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Fact Sheet for Congressional
Requesters

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HOMELESSNESS

Additional Information on the Interagency Council on the Homeless







United States
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Washington, D.C. 20548

Resources, Community, and
Economic Development Division

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September 22, 1989

The Honorable Cardiss Collins
Chairwoman, Subcommittee on Government
Activities and Transportation
Committee on Government Operations
House of Representatives

The Honorable Tom Lantos
Chairman, Subcommittee on Employment and Housing
Committee on Government Operations
House of Representatives

On April 12, 1989, you asked that we provide additional information related to our testimony entitled Status of the Activities of the Interagency Council on the Homeless (GAO/T-RCED-89-16, Mar. 15, 1989). The testimony focused on the purpose and structure of the Council, the Council's efforts to meet the Stewart B. McKinney Homeless Assistance Act requirements, and the problems experienced by Council staff in attempting to fulfill the Council's responsibilities.¹

Specifically, you requested that we (1) provide information on three homelessness studies the Council used in developing its 1988 annual report to the Congress, including a discussion of any information that did not appear in the Council's annual report and why the report did not discuss

¹The Stewart B. McKinney Homeless Assistance Act (P.L. 100-77, July 1987) and its subsequent amendments (P.L. 100-628, Nov. 1988) represented the first effort by the Congress to establish a comprehensive program of assistance for homeless individuals. The act authorized homeless assistance programs that provide funds for direct services to the homeless. Title II of the McKinney Act created the Interagency Council on the Homeless as an independent organization within the federal executive branch. The McKinney Act charged the Council with: reviewing all federal activities and programs to assist the homeless; reducing duplication of effort among federal agencies; monitoring, evaluating, and recommending improvements in programs and activities to assist the homeless; providing professional and technical assistance to organizations serving the homeless; collecting and disseminating information; and reporting annually to the President and the Congress on activities dealing with the homeless.

future program funding levels, (2) describe the Council's publication and conference transcript contracts, (3) describe the regional coordinators' quarterly reports to the Council, including an explanation of their use, (4) describe the McKinney Act reauthorization requirement that the head of each member agency of the Council responsible for administering a program under the act provide the Council a timetable regarding program funding availability and application deadlines 90 days after the enactment of the act, and (5) discuss the status of the Council's computerized data base and E-mail (electronic mail) system.

On March 3, 1989, the Council's former Executive Director resigned, and remaining staff were subsequently replaced. On April 3, 1989, the new Chairman and Executive Director were appointed, and the current Council was fully staffed by late May 1989. Consequently, the information you requested and information we are providing pertains to the activities of the former Council.

In summary, we found the following:

- The Council contracted with several organizations and individuals to develop its annual report. Contract costs for the annual report totaled approximately \$180,000. The major contract cost was for a study by the Urban Institute for \$96,500, which was a survey of what six states were doing to help the homeless. Two other studies discussed in the annual report were the Homeless Information Exchange study of local nonprofit activities to help the homeless, and the Council staff study of homeless assistance activities in Portland, Oregon, and St. Louis, Missouri. Although the Council's annual report reflected much of the information contained in the three studies, our analysis showed that a conclusion that appeared in the Urban Institute study and the Homeless Exchange study but not in the annual report was that the lack of affordable housing was cited as the main reason for homelessness. The former Executive Director of the Council told us that the Council staff did not emphasize this finding in the annual report because they believed that the lack of affordable housing was just one element of the homelessness problem. The former Executive Director also said that Council staff believed that an annual report that was critical of the former administration's federal housing programs probably would not be approved by the full Council.

Also, the Council's 1988 annual report did not recommend future funding levels for homeless assistance programs. According to former Council staff members, this decision was made because the report was drafted during an election year, and with a new administration and a new Congress, the Council believed that this was not the appropriate time to make any specific funding recommendations.

- The Council contracted with three organizations for publication and issuance of its newsletter and development of conference transcripts. The major contract for 18 issues of a newsletter was with Aspen Systems Corporation for \$85,000. As of September 1989, the contract was still ongoing. The remaining contracts, which have been completed, were with the Federal Conference Reporting and Management Company, Washington, D.C., and Taylor & Associates, St. Louis, Missouri. The amount of the contracts--to develop conference transcripts--totaled \$5,349.
- To carry out its mandate, the former Council requested its member agencies to designate staff to help coordinate federal, state and local homeless activities in each of their regional offices. The coordinators' duties and responsibilities were part-time and were performed in conjunction with their other agency related full-time duties and responsibilities. The Department of Housing and Urban Development (HUD) regional coordinators were considered by the former Council staff as the lead coordinators and were required to report quarterly to the Council staff on all homeless coordination activities in their regions. Our review of the quarterly reports indicated that they contained general information involving records of meetings and conferences, newspaper articles and reports on homelessness, and questions relating to the coordinator's role. The reports were reviewed by the Executive Director to keep abreast of the regional coordinators homelessness activities.

Under the current Council, each of HUD's 10 regions has assigned an employee to work full-time as an Interagency Council Regional Coordinator. The coordinators are now required to report weekly instead of quarterly to the Council. Their reports are to include highlights of regional activities, McKinney Act implementation issues, innovative projects, and other comments.

- The 1988 McKinney Act Amendments required the head of each member agency responsible for administering a program under the act to provide the Council a timetable regarding program funding availability and application deadlines 90 days after the enactment of the act. This was a one time reporting requirement. The former Council collected this data and disseminated it through the Council's informational bulletin entitled Program Alert. According to the current Executive Director, the Council now stays in contact with each federal agency on a regular basis in order to obtain information on McKinney Act programs.

- In August 1988 the Council contracted with COMPDATA Service Corporation, a private computer firm, to develop a permanent data base and supporting management system to keep track of detailed grant information on McKinney Act and non-McKinney Act federal programs designed to help homeless individuals. After placing the data base system on hold in order to evaluate its usefulness, the current Executive Director reactivated its data base contract to complete the input portion of the 1988 funding data. Also, because the staff indicated that they only used the E-mail system three times, the Executive Director cancelled the service on April 10, 1989.

Sections 1 through 5 of this fact sheet provide more detailed responses to the requested information.

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We conducted our work between April and August 1989. To obtain information for this fact sheet, we interviewed former and current Council staff as well as the former and current Executive Director. We also examined relevant contracts and other documents pertaining to Council activities. We discussed the contents of this fact sheet with the current Executive Director and have made changes where appropriate. Major contributors to this fact sheet are listed in appendix I. If you have any questions concerning matters discussed in this fact sheet, please contact me at (202) 275-5525.

John M. Ols, Jr.

John M. Ols, Jr.
Director, Housing and Community
Development Issues

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ABBREVIATIONS

GAO	General Accounting Office
HHS	Department of Health and Human Services
HUD	Department of Housing and Urban Development

SECTION 1

THREE STUDIES ON HOMELESSNESS

DISCUSSED IN THE COUNCIL'S ANNUAL REPORT

INFORMATION REQUESTED

Summarize information contained in three studies (the Urban Institute Report, the Homeless Information Exchange Study, and the Staff Study of Portland, Oregon, and St. Louis, Missouri) regarding homelessness that were contracted for by the Council; including any findings, conclusions, and recommendations that appeared in the studies but did not appear in the Council's annual report to the Congress. In addition, determine if possible, why the Council's annual report did not recommend future program funding levels.

GAO RESPONSE

THE URBAN INSTITUTE REPORT

The Urban Institute is a nonprofit policy and research organization that investigates social and economic problems confronting the nation and government policies and programs designed to alleviate them. In June 1988, the Council contracted with the Institute to prepare a report which described, among other things, state legislation and funding for programs for the homeless, activities to coordinate statewide activities in different areas of service, and ways state governments are working with local governments and private providers to assist the homeless.

Specifically, the Council requested the Institute to conduct case studies of six states (California, Connecticut, Georgia, New Mexico, Ohio, and Wisconsin) to explore issues surrounding state homelessness efforts. These states were chosen, with input from the National Governor's Association¹ and the Council of State Community Affairs Agencies,² partly because of their geographic location and because they were active on task forces and had accomplished a great deal with their own resources.

¹The National Governor's Association is an organization through which governors collectively deal with issues of public policy. The Association's ongoing mission is to support the work of the governors by providing a bipartisan forum which helps shape and implement national policy and solve state problems.

²The Council of State Community Affairs Agencies is a membership organization consisting of representatives of state agencies which concentrates its work in the areas of housing, community, and economic development.

According to the Institute's report, the Council contracted for the study to learn about the activities and programs for the homeless in the six states and about state utilization of McKinney Act funds. To obtain accurate and up-to-date information about state activities, state agency representatives and representatives of statewide coalitions for the homeless were interviewed in each state, following a standardized interview protocol. In addition, the study was geared to gain the local perspective on state and federal activity and to understand the ease or difficulty of developing needed services for the homeless from local providers and advocates in one city in each of the six states. The cities studied were San Francisco, California; Hartford, Connecticut; Albuquerque, New Mexico; Milwaukee, Wisconsin; Atlanta, Georgia; and Cleveland, Ohio.

Our review of the Institute's report and the Council's annual report indicated that much of the information contained in the Institute's report was included in the Council's annual report to the Congress. The Institute's major conclusions concerning the six states that appeared in the Council's annual report were that:

- The complexity of homelessness has led the six states to develop many types of organizations to deal with the homelessness problem, including coordinating councils, task forces, and working groups to facilitate program development.
- Each of the six states used federal funding sources other than McKinney Act funds to support programs for the homeless, such as federal block grants, the Department of Housing and Urban Development (HUD) Section 8 certificates, Job Training Partnership Act funds, and the Department of Health and Human Services (HHS) Aid to Families with Dependent Children Emergency Assistance funds. In general, it appeared that states that utilize their own money also maximize their use of all available federal funding sources.
- All six states had taken, or were in the process of taking full advantage of all McKinney Act programs that did not require matching funds and for which state agencies were eligible recipients.
- There is great variation in programs and the amount of state resources being made available from state to state, despite the fact that some of these states were chosen by the Council for review because of their apparent activism on homelessness. Fiscal year 1987-88 resource commitments ranged from \$175,000 in state funds in New Mexico to \$58.9 million in state funds in California. The Institute's study noted that in relation to total population, Connecticut spends the most, at \$13.83 per capita;

California \$2.27 per capita; Ohio \$0.54 per capita; Wisconsin \$0.23 per capita; Georgia spends \$0.15 per capita; and New Mexico \$0.12 per capita.

- Many programs to help the homeless have been developed, including housing programs, health services, and food programs.
- There are a number of special state efforts to help the homeless obtain program benefits to which they are entitled. Some outreach projects are making special efforts to enroll eligible homeless individuals in programs. Two such efforts are Milwaukee's Health Care for the Homeless Program and Ohio's Rehabilitation Services Commission.
- Coordination of services for homeless adults was seen as a serious need, as was virtually any type of service or program for homeless children. Coordination and case management are especially needed because application procedures for the numerous government public assistance programs are barriers to the homeless (e.g., requirements to supply identification).

The respondents also noted that numerous barriers still exist. In particular, survey respondents were critical of:

- The McKinney Act's heavy focus on structural rehabilitation for emergency shelters, its limited provisions for operating costs and staffing, its relative lack of focus on serious prevention efforts, and its patchwork structure of grants, programs, and applications.
- Slow congressional processes and cumbersome federal laws that decrease the ability to respond with sufficient flexibility to the different needs of jurisdictions at very different points in the development of services for the homeless.
- State constitutional restrictions, (e.g., state agencies not allowed to invest money in housing; and state funds not allowed to go to religious entities or be carried over from year to year).
- Resistance of neighborhoods and local jurisdictions to low-income housing developments.
- Negative attitudes about the homeless.

In addition, the Institute's report (but not the Council's report) noted that significant program development is occurring at the state level, both with state funds and federal funds. The

report found that where state leadership exists, comprehensive program development is underway; where state leadership is not as prevalent, relatively little is being done with state support and the hurdles facing potential program developers are greater. It concluded that McKinney Act funds have definitely stimulated and increased the level of state activity directed toward the homeless. However, the report also noted that the federal government could support state efforts more by modifying the provisions of the McKinney Act to allow greater flexibility to varying state needs in the development of homeless services, coordination across programs, and responsiveness to local needs.

Institute Findings That Were Only Briefly
Discussed in the Council's Annual Report

The following information was considered in the Institute's report as major conclusions and recommendations but was only briefly discussed in the Council's annual report. Specifically:

- The lack of affordable housing for the poor was cited by respondents in all six states as the main reason for homelessness and the reason that the transition out of homelessness is difficult. The Institute's report stated that the housing gap arises when the price of housing exceeds a reasonable proportion of the household incomes of many households--especially poor households.
- Solutions to homelessness discussed in the report addressed different ways to close the housing gap, including:
 - creating more low-income housing units;
 - subsidizing low-income households through vouchers or other programs so that they can afford available housing;
 - raising the levels of public benefits to approach the cost of housing;
 - raising the minimum wage so that workers can afford housing;
 - increasing the educational levels and job skills of the homeless and potentially homeless persons so that they can earn enough to afford housing; and
 - increasing the program enrollment and levels of public support for disabled people so that they can afford both housing and support services.

The former Executive Director of the Council told us that Council staff did not emphasize these findings in the report

because they believed that the lack of affordable housing was just one cause of the homelessness problem. The former Executive Director also said that Council staff was aware that an annual report that was critical of the former administration's federal housing programs probably would not be approved by the full Council.

Although we could not ascertain why, the following Institute conclusions and recommendations were only briefly discussed in the Council's annual report.

- Programs providing health care for the homeless in all six states demonstrate the need for a wide range of health care services and the need for health care programs to reach many homeless persons through extensive outreach efforts.
- Many programs for the homeless exist, but many more are needed. No concern was expressed in the Institute's survey about duplication of services, respondents generally viewed the McKinney Act programs as necessary and welcome.

THE HOMELESS INFORMATION EXCHANGE STUDY

The Homelessness Information Exchange is a private, nonprofit organization committed to disseminating information about effective responses to homelessness. In May 1988, the Council contracted with the Exchange to prepare a study of local nonprofit activities to help the homeless. The study surveyed the types of nonprofit programs that have been established to provide shelter and services to the homeless nationwide. Issues discussed in the study include efforts to coordinate the emerging system of services, emergency and transitional programs, permanent and preventative initiatives, and funding sources and strategies. The cost of this contract was \$22,420.

Although the text of the Exchange's study consisted of 42 pages, the Council devoted 2 pages to the study in its annual report. The annual report summarizes the types of nonprofit programs that have been established to provide shelter and services to the homeless nationwide. In addition, the role of local nonprofit organizations, private corporations, and professional and trade associations in public projects to help the homeless are also described in the Council's annual report.

Although the Council's annual report summarized the Exchange's study, some details concerning the homeless population were omitted. Specifically, the Exchange's study stated that although most communities have networks for a variety of social services--health care, job training, substance abuse treatment--they vary in the degree to which homeless people can access them. The study also states that the emergence of services targeted to meet the

needs of the homeless is an indication that existing networks of social services frequently fail to serve the homeless.

The study also states that homeless mentally ill persons are unlikely to be adequately served by existing programs and noted that emergency shelters are not considered adequate replacement for transitional and other specialized programs for mentally ill homeless individuals. Yet, long-term facilities usually encounter neighborhood opposition.

In addition, the study points out that the development of long-term affordable housing for the homeless needs coordination between housing and service providers. According to the study, efforts to develop housing specifically for the homeless have been minimal in comparison with efforts to develop shelter programs. Former Council staff could not explain the omission.

Measures to prevent homelessness were also discussed in the Homeless Exchange study. These included payment of delinquent rent, mortgage, and utility bills. Comprehensive services that emphasized long-term personal and skill development of the individual to promote self-sufficiency were also viewed as prevention efforts.

In addition to the funds made available through the McKinney Act, the study also discussed other federal, state, local, and private sector funds used for homeless programs. These include Community Development Block Grants, administered by HUD; Social Services Block Grants and Aid to Families with Dependent Children, administered by HHS; and local and state housing trust funds.

The study's overall conclusion was that the system of shelters and services created in response to homelessness is vast and varied, involving individuals and organizations of diverse perspectives and purposes. It is considered a large and evolving system that attempts to deal with serious social problems, including low income, poor nutrition, affordable housing, mental illness, substance abuse, family conflict, unemployment, and child neglect and abuse.

STAFF STUDY OF PORTLAND, OREGON, AND ST. LOUIS, MISSOURI

The Council conducted a study of local response to homelessness in two U.S. cities--Portland and St. Louis. The purpose of the study was to provide a more complete picture of the various types of local responses to help the homeless. The Council's former Senior Adviser conducted the study. The study's overall message was that the similarity between the approaches of both cities to homelessness was that actions have been based upon existing programs established by nonprofit agencies. The similarities between the two cities' actions were included in the Council's annual report. However, the report did not mention the

staff study's finding that a great need was for mental health services, especially in areas of substance abuse and services to individuals with dual or multiple diagnoses. We were not able to ascertain why these data were not included in the Council's annual report.

THE COUNCIL'S ANNUAL REPORT DID NOT
RECOMMEND PROGRAM FUNDING LEVELS

The McKinney Act required the Council to assess the level of needed federal assistance and make its recommendations for legislative and administrative action. The annual report made general policy recommendations, but did not make any assessment of the level of federal assistance necessary to resolve homelessness. Former Council staff told us that with a new administration and a new Congress, Council staff did not think it was appropriate to recommend future McKinney Act program funding levels in the report.

SECTION 2

THE COUNCIL'S PUBLICATION AND CONFERENCE TRANSCRIPT CONTRACTS

INFORMATION REQUESTED

Describe the Council's contracts with Aspen Systems Corporation, Federal Conference Reporting and Management Company, and Taylor & Associates for publication and issuance of its newsletter and development of conference transcripts.

GAO RESPONSE

ASPEN SYSTEMS CORPORATION CONTRACT

In early 1988, the former Executive Director decided to use a contractor to publish the Council's newsletter, primarily because of time and staff considerations. In order to avoid going through a lengthy process (which would take about 6 months) the Council was able, through HUD, to add a task on to an existing HUD contract in the Office of Policy Development and Research with the Aspen Systems Corporation. Aspen currently operates the information dissemination function for the Office of Policy Development and Research, known as HUD User.

The specific task added to the HUD contract called for the contractor to prepare up to 18 issues of a newsletter. The amount authorized to be spent was \$85,000. As of September 1989, approximately \$59,200 has been expended on the contract.

According to the Council's current Executive Director, as of June 22, 1989, Aspen has performed the following services:

- Drafted text and edited and prepared camera-ready copy for the Council's newsletters and bulletins.
- Designed and printed the Council's brochure on the Council's responsibilities, membership, and information on programs for the homeless.
- Printed and distributed approximately 17,000 copies each of 4 issues of the newsletter, Council Communique, and 5 issues of the Council's Program Alert bulletin.
- Computerized and maintained a Council mailing list of approximately 8,000 state and local officials and nonprofit organizations.
- Provided writing and editorial assistance to the Council's editorial board. The editorial board--consisting of

representatives from the former Executive Director's staff and the Departments of Agriculture, HUD, HHS, and the Federal Emergency Management Agency--was charged with writing and distributing the Council's newsletter and disseminating information about the Council and the McKinney programs.

FEDERAL CONFERENCE REPORTING AND MANAGEMENT COMPANY CONTRACT

The Council contracted with the Federal Conference Reporting and Management Company, Washington, D.C., to record and prepare a transcript of the proceedings of its conference for representatives of regions VI and VIII in Albuquerque, New Mexico. This conference was held on September 19 and 20, 1988. The amount of the contract was \$2,200. This amount included \$1,060 for transcribing approximately 400 pages at \$2.65 per page; \$490 for reporting; and \$650 for travel, per diem, and lodging for one person.

The Council also contracted with this company to supply stenographic services for three of the Council's working group meetings and one Council meeting. At the first meeting, however, the equipment did not function properly, and the Council did not pay for the services. This contract was for \$400. The total cost for the remaining three meetings was \$1,479. This amount included \$500 for the July 5, 1988, working group meeting; \$579 for the September 6, 1988, working group meeting; and \$400 for the November 14, 1988, Council meeting.

TAYLOR & ASSOCIATES CONTRACT

The Council contracted with Taylor & Associates, St. Louis, Missouri, to record and prepare a transcript of its June 28 and 29, 1988, conference for regions V and VII in St. Louis, Missouri. The cost of this contract was \$1,670.

SECTION 3

REGIONAL COORDINATORS' QUARTERLY REPORTS

INFORMATION REQUESTED

Describe the regional coordinators' quarterly reports to the Council, including an explanation of their use.

GAO RESPONSE

To carry out its mandate, the former Council requested its member agencies to designate staff to help coordinate federal, state, and local homeless activities in each of their regional offices. The coordinators' duties and responsibilities were part-time and were performed in conjunction with their other agency-related full-time duties and responsibilities. The HUD regional coordinators were considered by the former Council staff as the lead coordinators and were required to report quarterly to the Council staff on all homeless coordination activities in their regions. Our review of the quarterly reports indicated that, although the reports varied in content, they generally involved records of meetings and conferences; newspaper articles and reports on homelessness; and questions relating to the coordinator's role. According to the Council's former program coordinator, the quarterly reports were reviewed by the Executive Director, who would either contact the regional coordinators directly for further information on a specific issue or forward the information to the program coordinator for follow-up.

Under the current Council, in May 1989, each of HUD's 10 regions assigned an employee to work full-time as an Interagency Council Regional Coordinator. The coordinators are now required to report weekly to the Council staff on highlights of the coordinator's regional activities, McKinney program implementation issues, innovative projects, and other comments. According to the current Executive Director, the new reports reflect networking, technical assistance, and outreach efforts. In addition, the current Executive Director told us that the reports will also allow the Council to better monitor, evaluate, and recommend improvements on homeless activities and programs.

SECTION 4

THE MCKINNEY ACT 90-DAY REPORTING REQUIREMENT

INFORMATION REQUESTED

Describe the status of the McKinney Act 90-day reporting requirement on program deadlines and how the Council is distributing this information.

GAO RESPONSE

The McKinney Act reauthorization (P.L. 100-628) required the head of each federal agency--who is a member of the Council and responsible for administering a program under the act--to provide the Council a timetable regarding program funding availability and application deadlines 90 days after the enactment of the act. This was a one-time reporting requirement. The former Council collected this data and disseminated it through the Council's informational bulletin entitled Program Alert. According to the current Executive Director, the Council now stays in contact with the agencies on a regular basis in order to obtain information on McKinney Act programs.

SECTION 5

THE COUNCIL'S COMPUTERIZED DATA BASE AND E-MAIL SYSTEM

INFORMATION REQUESTED

Discuss the status of the Council's computerized data base and its cost and any pertinent information regarding the E-mail system.

GAO RESPONSE

THE COUNCIL'S COMPUTERIZED DATA BASE

In May 1988 the Council contracted (through an existing HUD contract) with Social and Scientific Systems, Inc., to develop a computerized system to track information on McKinney Act programs. The contract was for 1 month and cost \$9,828.

On August 31, 1988, the Council awarded another contract under an existing HUD agreement with COMPDATA Service Corporation, a private computer firm, to develop a permanent data base and supporting management system to keep track of detailed grant information on McKinney Act and non-McKinney Act federal programs designed to help homeless individuals. The Council also undertook the contract to facilitate the dissemination of program data information; provide a method to monitor, evaluate, and recommend improvements in federal homelessness programs; reduce duplication among programs; and report the consolidated information to the President and the Congress. The data base was to include grant records for fiscal years 1987 through 1990, in conjunction with the statutory life of the Council. COMPDATA services included computer systems analysis, design, and programming. COMPDATA also provided a systems analyst to implement and maintain the data base at Council headquarters. The cost of the contract was \$85,000. The system is scheduled to be completed by September 1990.

The Council's data base compiles information on grants awarded for each McKinney Act program. Federal agencies report this information to the Council after they complete their funding awards process, which occurs at different times of the year for each agency program(s). The data base identifies the federal agency and its program, the amount of the award, the recipient, and the state in which the grant is being administered.

The Council's current Executive Director said that she met with the contract officer and the HUD project director who handled the contract to assess the status of the work performed under this contract. The Executive Director placed the work on hold until a more thorough review could be performed. According to the

Executive Director, approximately \$60,000 has been expended for this contract to date.

The contract to complete the input portion of the 1988 funding data was reactivated on May 25, 1989. According to the current Executive Director, the project is now underway and will provide funding information by program and by state for 1987 and 1988. This information became available on August 7, 1989.

THE E-MAIL SYSTEM

The former Executive Director's staff established an electronic mail system in August 1988 to disseminate, on a timely basis, information regarding McKinney Act programs and other related information. According to the former staff member in charge of the system, as of March 1989, all 10 HUD regional coordinators had been linked to the system. The HUD coordinators were instructed to distribute the bulletins to their counterparts at the federal, state, and local level. However, the staff member told us that the system was a waste of money and should be scrapped because he did not have enough information to transmit to HUD coordinators to justify its use.

The current Executive Director said that when she came on board, she asked staff members how often they used the E-mail service. Because the staff indicated that they only used the E-Mail system three times, the Executive Director cancelled the service on April 10, 1989.

MAJOR CONTRIBUTORS TO THIS FACT SHEET

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