innovation for Public Safety (TIPS) Addressing Precipitous Increases in Crime
- **Cost or Activity:** Enhancements for Youth-Specific Homeless Data Collection and Reporting
- **Funding Source:** ACF/FYSB Street Outreach Program



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Funding Timeline Summary

	Cost and/or Activity	Funding Source
2007	<ul style="list-style-type: none"> HMIS Administration (also match for HUD grants) 	<ul style="list-style-type: none"> Clark County and Cities of Boulder, Henderson, Las Vegas, and North Las Vegas
2012	<ul style="list-style-type: none"> Licensing and System Administration 	<ul style="list-style-type: none"> Continuum of Care Program (HUD)
2013	<ul style="list-style-type: none"> Homeless Census 	<ul style="list-style-type: none"> Clark County and Cities of Boulder, Henderson, Las Vegas, and North Las Vegas
2014	<ul style="list-style-type: none"> Comparable Database for Victim Service Providers 	<ul style="list-style-type: none"> Emergency Solutions Grant Program (HUD)
2015	<ul style="list-style-type: none"> RHYMIS Administration and Transition into HMIS/CMIS 	<ul style="list-style-type: none"> Family and Youth Services Bureau (HHS)
2016	<ul style="list-style-type: none"> Encampment Application, Frequent User/Super Utilizer (FUSE) Integration of Criminal Justice Data 	<ul style="list-style-type: none"> Cooperative Agreements to Benefit Homeless Individuals (HHS)
	<ul style="list-style-type: none"> Northern and Rural Nevada System Administration 	<ul style="list-style-type: none"> Continuum of Care Program (HUD), using Emergency Solutions Grant (HUD) funding as match
2018	<ul style="list-style-type: none"> Licensing, System Administration, Help Desk, Training to Expand Participating Agencies, Custom Configurations 	<ul style="list-style-type: none"> Continuum of Care Program (HUD) Expansion



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Thank You!

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