2021 NCHV ANNUAL CONFERENCE

CHARTING THE COURSE: TOGETHER, APART

JUNE 21-25, 2021

NATIONAL COALITION for HOMELESS VETERANS

# Converting Grant and Per Diem Facilities to Permanent Supportive Housing

Panelists:

Micah Snead
CSH

Candace Morgan
Community Solutions

Peter Kellerher
Harbor Homes

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Converting Grant and Per Diem Facilities

to Permanent Housing

Candace Morgan

Systems Transformation Advisor
Built for Zero, Community Solutions

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**Detroit Rescue Mission Ministries
211 Glendale St.
ConversonProject**

**Grant Per Diem to Permanent Housing**

## THE SITUATION 2019

The number of homeless veterans in Detroit had stabilized at roughly the number of local GPD beds (225). As long as these beds are continually filled at the current capacity, **Detroit will have 225 veterans actively experiencing homelessness.**

- Data showed that veterans were staying in GPD for extended periods of time
- Local provider wanted to convert, but how could they do that thoughtfully?
- Local provider, Detroit Rescue Mission Ministries, partners with Community Solutions to convert GPD program (211 Glendale) into PH
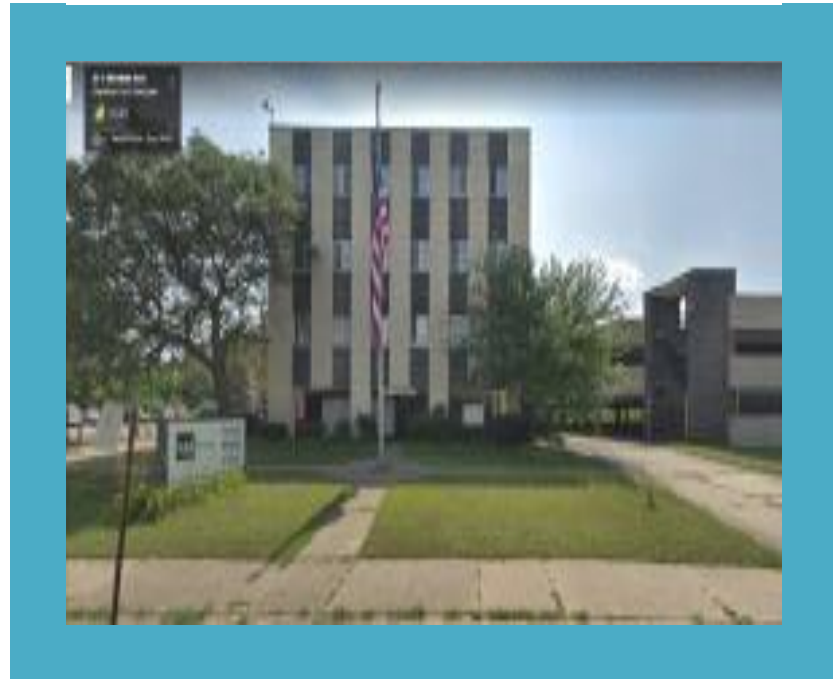
**DESIRED AIM**
Clear path to a sustainable end to veteran homelessness by permanently reducing the number of veterans in GPD-funded local programs by:

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# The Task

**Transition 211 Glendale Building, 61 GPD SIte into Permanent Housing**

a. Ramp Down Plan: transition plan for those Veterans currently in GPD programs during conversion/construction to be moved into PH (master leased units)

b. CES Integration Plan: plan to guarantee that placements will pull from Coordinated Entry.

c. Veteran Input: working with veterans to shape the conversion (focus group).

d. Convert the space to be PH that veterans would choose to live in

e. Property Management Plus: outsourcing property management of generated units

# The Actions

- Community Engagement Process
  - Build a team
  - Move Out
  - Incentive Funds
  - Weekly meetings,etc

- Conversion
  - Design session
  - Partnership with real estate
  - Pro-Forma Revenue and Income
  - Property Management PLUS
  - Alignment w/ Coordinated Entry

## COLLABORATIVE PARTNERS

- Detroit Rescue Mission Ministries
- Community Solutions BFZ Team
- Community Solutions Real Estate
- Detroit Veteran Leadership committee
- Detroit Transition Team
- Detroit V.A Homeless Services Division
- Rocket Mortgage
- Home Depot

# The Results

- 60 units of Affordable Housing
- Moved 60 veterans into PH
- Conversion process
  - Phase I - Design & Construction
  - Phase II - Beatification
  - Phase III - Lease Up



We don't know them all but we owe them all.

Project Completion - August 2021

# Contact Information

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# ABOUT HARBOR CARE

Vision

Harbor Care's vision is to use a holistic approach to community care which recognizes that individuality, dignity, good health and wellness, self-respect and a safe place to live are key to a person's ability to realize their potential.

**Housing + Integrated Healthcare = Success**

Each year, we help 5,000 New Hampshire residents –including 450 veterans - find solutions to many of life's most challenging issues by providing high quality housing and residential services, primary, oral, and behavioral health care, substance use disorder treatment, home care, HIV/AIDS care, employment services, and supports to individuals and families who are experiencing or at risk of homelessness.

We believe in the power of integrated care. Our patients and clients have streamlined access to the full continuum of health and social services of Harbor Care. By working together through shared treatment planning, we are able to better coordinate and deliver a comprehensive array of interventions that empower individuals and families, and ultimately build a stronger community.

# VETERANS FIRST GPD AND PERMANENT HOUSING

# VETERANS FIRST PROGRAMMING

GPD Transitional Housing
Only GPD residential service provider in NH for 15+ years, offering 80 SRO, One and Two-Bedroom Apartments throughout three facilities in Nashua and Manchester (two largest cities).

Supportive Services for Veteran Families (SSVF)
Providing Rapid Rehousing and Homeless Prevention Services to 300 veteran households a year.

Homeless Veterans Reintegration Program (HVRP)
Providing employment training, job development and retention services to 100 veterans experiencing homelessness a year.

# VETERANS FIRST PROGRAMMING

Boulder Point Veterans  Housing (Project-based HUD-VASH)

Thirty units of permanent housing for veteran households experiencing or at risk of homelessness, funded primarily through the HUD-VASH program.

Other Permanent Supportive Housing (PSH)

Scattered apartments for veterans secured through COC funding primarily in the private rental market throughout Nashua and Manchester, New Hampshire, including six units of co-located PSH within one of our existing GPD facilities. Harbor Care is the largest provider of supportive housing for the homeless, including housing for veterans experiencing homelessness.

# VETERANS FIRST ACHIEVEMENTS

Harbor Care helped:

**450**

Veterans and their families access medical, dental and mental health care, substance misuse treatment, employment services and other vital supports in 2020.

**261**

Veterans experiencing homelessness access stable housing in 2020.

**2017**

Effectively end veteran homelessness in Greater Nashua, New Hampshire

# EFFECTIVE END OF
# VETERAN HOMELESSNESS

2017

Harbor Care helped Nashua to achieve USICH designation in Nashua, by ratcheting up the intensity of using data to measure progress.

2021

Harbor Care launched a renewed statewide effort to achieve an end to veteran homelessness by 2022, through COC and other key partnerships. Our decision to focus on this is based on data points to support "the time is now" combined with more available resources. This is also when we began to note a decline in GPD utilization, consistent with national trends.

# DATA POINTS AND CONSIDERATIONS

- **Wide recognition that there is not enough rental housing for individuals who are low to moderate income; especially for veterans who require ADA-compliant rentals.**

- Analyzed trends and referral patterns and entries and exits into the Veteran FIRST program, as well as statewide veteran data:

  - GPD vacancy rate surged
  - 100% occupancy of Boulder Point, HUD-VASH funded veteran permanent housing
  - 50% reduction in SSVF's Rapid Re-Housing veteran households served
  - By-Name list of approximately 100 identified veterans experiencing homelessness, with 70 in GPD beds, with many expressing a desire to stay in the program long-term despite having a HUD-VASH voucher in hand (due to on-site supports and quality of GPD housing in comparison to rental market)

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# QUESTIONS WE ASKED OURSELVES

- Do we keep the GPD apartment vacant vs. let a veteran stay long-term?

- How does this impact USICH benchmarks?

- What is the right number of beds to reduce, if any?

- How do we address the "Housing First" nature of permanent supportive housing with a GPD sober model of care?

- What is the financial impact to keep beds vacant vs. convert to permanent housing?

- Important to note: our obligation to repay capital funds to the VA ends in June 2021

# HOW DID WE IMPLEMENT THE DECISION?

- First, we had conversations with our VISN leads and local VA Medical Center staff

- Next, our VISN coordinated a meeting with national VA GPD Staff to gain their support

- Finally, we submitted a formal Change in Scope request echoing our prior conversations around bed reduction and received approval within a week

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Q&A

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# THANK YOU

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