



The Chicago Area AIDS Housing Plan 2008–2012

A Place to Call Home

Appendix D

Measurable Benchmarks

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Measurable Benchmarks

The benchmarks, written in the form of key action steps, will guide implementation activities and allow for an objective evaluation of progress toward the Plan's 29 recommendations. Recommendations and benchmarks, which will be reviewed annually and updated as needed, respond to four critical issues affecting the delivery of HIV/AIDS housing services in the Chicago Eligible Metropolitan Statistical Area (EMSA or Chicago Region) that includes the City of Chicago and the following counties: Cook, DuPage, DeKalb, Grundy, Kane, Kendall, McHenry, and Will.

The Chicago Department of Public Health (CDPH), the AIDS Foundation of Chicago (AFC), and other stakeholders collaborated to prepare the *Chicago Area AIDS Housing Plan, 2008–2012: A Place to Call Home*. The Plan describes critical issues, recommendations, strategies, and benchmarks to address the housing needs of people with HIV/AIDS in the context of the region's affordable housing crisis. Download the entire report at aidschicago.org.

CRITICAL ISSUE #1:

There is an HIV/AIDS affordable housing crisis distinct from, and connected to, a general affordable housing crisis.

1.1 Stakeholders in the Chicago Region will establish a formula to determine the actual number of units needed for AIDS housing.

- a) By February 28, 2008, the AIDS Housing Advisory Council and SPC Housing committees (The Committees) convene a workgroup to review the formulas of other jurisdictions.
- b) By June 30, 2008, workgroup leadership presents a proposed formula to The Committees for review and discussion.
- c) By September 30, 2008, The Committees approve the formula, and CDPH and AFC staff apply this formula to the Chicago Eligible Metropolitan Statistical Area (EMSA).
- d) By October 31, 2008, AFC and CDPH staff determine the estimate of need for 2009.

1.2 Stakeholders in the Chicago Region will establish a system to estimate the gap between available and needed AIDS housing on an annual basis.

- a) By September 30 of every year, AFC and CDPH staff update the AIDS Housing Inventory for the Chicago EMSA.
- b) By October 31 of every year, AFC and CDPH staff determine the estimate of need for the following year using the approved formula.

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1.3 Contingent upon available funding and local circumstances, stakeholders in the Chicago Region will have access to a short-term rental/mortgage assistance program that accepts new clients on an annual basis.

- a) By September 30 of every year, AFC and its partner agencies provide a report to CDPH and The Committees on the usage of HAP assistance by clients in the EMSA from July of the previous year to June of the present year.
- b) By October of every year, AFC and CDPH staff use the approved formula to determine the estimate of need for HAP for the following year.
- c) By November 30 of every year, The Committees report to CDPH and AFC regarding the opening of HAP to new clients.
- d) By December 31 of every year, CDPH takes these recommendations into consideration during its annual HOPWA funding allocation decisions, with the understanding that CDPH staff looks at the entire housing portfolio when determining funding.

1.4 Stakeholders in the Chicago Region will apply for any new HUD SHP, S+C, HOPWA, and other federal opportunities in the City and metropolitan area to increase the capacity of AIDS housing.

- a) By March of every year (and/or by the date NOFAs are published), AFC and other informed entities make information available to all potential stakeholder applicants regarding new HUD SHP, S+C, HOPWA, or other federal funding opportunities in the city and metropolitan area.
- b) At its March and April meetings of every year, AFC and CDPH staffs assist The Committees to match the EMSA's estimate of need and support those entities with potential applications.
- c) By May of every year, The Committees discuss application plans in the EMSA for new federal funding opportunities, and support those that are aligned with the 2008–2012 AIDS Housing Plan, its priorities, and the estimate of need.

1.5 Stakeholders in the Chicago Region will partner with the Chicago Low Income Housing Trust Fund to access State Rental Assistance dollars in the City of Chicago.

- a) By February of every year, the SPC Housing Committee will invite a staff representative from LIHTF to attend one of its winter meetings to review the available number of state Rental Assistance subsidies and invite providers to complete applications.
- b) At its March and April meetings of every year, AFC and CDPH staffs assist The Committees to match the EMSA's estimate of need and support those entities with potential applications.
- c) By May of every year, The Committees discuss application plans in the EMSA for state Rental Assistance opportunities, and support those that are aligned with the 2008–2012 AIDS Housing Plan, its priorities, and the estimate of need.

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1.6 Stakeholders in the Chicago Region will form an alliance with other disability service providers to access and administer State Rental Assistance dollars in the metropolitan area.

- a) By February of every year, the SPC Housing Committee will invite a staff representative from Metropolitan Local Administrative Agencies to attend one of its winter meetings to review the available number of state Rental Assistance subsidies and invite providers to complete applications.
- b) At its March and April meetings of every year, AFC and CDPH staffs assist The Committees to match the EMSA's estimate of need and support those entities with potential applications.
- c) By May of every year, The Committees discuss application plans in the EMSA for state Rental Assistance opportunities and support those that are aligned with the 2008–2012 AIDS Housing Plan, its priorities, and the estimate of need.

1.7 Stakeholders in the Chicago Region will pursue flexible funding sources and housing options. (For example: non-HUD, non-state, non-restricted funds, private foundation grants, prevention and emergency funds.)

- a) By March of every year (and/or as opportunities are made available), AFC staff make information available to all potential stakeholder applicants regarding flexible funding sources and housing options in the city and metropolitan area.
- b) At its March and April meetings of every year, AFC and CDPH staffs support The Committees to match the EMSA's estimate of need with potential applications.
- c) By May of every year, The Committees discuss application plans in the EMSA for flexible funding sources and housing options, and support those that are aligned with the 2008–2012 AIDS Housing Plan, its priorities, and the estimate of need.

1.8 Stakeholders in the Chicago Region will encourage the development of more long-term AIDS housing options for clients in interim and transitional housing, in an effort to move clients into permanent housing in a more timely manner.

- a) By February 28, 2008, The Committees convene a workgroup to review long-term AIDS housing options in at least five other jurisdictions.
- b) By June 30, 2008, AFC and CDPH staffs present The Committees with a proposed action plan to pursue more long-term AIDS housing options in the Chicago EMSA, for review and discussion.
- c) By September 30, 2008, The Committees approve the action plan.
- d) By October 31, 2008, appropriate entities begin to implement the action plan.

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1.9 Stakeholders in the Chicago Region will increase the number of AIDS housing units by 10 percent annually for each of the main three categories (interim or transitional housing, housing assistance, and permanent supportive housing), or by a cumulative total of at least 800 units during the 2008–2012 period.

- a) By October 31 of every year, AFC staff provide an updated AIDS housing inventory, as well as a report on the previous year's increase in the number of AIDS housing units in each housing category.
- b) By October 31 of every year, AFC staff provide a report of the planned number of new AIDS housing units for the following year, categorized by housing type.

CRITICAL ISSUE #2:

The HIV/AIDS housing continuum is limited in depth and breadth, and cannot adequately serve the emerging needs of people living with HIV/AIDS.

2.1 Stakeholders in the Chicago Region will undertake advocacy efforts to maintain a short-term, yet accessible and flexible, rental/mortgage assistance program supported by federal HOPWA funds.

- a) During regular monthly meetings, AFC staff reports on any federal policy proposals likely to affect client access to HOPWA-funded services..
- b) If any proposed changes are being considered, AFC policy staff and other key advocacy groups organize a campaign to oppose such time restrictions.

2.2 Stakeholders in the Chicago Region will promote home sharing as a housing alternative.

- a) By April 2008, AFC staff and The Committees finalize a home sharing program design for the Chicago EMSA, including an evaluation component.
- b) By June 2008, AFC staff update the Direct2Housing online database to facilitate initial matching of housed participants with available housemates.
- c) By June 2008, AFC staff update the Direct2Housing online database to facilitate initial matching of two clients who wish to rent an apartment together.
- d) By July 2008, AFC provides training to HOPWA-funded housing advocates to assist them in the matching processes for the home sharing program.
- e) By September 2008, if funds become available, AFC hires a dedicated staff person for the home sharing program. This staff position will work with all participants to address any difficulties in the program, support conflict resolution among home sharers, and make any necessary revisions to the program.
- f) By June 2009, AFC staff provide CDPH and The Committees with a written evaluation of outcomes of the home sharing program, including any recommendations for changes.

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2.3 Stakeholders in the Chicago Region will promote the use of the short-term rental/mortgage assistance program as a bridge to move people into permanent or long-term housing through home sharing, the State of Illinois Rental Assistance Program, HUD Section 8 housing, and other housing funds.

- a) By June 2008, an exploratory task group of the SPC Housing Committee researches possibilities for the Chicago EMSA AIDS housing system to establish special or linked access to mainstream permanent housing assistance programs in the metropolitan area, such as Section 8, the National Housing Trust Fund, State Rental Assistance, etc.
- b) By December 2008, if such potential linkages are identified, appropriate entities enter into at least one agreement with a permanent housing assistance program to have STRMU/HAP participants graduate into that program.
- c) By December 2009, if the agreement has been established, participating entities graduate at least 100 HAP participants into the permanent housing assistance program.
- d) By December 2009, if additional possibilities exist, appropriate entities enter into and/or maintain at least two agreements with permanent housing assistance programs to have STRMU/HAP participants graduate into those programs.

2.3 Stakeholders in the Chicago Region will collaborate with the Homeless Prevention Call Center to confidentially screen HIV-positive individuals and households in danger of becoming homeless and refer them to services.

- a) By March 2008, AFC staff, on behalf of the SPC, finalizes an agreement and program design with the Homeless Prevention Center to confidentially screen HIV-positive individuals and families in danger of becoming homeless and refer them to services.
- b) By June 2008, AFC begins coordinating screening services and collecting electronic data on the need for housing and support services among HIV-positive individuals and households.
- c) By June 2009, AFC staff provide CDPH and The Committees with a written evaluation of the outcomes of the screening and referral program, including any recommendations for changes.

2.4 Stakeholders in the Chicago Region will seek to establish a special fund to address the need for crisis interventions in response to immediate, unexpected homelessness when traditional shelters are not available or appropriate.

- a) By June 2008, AFC pursues funding options to address the need for crisis interventions in response to immediate, unexpected homelessness when traditional shelters are not available or appropriate (e.g., as in the collar counties).
- b) By September 2008, The Committees finalize policies and procedures for use of these special funds in assisting individuals and households living with HIV/AIDS and experiencing unexpected homelessness.
- c) By June 2009, AFC, as administrator of these special funds, assists at least 20 individuals and households to receive support through temporary shelter.
- d) By October 2009, AFC presents The Committees with a report and evaluation of the special funds and services rendered, including any recommendations.

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2.5 Stakeholders in the Chicago Region will develop a needs assessment tool to be used in addressing AIDS housing services, with special attention given to youth living with HIV/AIDS.

- a) By June 2008, an exploratory task group of the SPC Housing Committee researches available needs assessment tools for addressing AIDS housing services, with special attention given to youth living with HIV/AIDS.
- b) By September 2008, the SPC Housing Committee task group selects and recommends a needs assessment tool to The Committees for approval.
- c) By January 2009, AFC and its partner agencies make the tool available to all stakeholders.
- d) By September 2009, AFC and its partner agencies present The Committees with a report of data gathered through the needs assessment tool.
- e) By October 2009, The Committees use this data to inform all entities funding AIDS housing in the Chicago EMSA.

CRITICAL ISSUE #3:

Support services vary in availability both by region and by program. They are inadequate to support people living with HIV/AIDS with multiple and specialized needs.

3.1 Stakeholders in the Chicago Region will adopt a harm-reduction housing approach for AIDS housing programs and set annual targets for the required number of non-sobriety-based and sobriety-based harm-reduction units.

- a) By March 31, 2008, AFC staff provides The Committees with clearly defined outcomes for AIDS harm-reduction housing—including both sobriety-based and non-sobriety-based models—for review and approval.
- b) By June 2008, a task group of the SPC Housing Committee surveys interested Chicago-area AIDS housing providers to determine where their units fall in the harm-reduction continuum of housing services.
- c) By September 2008, the task group presents the SPC Housing Committee with a 2009 recommended target for sobriety-based and non-sobriety-based harm-reduction housing units, based on the AIDS housing needs assessment (see Critical Issue #1).
- e) By October 2008, The Committees use the reported data to inform all entities funding AIDS housing in the Chicago EMSA.
- f) From June to October of every year, this process is repeated to determine the number of harm-reduction units available for persons living with HIV/AIDS.

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3.2 Stakeholders in the Chicago Region will adopt Housing First policies that affirm: (1) Discharge of clients only in the most severe circumstances, maintaining compliance with agency, program, and other applicable rules; (2) Due process procedures; (3) Every possible effort to utilize community resources to re-house clients in more appropriate settings; (4) Discharge to a shelter as the absolute last resort; and (5) Discharge to the streets is never appropriate.

- a) By March 31, 2008, AFC and CDPH staffs provide The Committees with clearly defined outcomes for the Chicago AIDS Housing First model of service delivery, for review and approval.
- b) By June 2008, a task group of the SPC Housing Committee surveys interested Chicago-area AIDS housing providers to determine the extent to which their units are meeting the outcome criteria for the Chicago AIDS Housing First model.
- c) By September 2008, the task group presents the SPC Housing Committee with a 2009 recommended target for Housing First units, based on the AIDS Housing needs assessment (see Critical Issue #1).
- d) By October 2008, The Committees use the reported data to inform all entities funding AIDS housing in the Chicago EMSA.
- e) From June to October of every year, this process is repeated to determine the number of Housing First units available for persons living with HIV/AIDS.

3.3 Stakeholders in the Chicago Region will adopt a Housing First approach for AIDS housing programs, with a policy that no program resident can be discharged without an appropriate alternative housing placement.

- a) CDPH and AFC staffs review the Chicago EMSA Discharge Policy for funded housing programs so that no residents can be discharged without an appropriate alternative housing placement.

3.4 Stakeholders in the Chicago Region will coordinate tenancy and life skills training sessions for clients.

- a) By December of every year, AFC staff facilitate at least six regional trainings in tenancy and life skills for residents of AIDS housing programs in the metropolitan area.

3.5 Stakeholders in the Chicago Region will require eviction prevention policies and procedures that include due process rights for all AIDS project-based and scattered-site supportive housing programs. Policies and procedures will be focused on broad education of consumers, landlords, and providers. Procedures will discourage eviction proceedings whenever possible.

- a) By December of every year, AFC and CDPH staffs conduct site visits of funded AIDS housing agencies and monitor implementation of discharge policies and procedures that include due-process rights.
- b) By December of every year, AFC staff facilitate at least three regional trainings for consumers on the rights and responsibilities of tenants and residents in AIDS housing programs in the metropolitan area.

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3.6 Stakeholders in the Chicago Region will work closely with other organizations and institutions to address discharge planning.

- a) By June of every year, AFC staff assess the discharge planning policies, procedures, and practices of at least three area hospitals to determine how persons living with HIV/AIDS are being placed in community housing services.
- b) By December of every year, AFC staff facilitate at least two regional trainings for area hospital discharge personnel regarding AIDS housing options and services available to their patients.
- c) By June of every year, AFC staff assess the discharge planning policies, procedures, and practices of at least three area county jails and state prisons to determine how persons living with HIV/AIDS are being placed in community housing services.
- e) By December of every year, AFC staff facilitate at least two regional trainings for county jail and state prison discharge personnel regarding AIDS housing options and services available to their inmates.
- f) By December of every year, AFC staff issue a report on how area hospitals and correctional institutions are implementing changes to their discharge planning policies, procedure, and practices.

3.7 Stakeholders in the Chicago Region discharging clients from supportive housing programs will provide linkages to case management, housing, and other supportive services.

- a) By December of every year, AFC and CDPH staffs conduct site visits of funded AIDS housing agencies and monitor the implementation of policies, procedures, and practices that provide linkages to case management, housing, and other supportive services.
- b) By December of every year, AFC staff facilitate at least one training for AIDS housing providers regarding area programs and services for case management, housing, and supportive services.

3.8 Stakeholders in the Chicago Region will seek other support service dollars that can be matched with housing dollars.

- a) By March of every year, AFC staff facilitate at least one training for AIDS housing providers regarding available supportive-services grants that can be coupled with rental assistance dollars to create new supportive housing units for persons living with HIV/AIDS.
- b) By September 30 of every year, AFC and CDPH staff update the AIDS Housing Inventory for the Chicago EMSA, identifying the number of new AIDS supportive housing units established through matched housing subsidies and support services grant funds.

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3.9 Stakeholders in the Chicago Region will work to improve access to medical services and medications for homeless youth and adults living with HIV/AIDS in the shelter system with sensitivity to confidentiality and safety needs.

- a) By June 30, 2008, AFC facilitates a survey of all homeless shelters in the Chicago EMSA, identifying any structured programs and services offered to consumers living with HIV/AIDS.
- b) By September 30, 2008, AFC presents a report to The Committees based on this survey, identifying existing programs and need for new programming in the shelter system.
- c) By June 2009, CDPH and AFC work with at least two shelters in the Chicago EMSA to set aside a proportion of beds for persons living with HIV/AIDS, and facilitate these consumers' outplacement to appropriate housing opportunities.
- d) By June of every subsequent year, CDPH and AFC work with at least two additional shelters in the Chicago EMSA to set aside a proportion of beds for persons living with HIV/AIDS, and facilitate these consumers' outplacement to appropriate housing opportunities.

CRITICAL ISSUE #4:

There is a lack of collaborative planning among housing and service providers, both at the agency level and across housing and services systems.

4.1 The HOPWA Formula Grantee will maintain a structured process to gather recommendations from stakeholders on priority housing needs for persons living with HIV/AIDS. These stakeholders include, but are not limited to, the AIDS Housing Advisory Council, the SPC Housing Committee, and the Ryan White Planning Council.

- a) In the first quarter of the appropriate year prior to the release of the CDPH/HOPWA RFP, The Committees establish a schedule of annual meetings for membership to make recommendations to the Chicago EMSA HOPWA Formula Grantee on priorities and funding needs for AIDS housing in the metropolitan area.
- b) By March 31, 2008, CDPH consults with the Ryan White Planning Council regarding funding needs for AIDS housing in the metropolitan area.

4.1 Stakeholders in the Chicago Region will work collaboratively with other homeless providers to set up a network to identify and provide appropriate services to homeless persons living with HIV/AIDS.

- a) By October 31, 2008, CDPH and AFC support and facilitate a workshop for all stakeholders serving homeless persons living with HIV/AIDS, to identify existing programs and gaps in EMSA services for this population.
- b) By November 30, 2008, The Committees establish a task group to prepare a proposal for increased collaboration among all providers serving homeless persons living with HIV/AIDS.

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- c) By June 30, 2009, the task group presents its proposal to The Committees.
- d) By November 30, 2009, the Committees make a recommendation to CDPH and AFC regarding support needed for this increased collaboration.

4.3 Stakeholders in the Chicago Region will use AIDS housing research data as an advocacy tool to bring about policy changes.

- a) By December 31, 2007, AFC advocates and researchers present The Committees with strategies for translating AIDS housing research data into policy initiatives.
- b) By October 31, 2008, AFC advocates and researchers report to The Committees on newly available AIDS housing research data that can be used to inform policy initiatives.
- c) By October 31, 2008, AFC advocates and researchers report to The Committees on AIDS housing policy initiatives undertaken at the national, state, and local levels.
- d) By December of every year, AFC advocates and researchers present The Committees with an annual strategy for translating AIDS housing research data into policy initiatives.
- e) By October of every year, AFC advocates and researchers report to The Committees on newly available AIDS housing research data that can be used to inform policy initiatives.
- f) By October of every year, AFC advocates and researchers report to The Committees on AIDS housing policy initiatives undertaken at the national, state, and local levels.

4.4 Stakeholders in the Chicago Region will seek funds to provide technical assistance to AIDS housing providers.

- a) By April 2008, AFC or other qualified entities apply through the annual national HOPWA competition to become a regional technical assistance provider for AIDS housing.
- b) By September 2008, CDPH, AFC, and other informed entities report to The Committees on available funds and resources for AIDS housing technical assistance.

4.5 Stakeholders in the Chicago Region will work to advance funding for housing advocacy services that support housing placement, stabilization, eviction defense, and HUD Section 8 subsidies.

- a) At every meeting of the Committees, AFC advocates report on advocacy and policy initiatives impacting AIDS housing resources and supports.
- b) Every year, AFC issues at least 10 electronic advocacy and policy alerts regarding AIDS housing policy and advocacy issues.

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