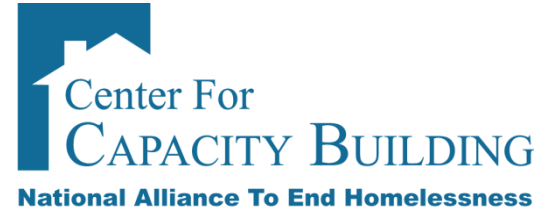National Alliance to
End Homelessness

Developing and Strengthening Rapid Re-housing Programs

Ben Cattell Noll
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**North Carolina Coalition to
End Homelessness Conference**

Monday, April 30, 2018

The National Alliance to End Homelessness is the leading national voice on the issue of homelessness. The Alliance analyzes policy and develops pragmatic, effective policy solutions. The Alliance works collaboratively with the public, private, and nonprofit sectors to build state and local capacity, leading to stronger programs and policies that help communities achieve their goal of ending homelessness.

The National Alliance to End Homelessness identifies and evaluates hundreds of policy and program strategies and their impact on homelessness. The Alliance's Center for Capacity Building helps communities replicate and customize the best of those strategies. The Center focuses on strategies that are cost effective, data driven, and can be implemented at a scale that can significantly reduce homelessness.

Agenda

1. Overview of Rapid Re-Housing Goals

2. Rapid Re-Housing Data and Outcomes

3. How to Implement the Core Components

   -Housing First Approach

   -Housing Location

   -Financial Assistance

   -RRH Case Management

   -Utilizing Data

4. Question and Answer Time

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Who Is Here?

- RRH Program Front Line Staff
- RRH Program Manager/Director
- Executive Director
- SSVF-funded RRH
- HUD-funded RRH

- Other-funded RRH
- CoC/ System Leadership
- Funders
- HMIS/Data Analysts
- Other

What Is Your Experience with RRH?

- Expert in RRH

- Very familiar with RRH

- Somewhat familiar with RRH

- Just learning/starting an RRH program

- I don't know anything about RRH

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Pop Quiz

Pop Quiz

1. The goal of rapid re-housing is…

2. Eligibility criteria for rapid re-housing is…

3. Define rapid re-housing…

4. The core components of rapid re-housing are…

5. Chronically homeless persons lose their chronic status once they are rapidly re-housed. (True/False)

1. Goal of Rapid Re-Housing

- Move households quickly to permanent housing
    - Reduce the length of time people experience homeless
    - Exit households to permanent housing
    - Limit returns to homelessness
    - Inclusive programs that house anyone

2. Eligibility for Rapid Re-Housing

- Literally homeless
    - HUD Category 1
        - On the streets in a place not meant for human habitation
        - Emergency shelter
    - HUD Category 4
        - Fleeing Domestic Violence

- Cannot exit homelessness on their own

3. What does rapid re-housing mean?

- **Rapid**: (Adj.) Moving, acting, or occurring at great speed

- **Re-Housing**: (Verb) Provide (someone) with new housing

- **Rapid Re-Housing**: An intervention designed to help individuals and families to quickly exit homelessness and return to permanent housing
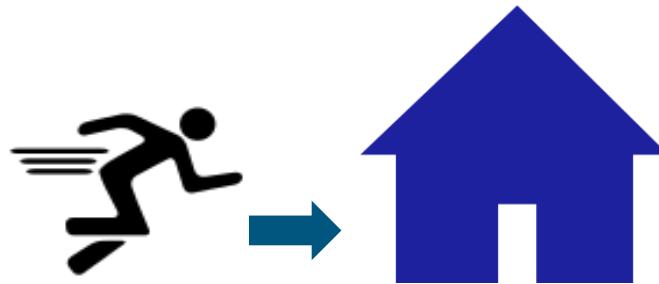
4. The Core Components

Rapid Re-Housing (RRH) **ends homelessness** for families and individuals.

RRH
HELPS

FIND HOUSING

Help people quickly find housing within one month or less.

PAY FOR HOUSING

Help people pay for housing short term; longer-term help an option.

STAY IN HOUSING

Help access services so people can stay in housing.

The **Core Components** of Rapid Re-Housing help people **find** housing fast, **pay** for housing, and **stay** in housing.

5.Chronically homeless persons lose their chronic status once they are rapidly re-housed.

Answer: FALSE (What does HUD say?)

Q. Does someone that is receiving rapid re-housing considered chronically homeless for purposes of remaining eligible for permanent housing placements dedicated to chronically homeless?

A: Yes. Participants maintain their chronically homeless status while they are receiving the rapid re-housing.

Source: HUD FAQ

Housing First and Rapid Re-Housing Principles

- Homelessness is a housing problem

- Permanent housing is a right

- People should be returned to permanent housing quickly and connected to resources needed to stay there

- Issues can best be addressed once people are permanently housed

- Housing is critical regardless of barriers

HOUSED PEOPLE
ARE **NOT** HOMELESS

RAPID RE-HOUSING
RRH

Rapid Re-Housing (RRH) **ends homelessness** for families and individuals.

What RRH Does Do and Does Not Do

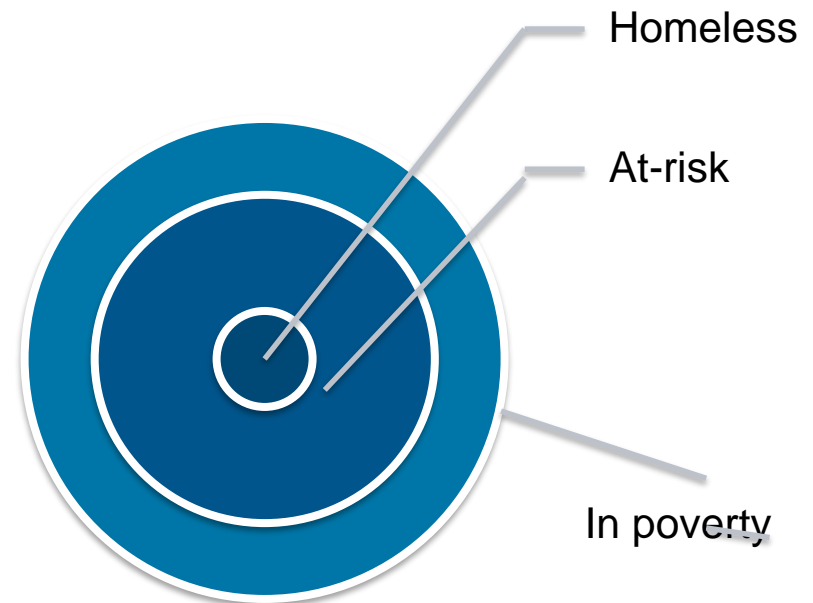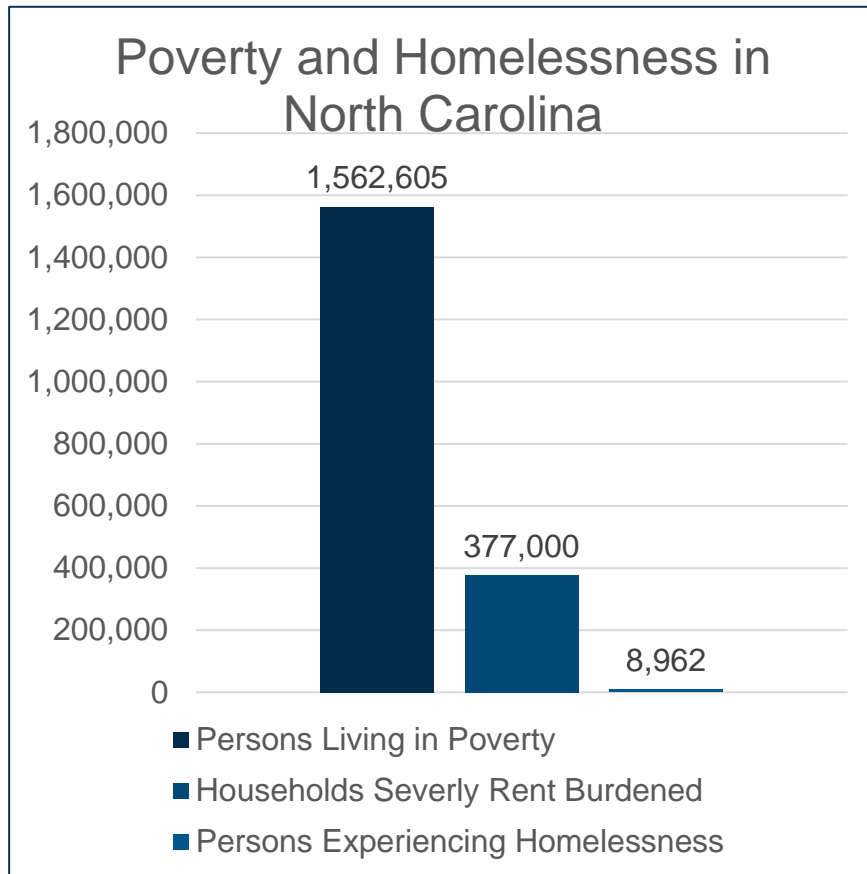| Rapid Re-Housing **Does**	Rapid Re-Housing **Does Not**
• Reduce the length of time people experience homelessness • Minimize the negative impact of homelessness on their lives • Assist people to access resources that can help with personal goals	• Eliminate poverty • Assure people will have affordable housing (to pay 30% or less of their income to rent) • Protect people from the impact of life losses or challenging situations • Eliminate housing mobility

Homelessness and Poverty

Poverty and Homelessness in North Carolina

Source: Census and HUD PIT Count

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RAPID RE-HOUSING OUTCOMES AND DATA

Rapid Re-housing Performance Benchmarks

1. **Length of Stay**

2. Permanent Housing Exits

3. Returns to Homelessness

4. Efficiency

Benchmark

- Clients move into housing in an average of 30 days or less from program entry

How to measure

- Average length of time from program entry to residential move-in for households who moved into permanent housing

Rapid Re-housing Performance Benchmarks

1. Length of Stay

2. Permanent Housing Exits

3. Returns to Homelessness

4. Efficiency

Benchmark

- 80% exit rapid re-housing to permanent housing

How to measure

- Percent of all clients who exit rapid re-housing whose exits are to permanent housing

Rapid Re-housing Performance Benchmarks

1. Length of Stay

2. Permanent Housing Exits

3. Returns to Homelessness

4. Efficiency

Benchmark

- 85% of households that exit rapid re-housing to permanent housing do not become homeless again within a year

How to measure

- Percent of clients who remain housed 12 months after program exit to permanent housing

Rapid Re-housing Performance Benchmarks

1. Length of Stay

2. Permanent Housing Exits

3. Returns to Homelessness

4. **Efficiency**

Benchmark

- Determine based on local housing costs, comparison to other program types

How to measure

- Average cost per exit to permanent housing

Team 1: What is your biggest challenge in reducing the length of time people are homeless? How can we shorten the length of stay in homelessness?

Team 2: What is the biggest challenge with helping people exit to permanent housing? How can we increase exits to permanent housing?

Team 3: What is the biggest challenge with people returning to homelessness? How can we limit returns to homelessness?

Team 4: What is your biggest challenge with RRH financial assistance? How can we increase efficiency in our RRH program?

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How can we shorten the length of stay in homelessness?

- Robust landlord recruitment

- Remove programmatic prerequisites to housing

- Housing-focused messaging from entry into the system

How can we increase exits to permanent housing?

- Match clients with units that work for them
- Flexible financial assistance
- Proactive case management and connection to services
- Move clients if needed

How can we limit returns to homelessness?

- Place clients in units they can eventually afford
- Warm hand-offs to community services
- Pro-active follow up

How can we increase our efficiency?

- Flexible financial assistance

- Leverage mainstream connections

- Evaluate case management ratio

National Data

RRH Shortens Homelessness and Helps More People

Exited shelter 3.2 months faster than those referred to rapid re-housing but did not enroll

5 families rapidly re-housed with what it costs via transitional housing (6k per family vs. 32k)
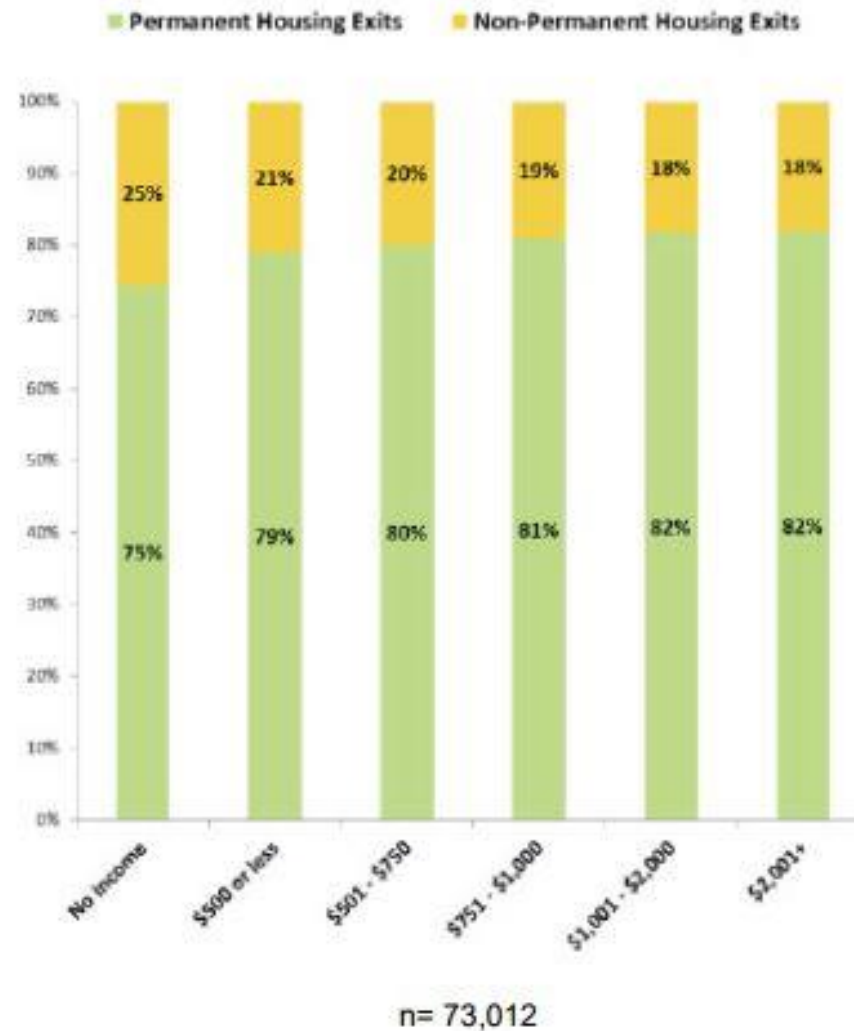
Source: Family Options Study

Supportive Services for Veteran Families (SSVF) National Data

Exhibit 23: **Time to Housing Placement and Length of Participation among Rapid Re-housing Veteran Exiters, FY 2015[37]**
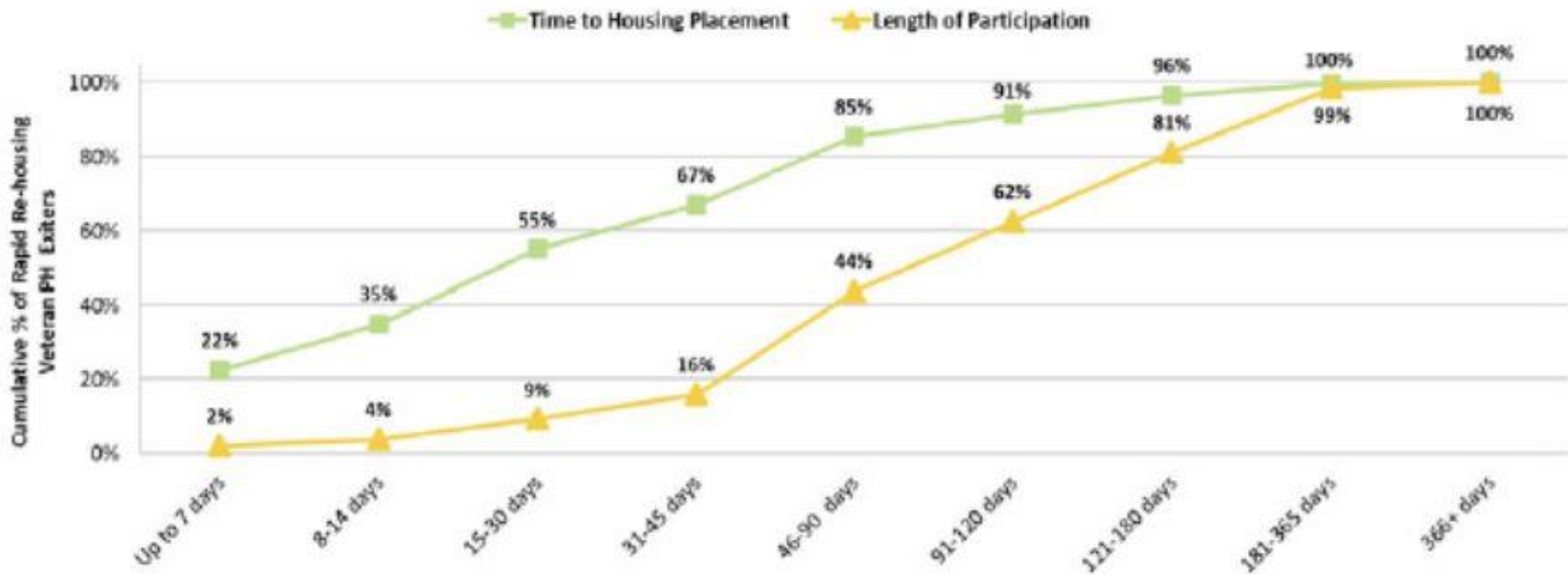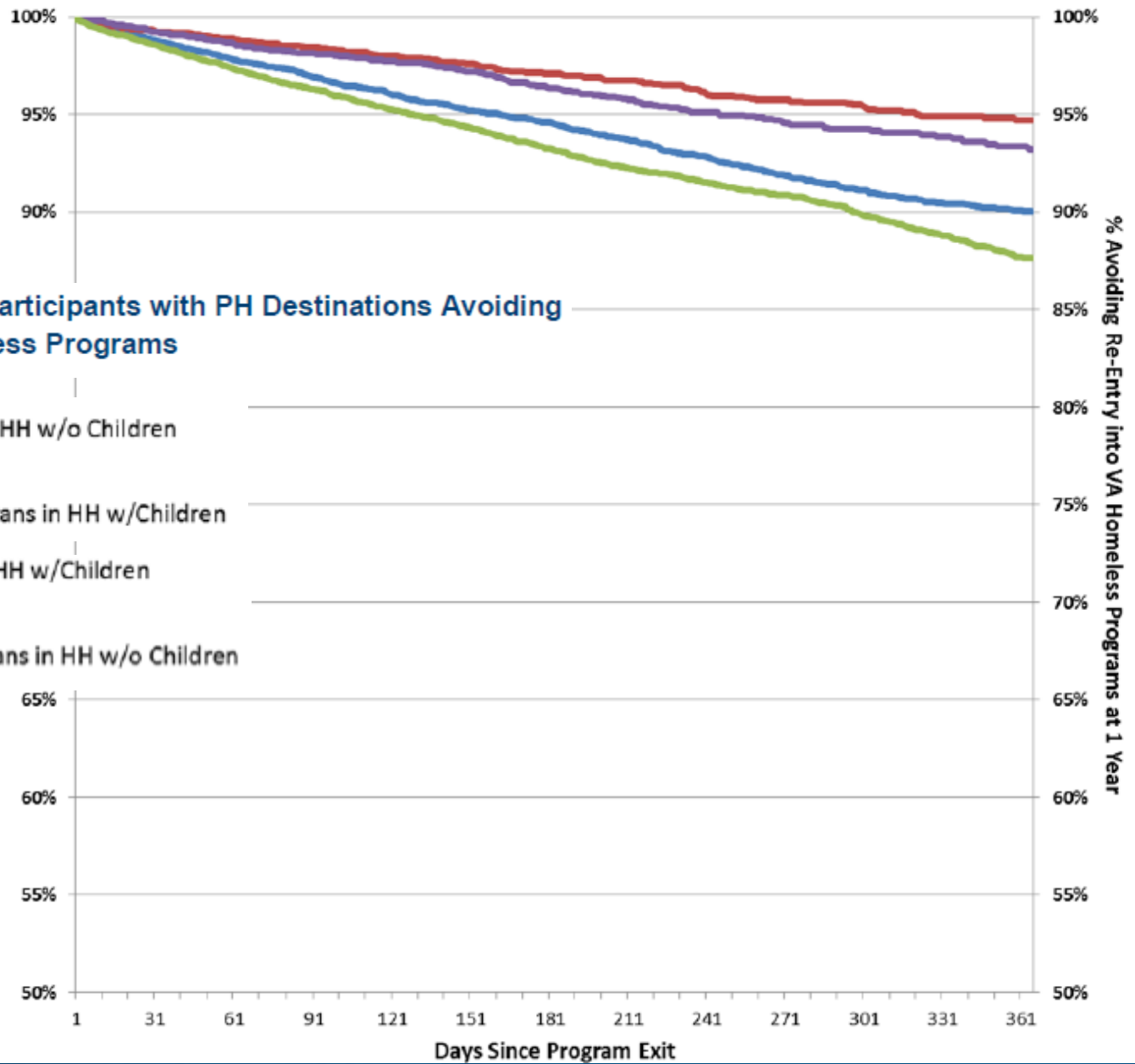

SOURCE: SSVF-HMIS Repository Data.

Exhibit 20: PH Success Rates by Monthly Income at Program Entry Among Veterans Served, FY 2015[34]


n= 73,012

SOURCE: SSVF-HMIS Repository Data.

FY 2013 SSVF Veteran Participants with PH Destinations Avoiding Re-Entry into VA Homeless Programs

Prevention: Veterans in HH w/o Children

Rapid Re-housing: Veterans in HH w/Children

Prevention: Veterans in HH w/Children

Rapid Re-housing: Veterans in HH w/o Children

% Avoiding Re-Entry into VA Homeless Programs at 1 Year

Days Since Program Exit

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National Outcomes of Rapid Re-Housing

Average Rates of Exit to Permanent Housing

■ Families ■ Individuals

- Shelter: 32% / 16%
- Transitional Housing: 55% / 42%
- Rapid Re-Housing: 85% / 75%
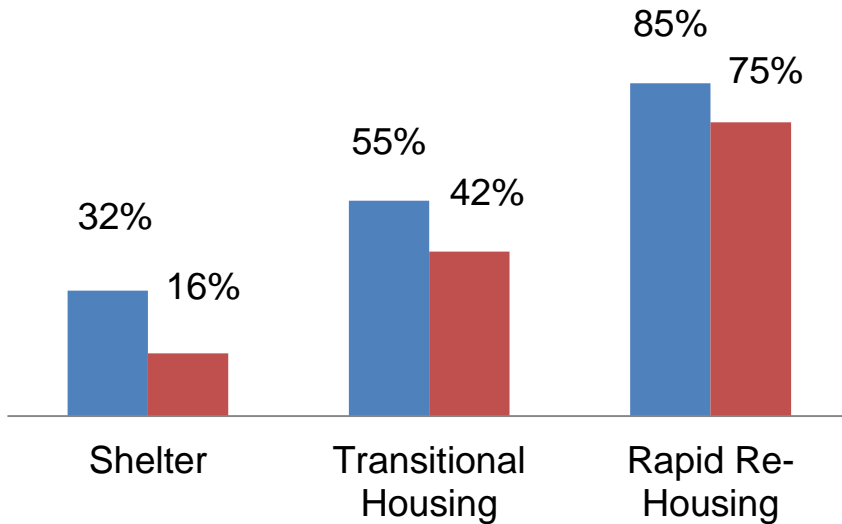
Average Rates of Return to Homelessness

■ Families ■ Individuals
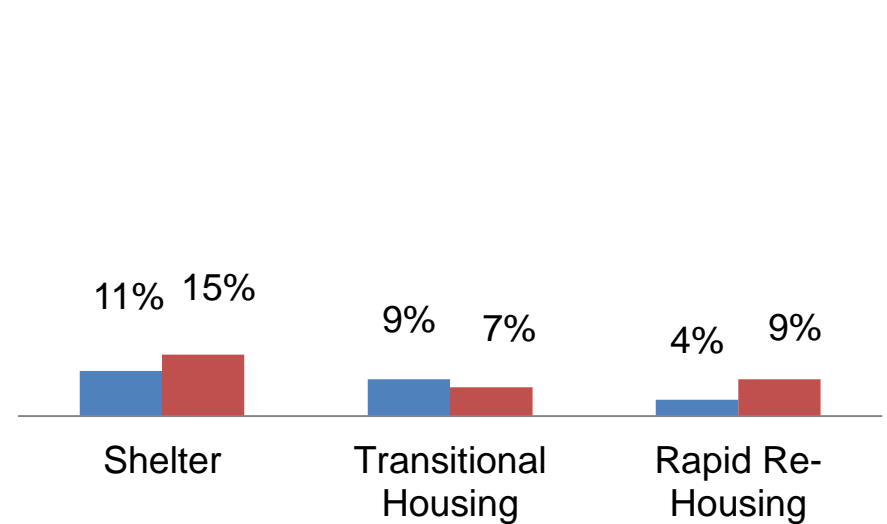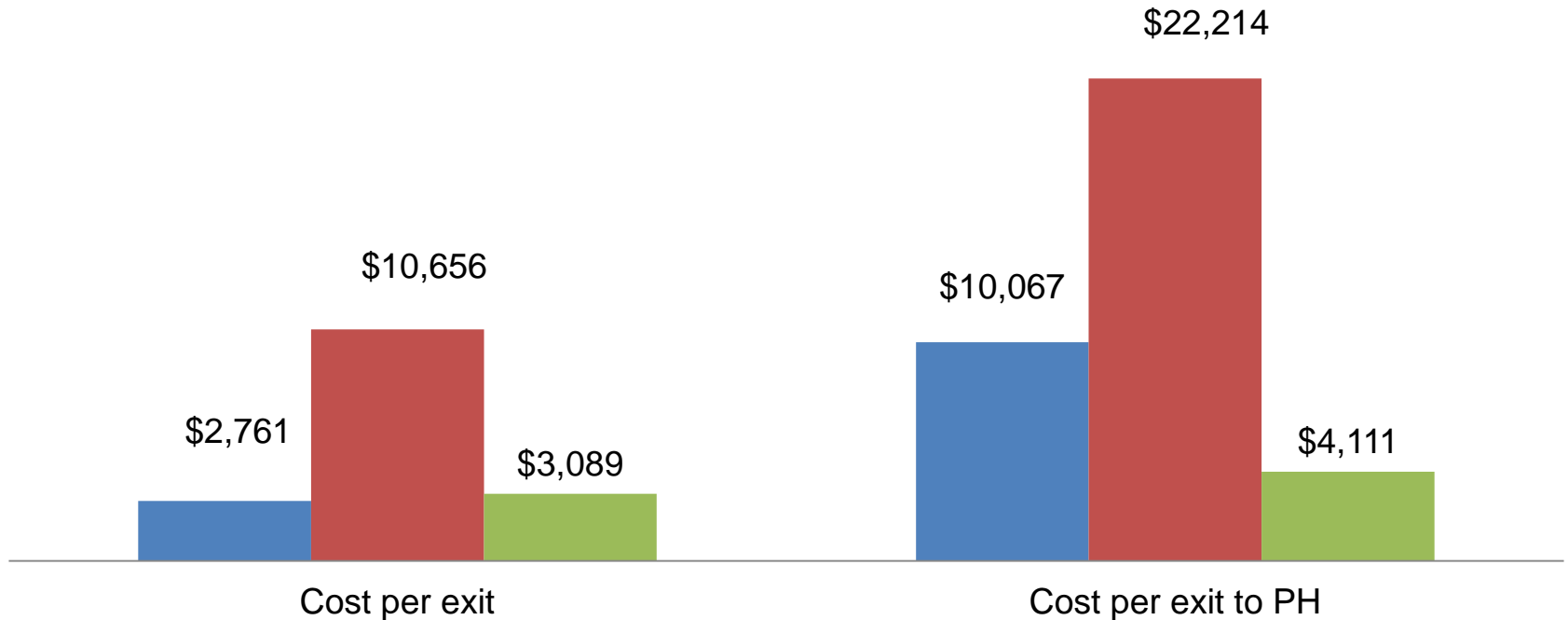
- Shelter: 11% / 15%
- Transitional Housing: 9% / 7%
- Rapid Re-Housing: 4% / 9%

Data from 14 Continuums in seven states that prepared Evaluators for NAEH Performance Improvement Clinics in 2011-2012

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Cost Effectiveness

Average Cost - Families

■ Shelter   ■ Transitional   ■ Rapid Re-Housing

$22,214

$10,656

$10,067

$2,761

$3,089

$4,111

Cost per exit

Cost per exit to PH

Data from 14 Continuums in seven states that prepared Evaluators for NAEH Performance Improvement Clinics in 2011-2012

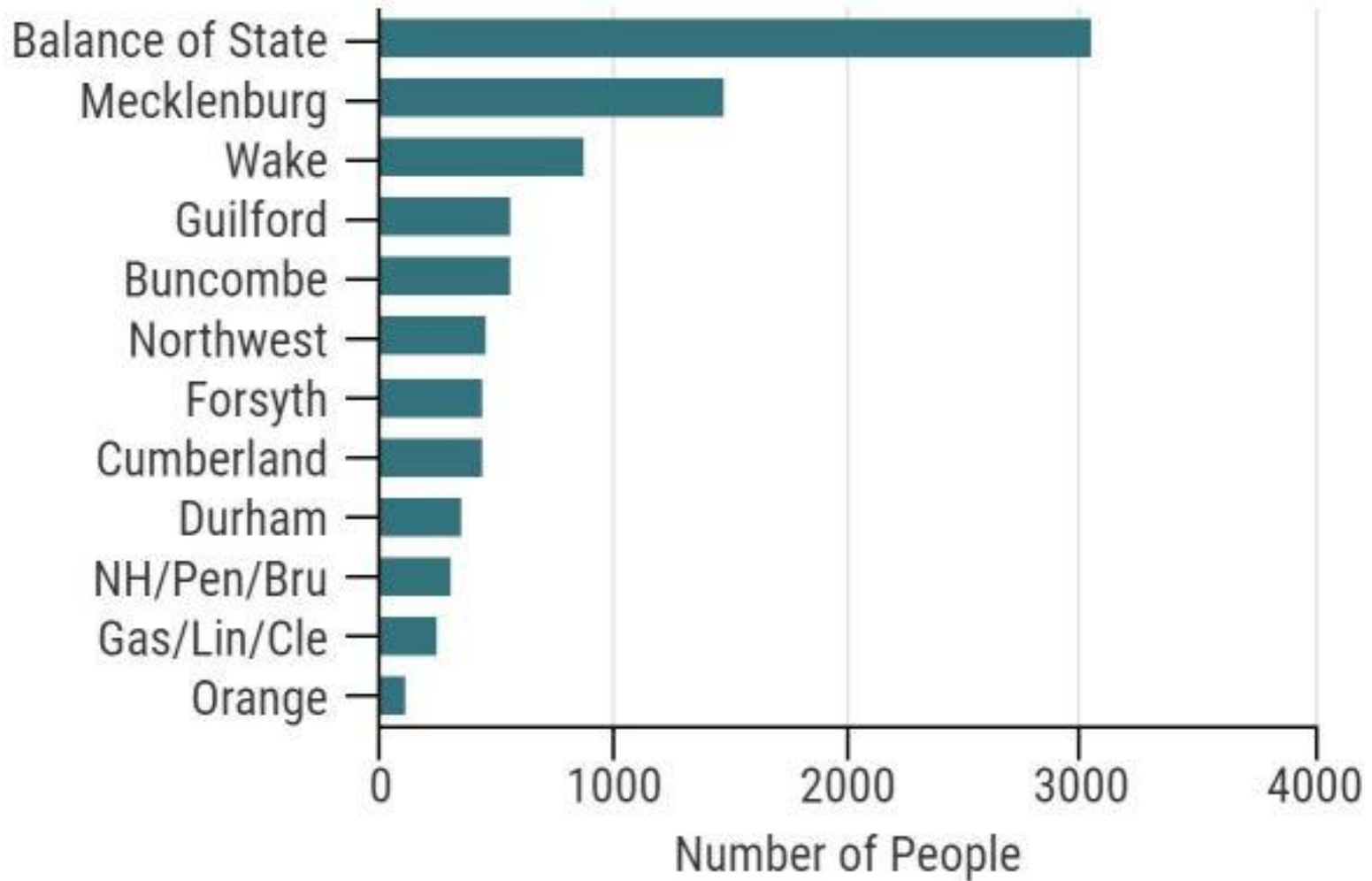National Alliance to End Homelessness

North Carolina Data

On one night during the last week of January 2017, **8,962** people experienced homelessness
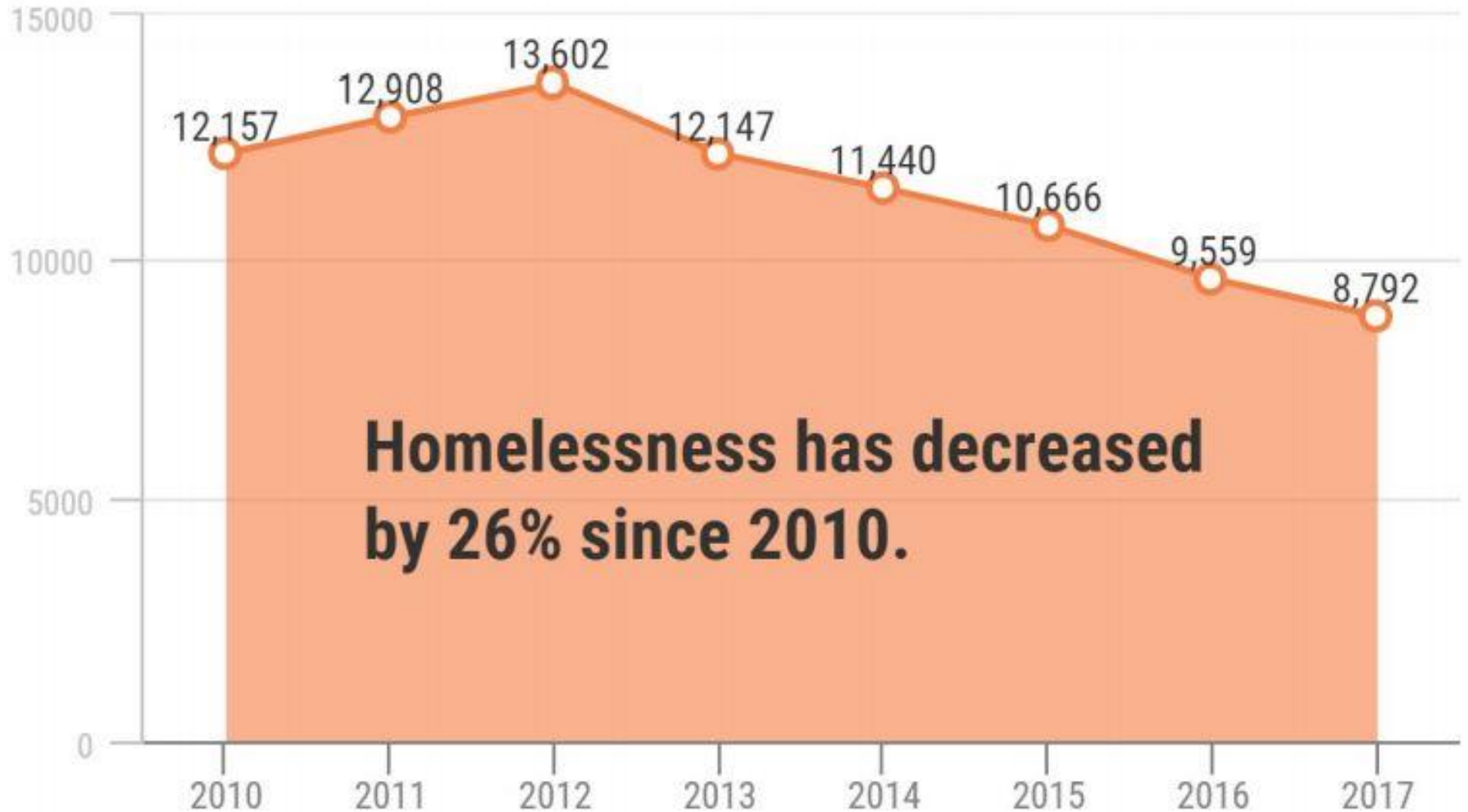
Homeless Persons by CoC

Rate of Homelessness by CoC

Rate of Homelessness Per 10,000 People
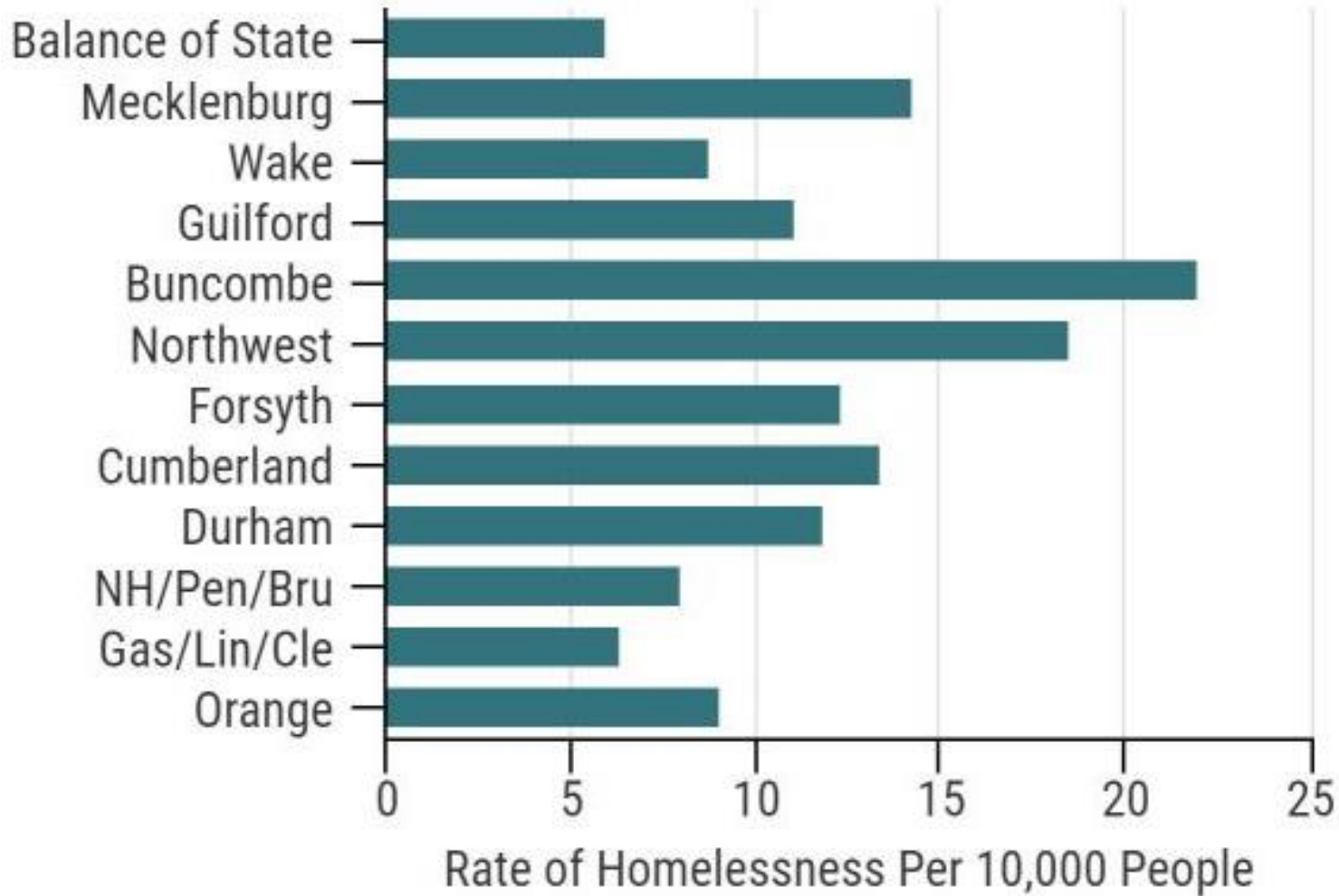
State-Wide Housing Inventory Count- 2016

- Emergency Shelter
- Transitional Housing
- Rapid Re-Housing
- Permanent Supportive Housing

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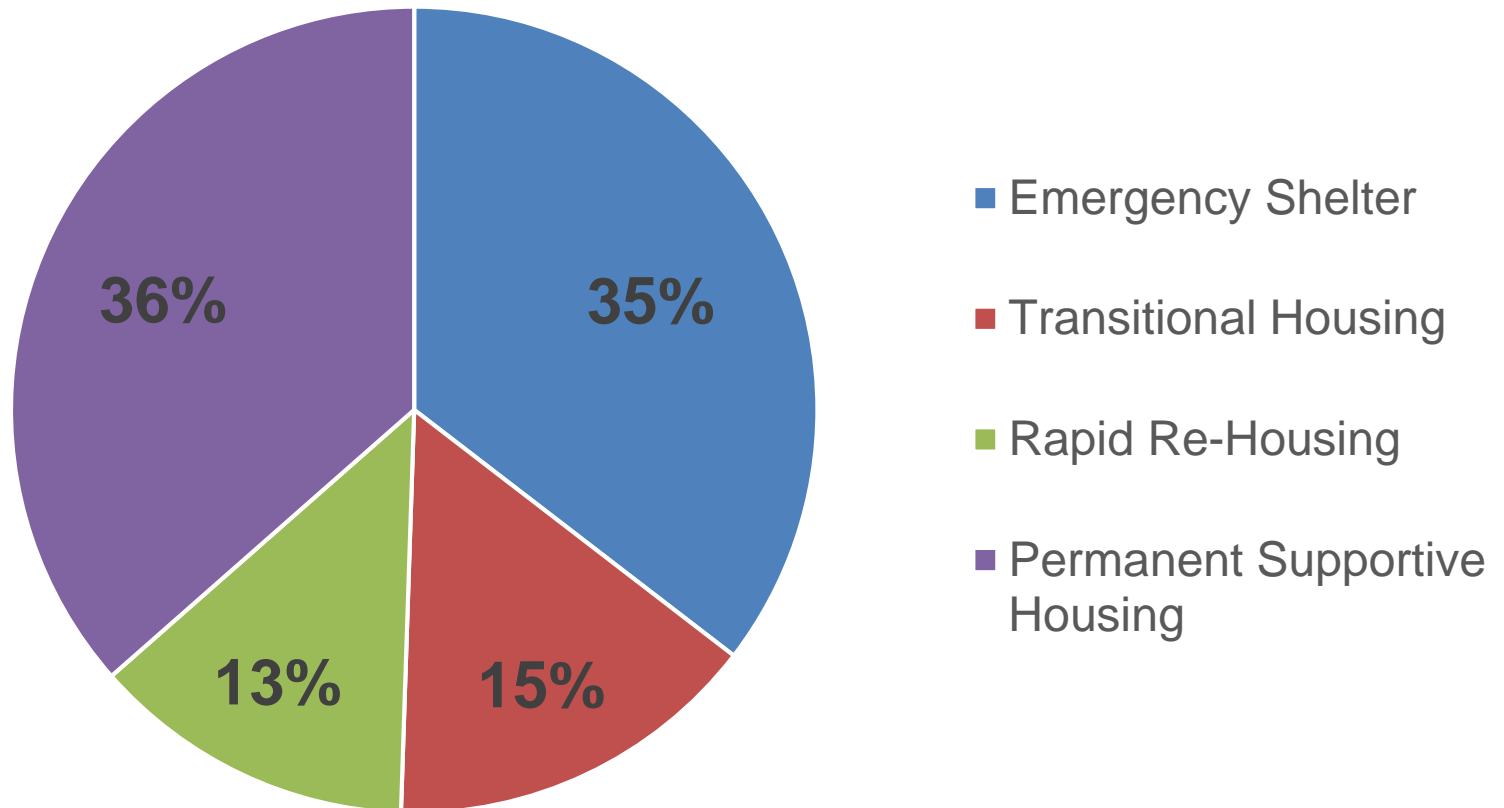
Rapid Re-Housing Demographics- Household Type

- Individuals — 51.3%
- Families — 44.5%
- Youth — 4.2%
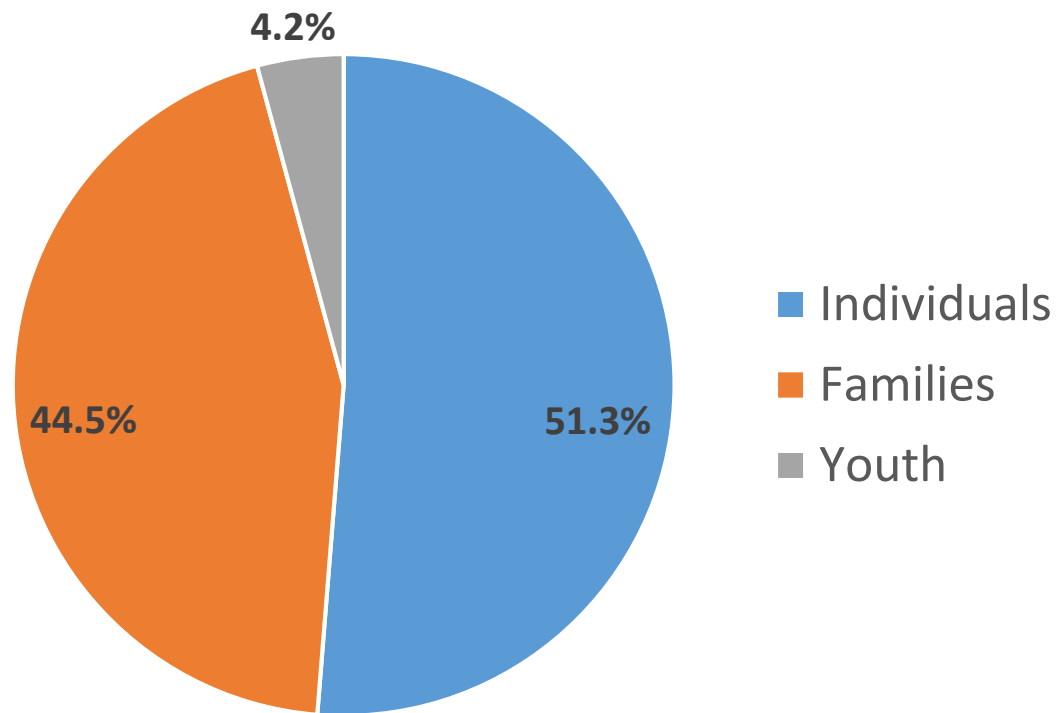
Rapid Re-Housing Demographics- Race

General Population- North Carolina

4.40% 2.30%

22.10%

71.20%
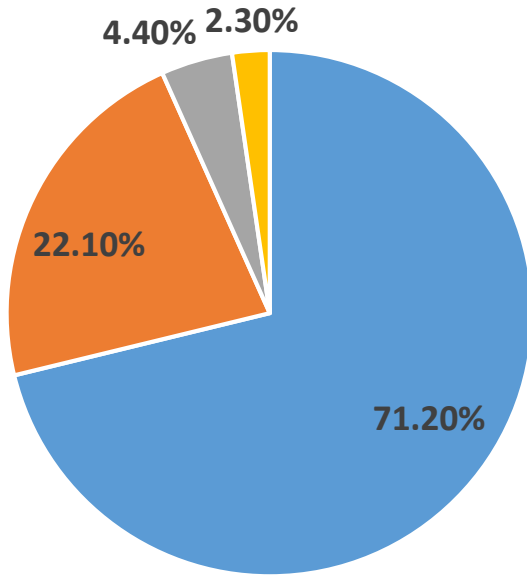
Shelter Population

1.3% 3.3% 1.6%

39.3%

54.4%
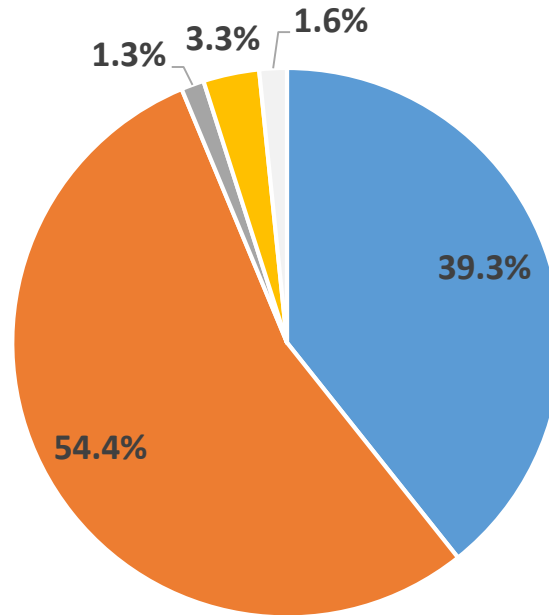
Rapid Re-Housing Participants

0.7% 3.6% 3.4%

21.4%

70.8%
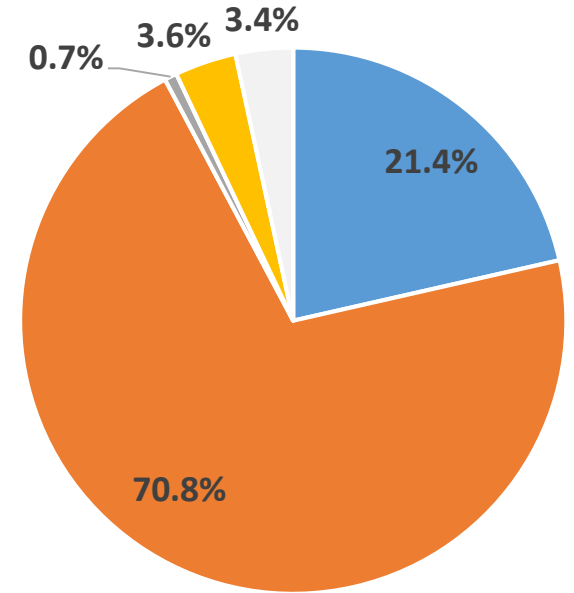
■ White ■ Black ■ Asian/American Indian/Pacific Islander ■ Multi-Racial ■ Unknown

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Rapid Re-Housing Demographics- Disability
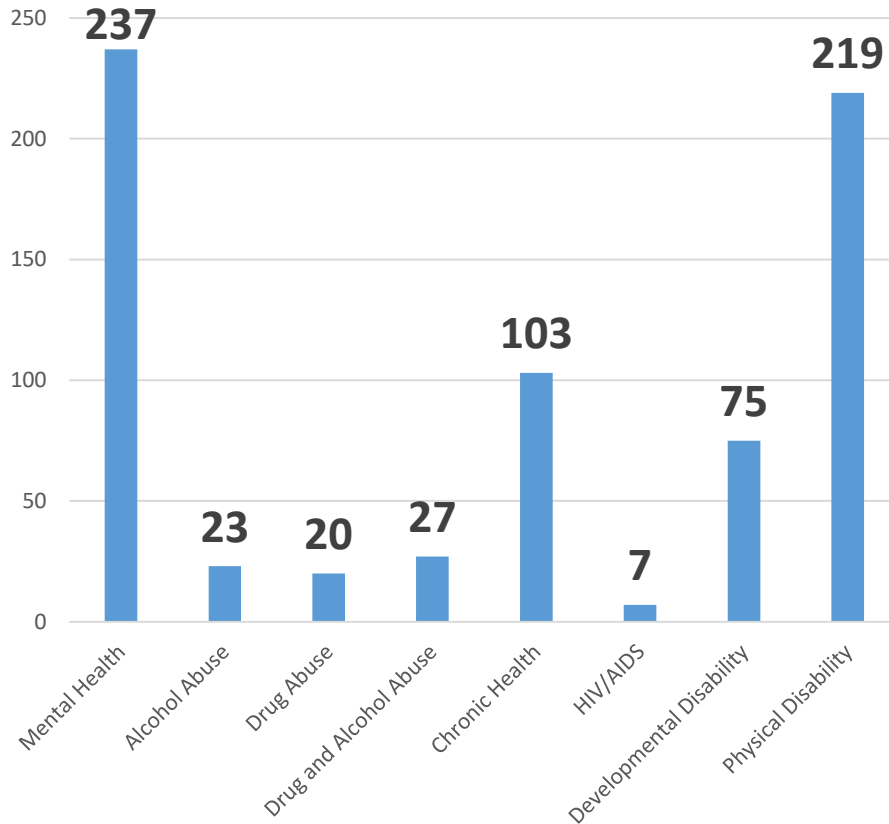
	RRH	Shelter
Mental Health	8.3%	15.6%
Alcohol Abuse	0.8%	1.5%
Drug Abuse	0.7%	2.1%
Drug and Alcohol Abuse	0.9%	2.6%
Chronic Health	3.6%	6.6%
HIV/AIDS	0.2%	0.8%
Developmental Disability	2.6%	1.9%
Physical Disability	7.6%	12.7%

Rapid Re-Housing Demographics- Prior Living Situation

Legend:
- Shelter
- Transitional Housing
- Place Not Meant for Habitation
- Other Literally Homeless
- Own Housing
- Doubled-Up (Friends or Family)
- Hotel/Motel- Self-Paid
- Institutional Setting
- Other/Unknown

Values: 42.8%, 3.2%, 28.0%, 2.5%, 2.9%, 8.7%, 2.7%, 2.9%, 6.2%
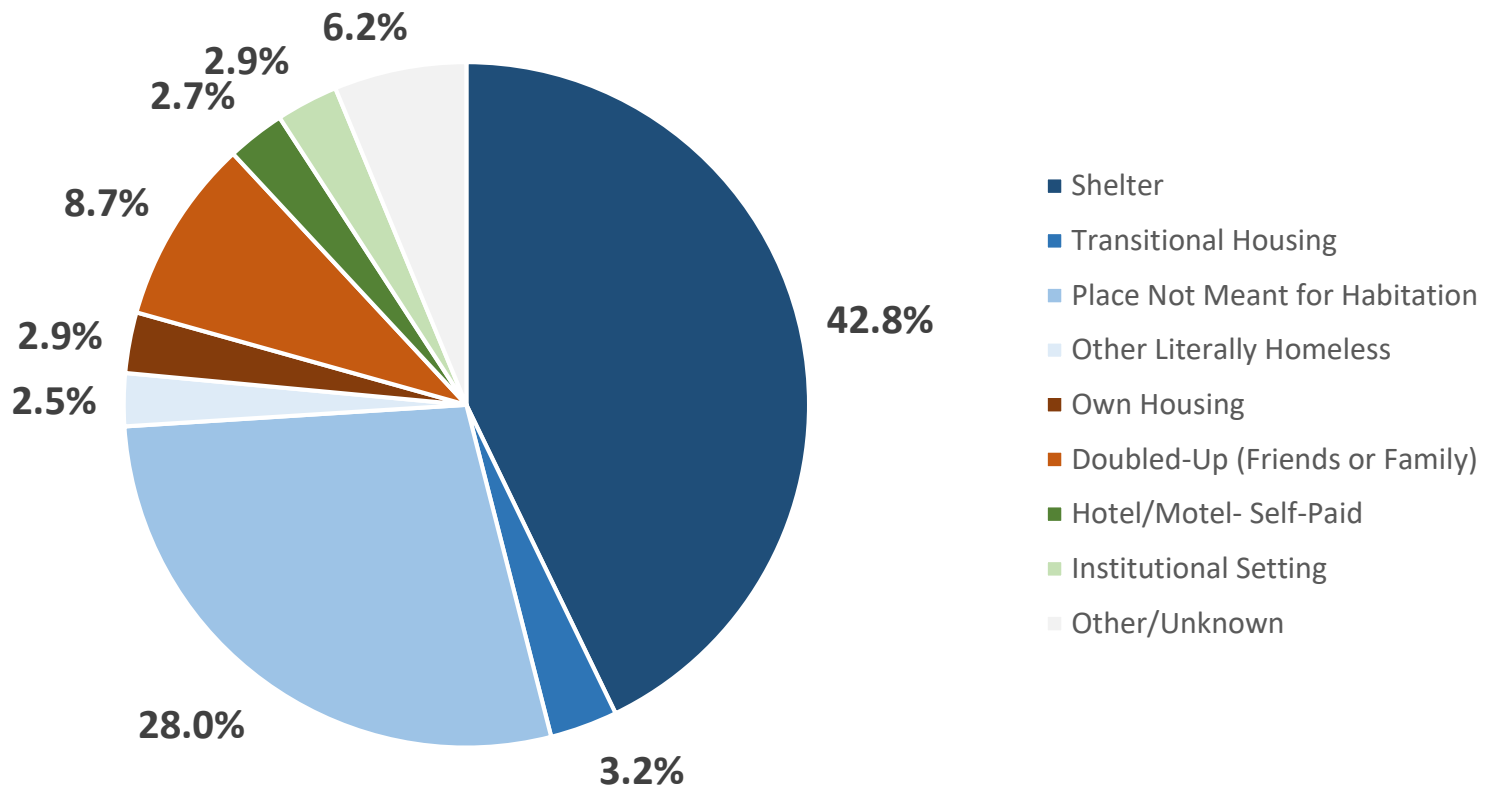
Rapid Re-Housing Outcomes- Days to Housing

Known Values Only

- 1.2%
- 15.6%
- 34.0%
- 17.1%
- 32.1%

Total Population

- 19.1%
- 43.8%
- 18.0%
- 9.6%
- 8.8%
- 0.7%

Legend:
- 7 days or less
- 8-30 days
- 30-60 days
- 60-180 days
- 180+ days
- Unknown

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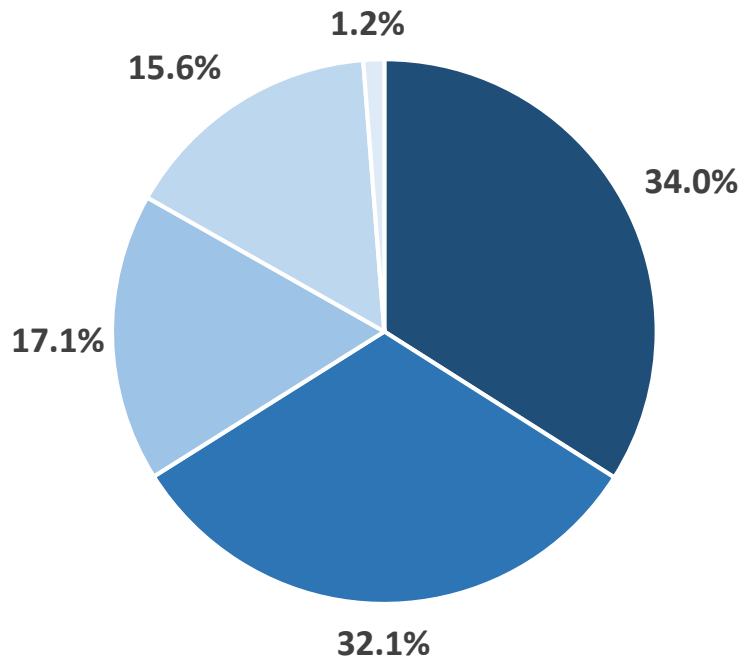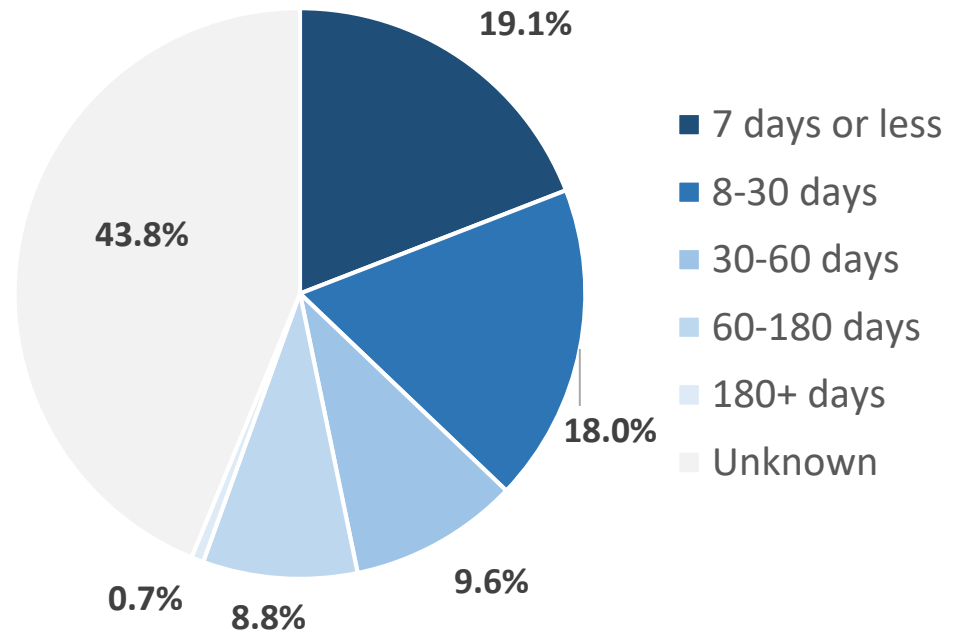
Rapid Re-Housing Outcomes- Length of RRH Assistance

- Less than 30 days
- 30-60 days
- 60-90 days
- 90-180 days
- 180-365 days
- 365+ days

10.7%
11.6%
13.2%
25.0%
25.2%
14.2%
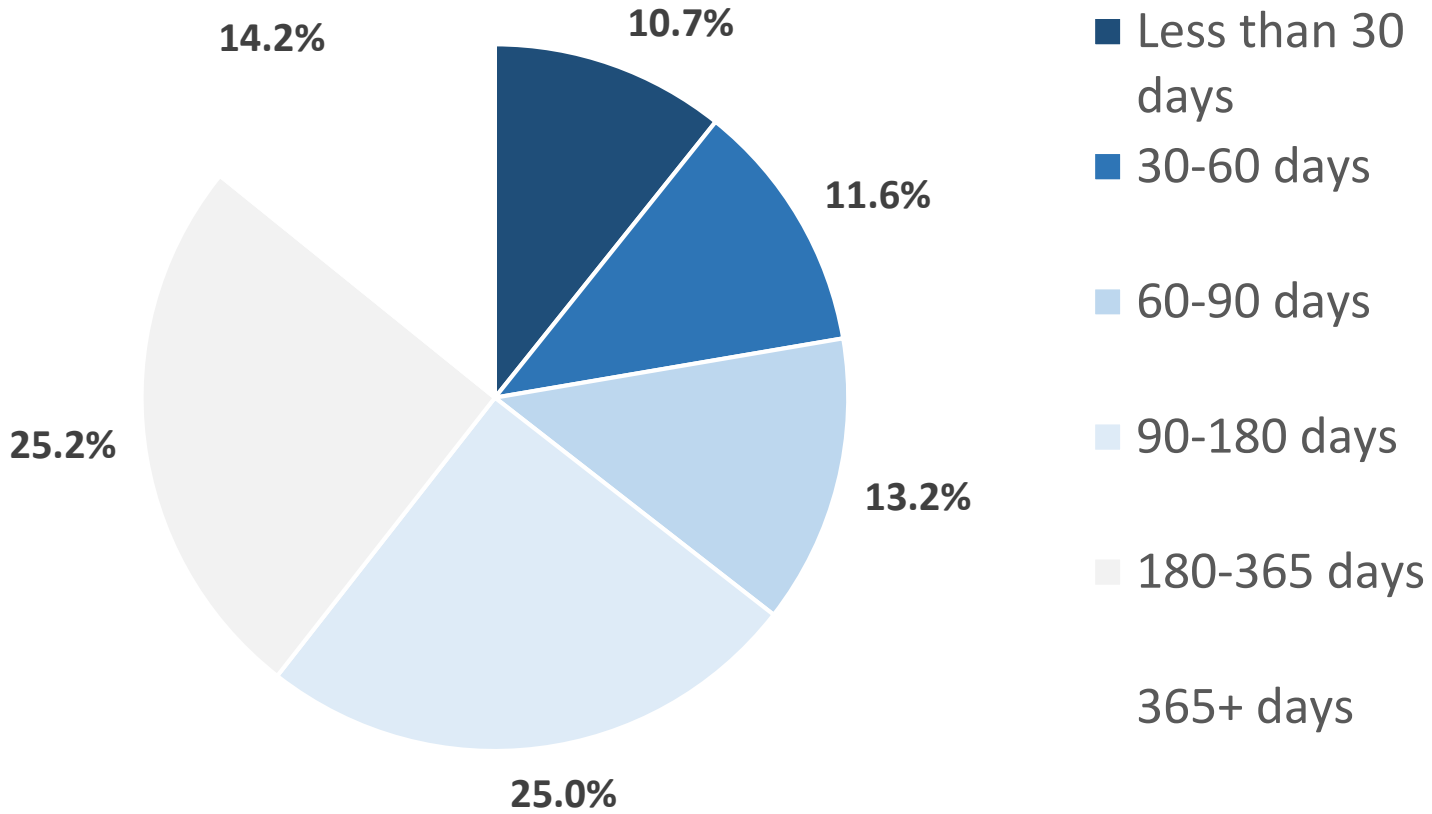
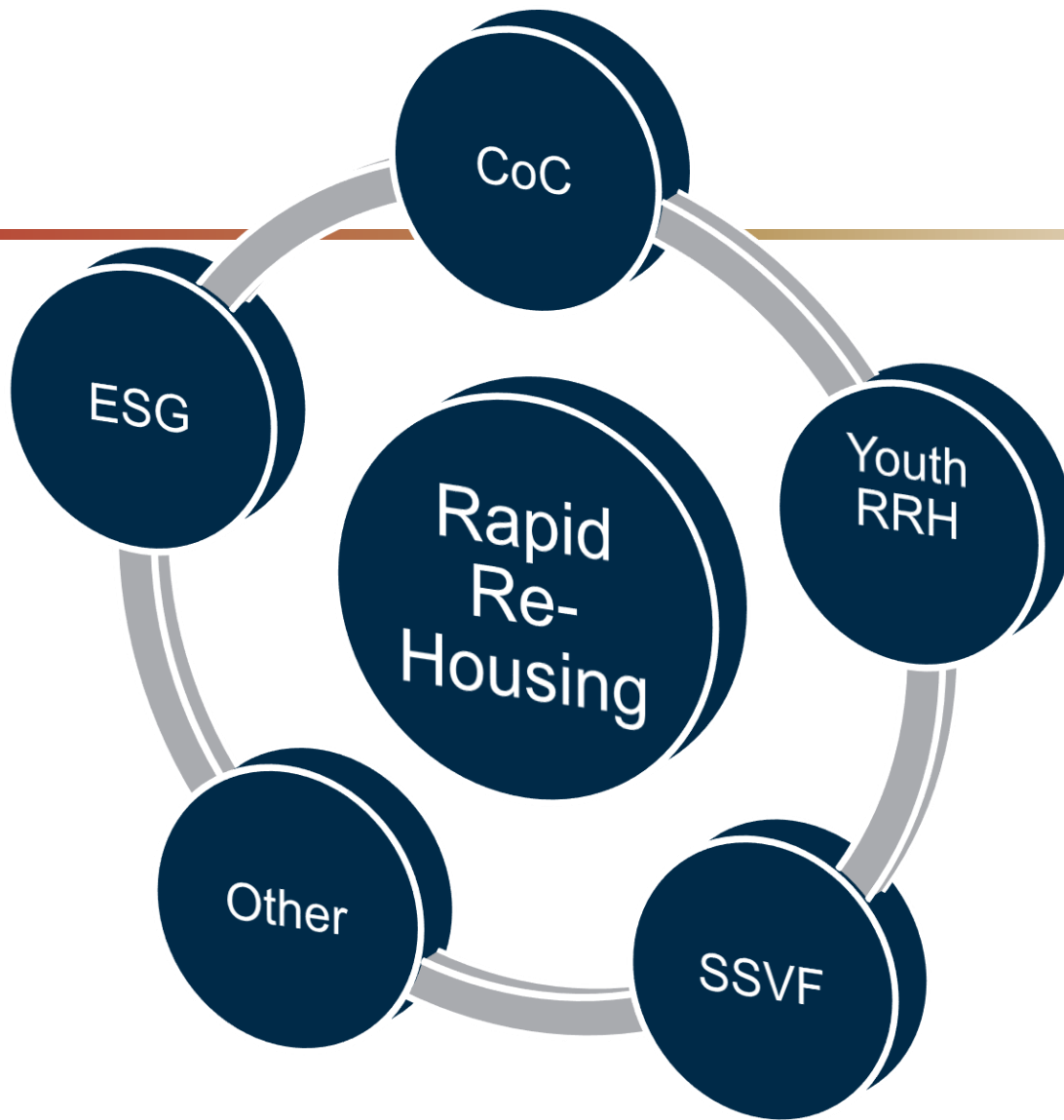# Rapid Re-Housing Outcomes- Exits to Housing
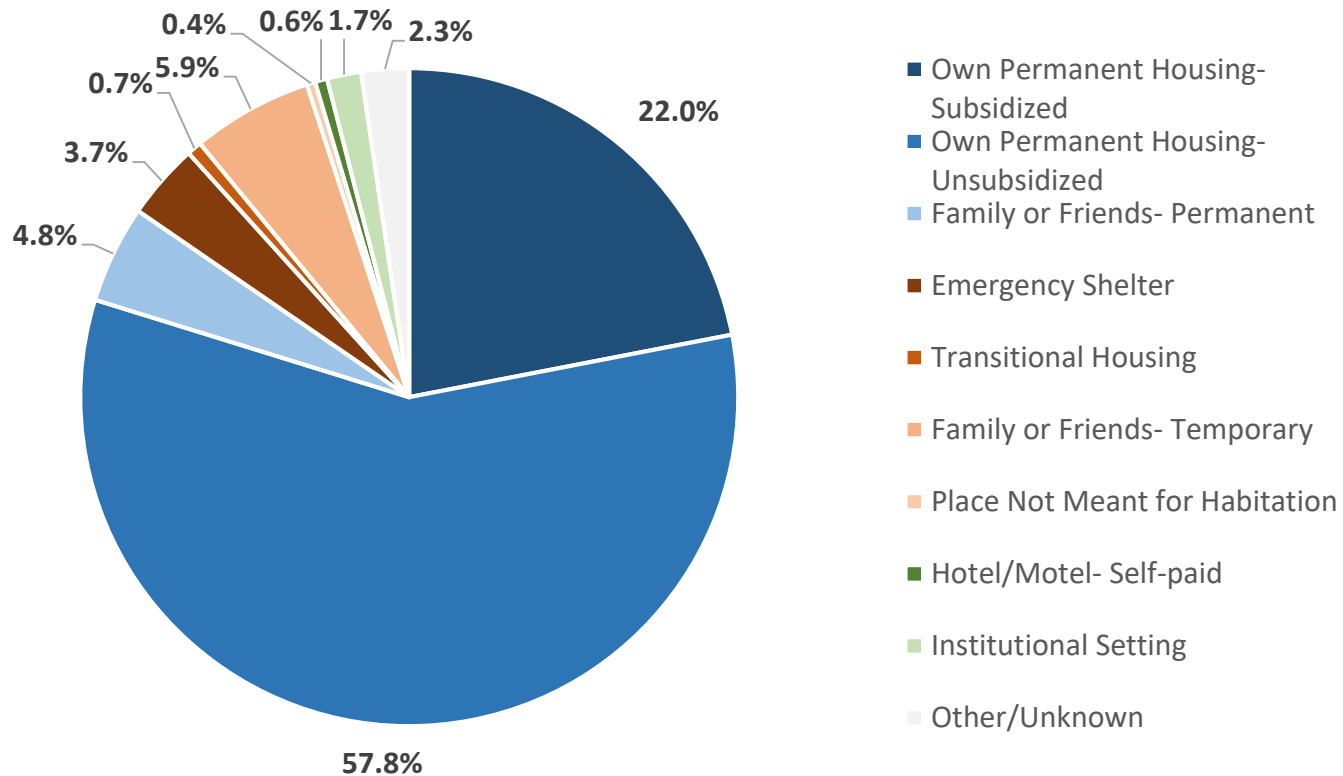
84.6% of RRH Exits are to Permanent Housing!

Impact of rapid re-housing

Is your rapid re-housing having a measurable impact on reducing homelessness in your community?

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CoC

ESG

Youth RRH

Rapid Re-Housing

Other

SSVF

"Thanks be to God that Operation Hope has lead the way through rapid re-housing so that emergency shelter is no longer needed."

-Reverend David Spollet

Pastor, First Church Congregational UCC

Fairfield, CT

Source: http://www.fairfieldcitizenonline.com/news/article/Shelter-closing-as-Operation-Hope-moves-in-a-new-12541434.php#photo-14972332

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What can I do to help rapid re-housing become a more integral part of the system that ends homelessness in my community?

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Lunch Break

Philosophical Shift

Practice Shift

Operations Shift

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"Housing First is not a 'program,' it is a system-wide orientation and response."

-Ann Oliva- SNAPS Weekly Focus

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Housing First Approach

Philosophy

- Not a "program," but a system-wide orientation and response

- Everyone is ready for housing

- Homelessness is a housing problem

- Issues can best be addressed once people are permanently housed

- Housing First means housing fast

- We cannot predict future stability

Practice

- Few to no pre-requisites to permanent housing

- Rapid entry into permanent housing

- Services are voluntary

- Standard leases like anyone else in the community

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Housing First in Practice

My program does not screen people out for:

- Not enough or zero income at entry
- Low "employability"
- Lacking a "desire" to change
- Lacking a "good" attitude
- Being "uncooperative"
- Having been unsuccessful at rapid re-housing before

How are you currently operationalizing Housing First principles within your Rapid Re-Housing program?

Where are you struggling to make this work?

Rapid Re-Housing (RRH) ends homelessness for families and individuals.

RRH
HELPS

FIND HOUSING

Help people quickly find housing within one month or less.

PAY FOR HOUSING

Help people pay for housing short term; longer-term help an option.
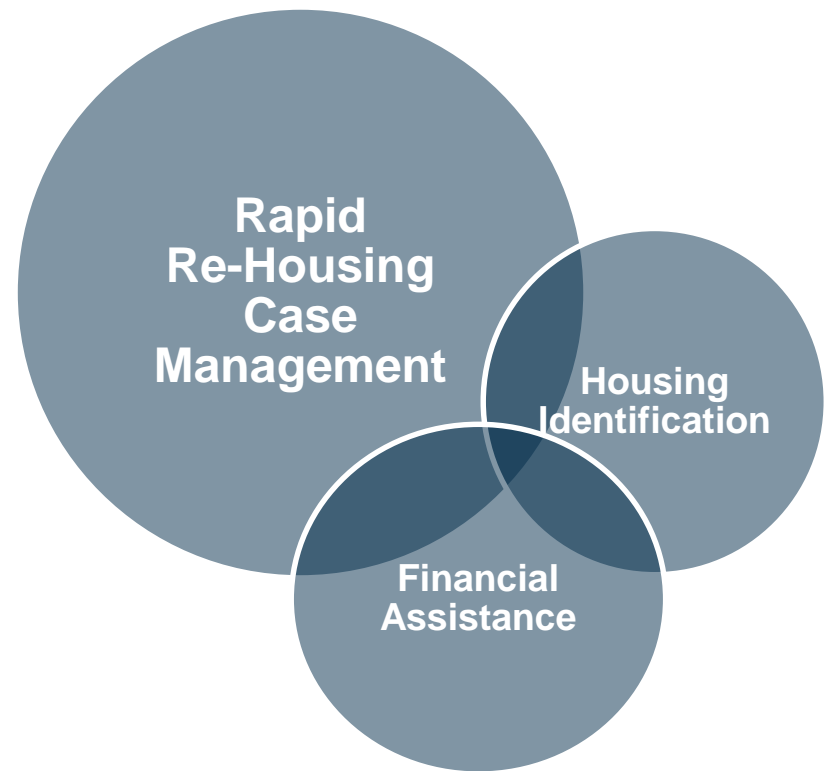
STAY IN HOUSING

Help access services so people can stay in housing.

The **Core Components** of Rapid Re-Housing help people **find** housing fast, **pay** for housing, and **stay** in housing.

Core Components

- Not linear

- Cannot work in Silos

- RRH Case Management is an integral part of housing identification and financial assistance

Rapid Re-Housing Case Management

Housing Identification

Financial Assistance

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FIND HOUSING

Help people quickly find housing within one month or less.

PAY FOR HOUSING

Help people pay for housing short term; longer-term help an option.

STAY IN HOUSING

Help access services so people can stay in housing.

FIND FAST
HOUSING IDENTIFICATION

Build relationships with landlords to have access to as many housing units as possible.

Find and secure housing as quickly as possible after a person or family becomes homeless.

Limit the time a family or individual spends homeless. Move people into housing within **30 days or less**.

"It takes a lot of advocacy for someone to get into the housing. Without a case manager, without an advocate, these people would still be out in the streets. And that's just the reality of it."

-Case Manager in Denton, TX

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FIND: Housing Identification

Philosophy

- Everyone is ready to be housed immediately

- Households need assistance to locate housing

- Landlord recruitment is essential to successful rapid re-housing

Practice

- Actively recruits and retains landlords

- Provides support during housing search

- Identifies and mitigates barriers to entering housing

- Ensures "good fit" between landlord and client

- Assists client to realistically identify the "right" housing option

- Facilitates shared housing

Four Things Landlords Want

Good Neighbor

Property Care

Long-term Renter
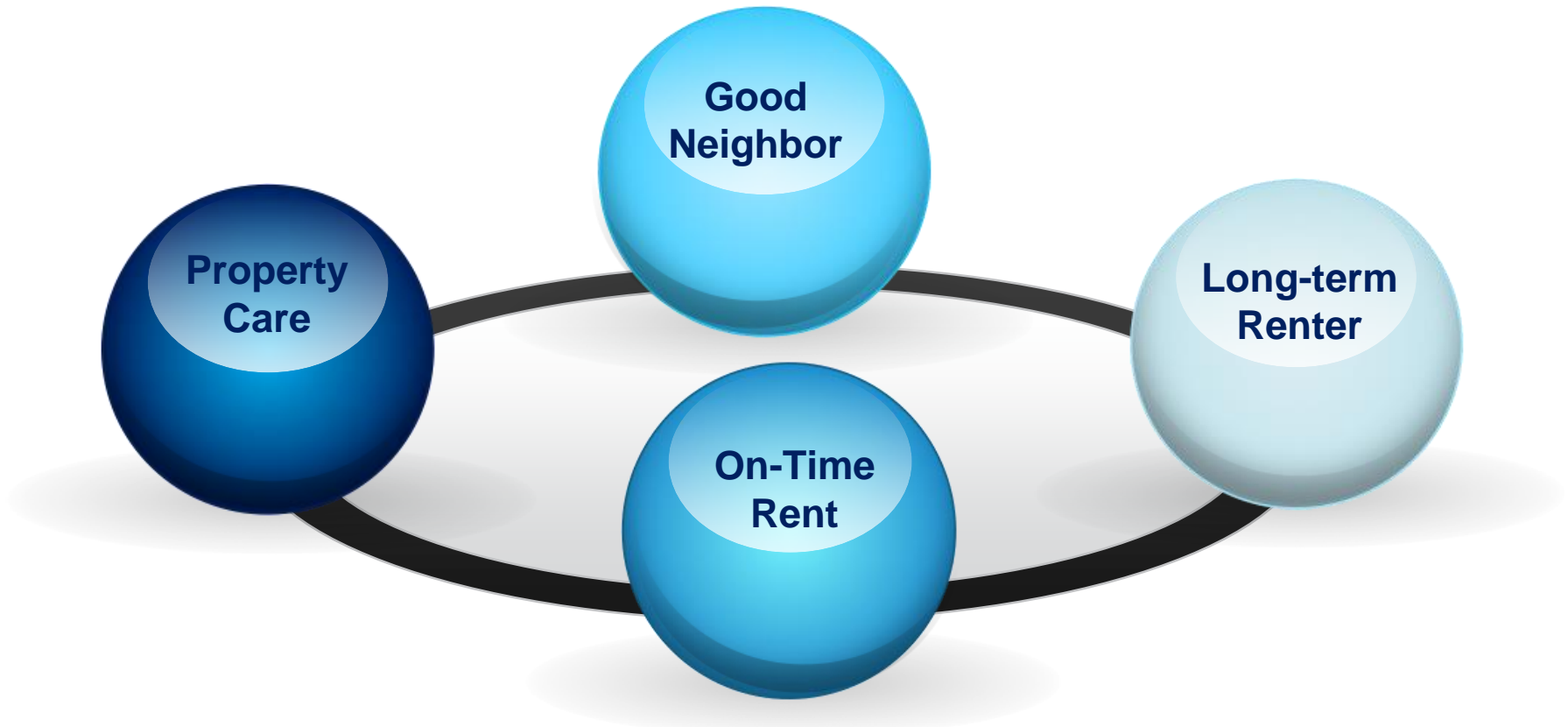
On-Time Rent

Landlords Screen Out People Who Appear to be "High Risk"

What Landlords Worry About	What Information Landlords Use to Reduce Those Risks
Pay the rent on time?	Credit History, Income, Employment, Landlord References
Treat the building with respect?	Criminal History, Landlord References
Follow the lease?	Criminal History, Landlord References
Good neighbor? (Avoid conflict with Other tenants, landlord, police)	Criminal History, Landlord References

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Assessing Tenant Screening Barriers

What will you assess? The same things landlords assess!

- ❑ Income and employment history

- ❑ Credit history: Unpaid bills (or late payments), court judgments, especially if debts are rental arrears to prior landlord(s)

- ❑ Criminal history

- ❑ Past housing experiences: Rent paid on time? Lease violation notices? Conflict with landlord or other tenants? Damage to the unit?

- ❑ Landlord references

Why Assess Tenant Screening Barriers?

How will you use the information?

- To match the tenant with a landlord who will accept that person's profile—this means knowing your landlord partner's "limits"

- To negotiate additional incentives for the landlord (double damage deposit, more frequent check-ins, risk mitigation fund, etc.) if the person "appears" too risky for the landlord's tolerance level

- **This information should NOT be used to screen out people with high barriers! Data shows these tenants also succeed!**

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How Do You Build Landlord Partnerships?

- Your program has a good landlord outreach strategy
- Your program offers attractive incentives for landlord partners

<u>AND</u>

- Your program knows landlord concerns and needs and responds accordingly
- Your program creates a Win-Win for landlords and clients via tenant and landlord supports

Landlord Incentive Brainstorm:

Take 5 minutes and develop a 30-second "Elevator Pitch" to a potential landlord or property manager who you would like to work with to house a client through rapid re-housing.

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Incentives for a Landlords in Tough Markets

- Cut checks fast and on time
- Double damage deposit if/when needed for "risky" client
- Risk Mitigation Fund for damages caused by tenant
- Help with minor repairs
- Steady referral source of new tenants; no need to advertise
- Calls returned within one business day
- Staff teach "good tenant" skills
- If problems can't be solved, assist tenant to move out without an eviction
- Part of a mission to end part of the team
- Annual recognition event, positive media exposure

THE RENT IS TOO DAMN HIGH!

Landlord Recruitment: Leave No Stone Unturned

Word of Mouth Referrals

Direct Mail

Networking Meetings

Host a Landlord Event

Cold Calls

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Landlord Recruitment Brainstorm:

Take 5 minutes and come up with a list of ALL the places where you could potentially find landlords with units for rent.

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Finding and Keeping Landlords in a Difficult Market

- Developing and maintaining landlord relationships must be someone's full time job

- Housing search is proactive and continuous

- Landlord incentives are well-designed to minimize landlord risk

- Program and staff ALWAYS do what they promise

- Calls from landlords are returned quickly

- Checks are cut quickly

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Advice From a Housing Locator:
Common Pitfalls to Avoid

- Giving the client a list of vacant units
- Sending the client with literature on the program to explain to landlords
- Explaining too much over phone/email before viewing the unit
- Taking too long to follow-up with financial requests
- Being negative/critical of the prospective tenant, program, or unit
- Accepting "no" too quickly
- Providing no guidance to clients on personal presentation at apartment viewing

-Samantha Stewart, Supportive Housing Works, CT 2016

What do I want in a housemate?

What to Look for or Avoid	Very Important	Important	Somewhat Important	Not Important
Someone I like				
Someone who will not have many visitors				
Someone who smokes				
Someone who is clean and sober				
Someone with pets				
A "night" person				

FIND HOUSING

Help people quickly find housing within one month or less.

PAY FOR HOUSING

Help people pay for housing short term; longer-term help an option.

STAY IN HOUSING

Help access services so people can stay in housing.

HELP PAY
RENT AND MOVE-IN ASSISTANCE

Pay for security deposits, move-in expenses...

... and/or rent and utilities.

Length of assistance varies, but often **4 to 6 months**.

Pay: Financial Assistance

Philosophy

- Individualized assistance helps house more people

- Clients are resilient and can figure it out

- Financial assistance is to pay for housing, not alleviate poverty

- **NOT a one-size-fits-all**

Practice

- Individualized assessment to determine the "right" individual financial assistance (only what's necessary)

- Encourages client contribution from the start

- Focuses on the $$ amount that household needs to pay for rent

- Identifies **all** potential resources of $$ to pay towards rent

- Client assumes maintaining housing; identifies and pursues what is needed

Structuring Financial Assistance:
Program-level Progressive Engagement

- Client always pays a share unless income is zero—then program pays 100%

- In budgeting, assume that the household will likely be severely rent-burdened at exit

- FLEXIBILITY IS IMPORTANT: Changes in income, expenses, stress overload, and executive function are inevitable

Making Projections

- At move in: most landlords will take a letter of commitment showing what you expect for the next three months.
- Ask the client what they think they can pay.
- Always estimate the client's share as the highest reasonable amount (it can change)
- Communicate changes to all involved at the earliest point possible.
- Signing on for a year isn't a good idea for you, the client or the landlord.

*Advice from Micah Ministries- Meghann Cotter

Use Data to Adjust Base Level Assistance

Unacceptable rates of return to shelter?

➢ Recalculate case management and/or financial assistance, assist more intensively or longer, check-in more often, develop new partnerships

Almost zero recidivism?

➢ Try giving less support; maybe they don't need as much

➢ Examine admissions criteria-- are you "creaming"?

Some succeed and some don't?

➢ Is there a pattern (household, staff, etc.) that can help you improve outcomes?

Financial Assistance Brainstorm:

- **What line items can be shifted on your budget to meet the goal of quickly exiting people to permanent housing?**

- **What can you do with your budget to add rapid re-housing activities?**

- **Where might you leverage more resources?**

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FIND HOUSING

Help people quickly find housing within one month or less.

PAY FOR HOUSING

Help people pay for housing short term; longer-term help an option.

STAY IN HOUSING

Help access services so people can stay in housing.

HELP STAY
RAPID RE-HOUSING CASE MANAGEMENT AND SERVICES

Connect families and individuals to services and supports in the community.

Help resolve issues that may threaten housing stability, including conflicts with landlords.

CHILD CARE

EMPLOYMENT

INCOME SUPPORTS/ BENEFITS

HEALTH CARE

EDUCATION

Stay: Rapid Re-Housing Case Management

Philosophy

- RRH case management should be **client-driven** and **voluntary**

- RRH case management should be **flexible in intensity**

- RRH case management uses a **strengths-based** approach to empower clients

- RRH case management reflects the short-term nature of the rapid re-housing assistance

Practice

- Acts as a "service broker" and "connecter" to other supports – provides warm handoffs

- Assists to identify a support network

- Focuses all interaction on housing plan

- Engages household in problem solving and assuming rent

- Every conversation is housing focused, exit planning from day 1
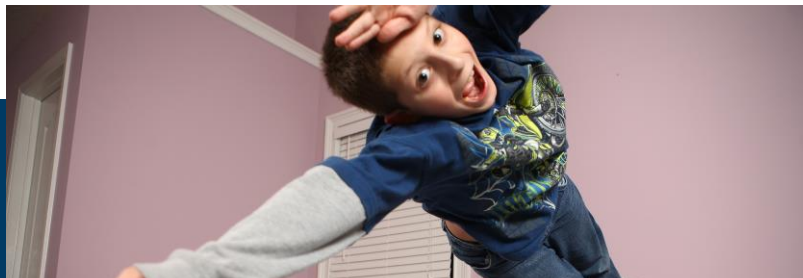
Housing Plans: Think Multiple Plans!

- Initial Emergency Needs and Housing Search Plan:
    - Emergency health and safety needs
    - Steps for housing search

- Housing Retention Plans
    - Sequence of plans, updated as goals are:
        - achieved
        - added;
        - are too ambitious and need to be scaled back; or
        - when circumstances change

- Exit Plan
    - Follow-up options
    - Plans for possible future housing emergencies

Case Management and Services Standards

Obtain and Move into Permanent Housing	• Obtain and Move into Permanent Housing
Support Stabilization in Housing	• Support Stabilization in Housing
Close the Case	• Close the Case

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Case Management and Services Standards

Obtain and Move into Permanent Housing

- Obtain and Move into Permanent Housing

- Resolve tenant screening barriers
- Obtain identification
- Resource move-in and furniture
- Review the lease

Case Management and Services Standards

Obtain and Move into Permanent Housing

Support Stabilization in Housing

- Support Stabilization in Housing

- Home-based
- Identify and access family and friend support
- Identify and access community services, employment, and income
- Help resolve disputes with the landlord or neighbors
- Help participants test and develop tenancy skills

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What Does Housing Stability Mean?

- Do rapid re-housing clients have to stay in the same unit in which they were placed?

- Should we try to place clients in units they can eventually afford?

- Should clients have enough income when they enter rapid re-housing to sustain housing after assistance ends?

Assessing Housing Retention Barriers

Patterns in a person's history that have resulted in housing crisis or housing loss **AND** could recur and jeopardize new housing: non-payment of rent, lease violations, property damage, conflict with other tenants, poor landlord references

DO NOT assess characteristics, such as poverty or a disability, unless they have a clear relationship to past housing instability

DO NOT make assumptions; look at facts!

How to Assess Housing Retention Barriers

- Review the Tenant Screening information to see if there are any repeated situations associated with housing loss.

- Interviews with the client

- Observations, over time, during home visits; you can't identify everything initially

- Contacts with the landlord, both routine check-ins and call-backs due to problems

Housing Plans to Maintain Housing

What can case management do to assist the person to be able to:

- Pay the rent on time?

- Treat the building with respect?

- Treat other people with respect?

- Follow the lease?

If your clients can do these things,

they can maintain their housing!

1. Pay the rent on time

- Increase income /decrease expenses

- Spending plan and ways to track spending

- Automatic withdrawal or vendor pay

- "Reminders" a week before rent is due

- Ask landlord to accept 2 payments/month, when tenant receives paycheck

- Create an emergency savings account if income is erratic

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What would you do?

"My client told me that he would have all of his rent for the next month. Therefore, I did not put in a check request for his rent.

Now it's after the first and he has some of the money, but not what he reported that he would have."

I keep a careful account of everything I spend the rent-money on.

What would you do?

Do Ask

- What steps are you going to take to pay that portion of your rent?
- What plan was in place before that fell through?
- What might you do to find the resources?
- What do you think will happen if you don't pay your rent?
- How can you get on track so that you are not late on your rent again?
- Is there any part of your budget that you are struggling with?

Don't Say

- I'm sorry you are on your own.
- I can't help you.
- Maybe you should have thought about that before
- You better figure out how you are going to pay it.
- We will pay it, but you have to pay us back.

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Honest Monthly Budget: OrgCode

The Honest Monthly Budget Sample

Client: Chris	Version: 1	Date: February 6

Things that I have to spend money on:		Formal ways I get money:	
Rent	$604	Job	$0
Utilities	$0	General Welfare	$731
Food	$100	Disability	$0
Arrears	$300	Pension	$0
Repairs	$0	Inheritance	$0
TOTAL	$1004	**TOTAL**	$731

Other money that comes in goes toward:		Informal ways I get money:	
Child Support	$0	Binning/Bottle Collecting	$100
Debts	$50	Odd Jobs	$75
Cigarettes	$100	Treasure Hunting	$0
Coffee	$0	Baby Sitting	$50
Alcohol	$200	Sex Work	$0
Other Drugs	$0	Drug Running/Dealing	$0
Health Stuff	$30	Day Labour	$200

Source: OrgCode

2. Treat the Building with Respect

- Some program participants have never had their own housing and may not be familiar with knowledge/skills to maintain it

- If there is a history of damage, find out how it occurred, then deal with the cause

- Skills are taught most effectively where they will be used—in this case, in the tenant's own unit

3. "Peaceful/Quiet Enjoyment"

- A clause in most leases: Tenant shall not disturb the peaceful /quiet enjoyment of the premises

- Intentionally vague language allows landlord to evict for almost any problem behaviors such as failure to control trash, children, guests and noise, and/or conflict with other tenants

- Tenants are often not aware of this lease requirement; explain it to them!

- Watch for violations when visiting the home and ask about any problems when you talk with the landlord

4. Follow the Lease

- Read and explain—**in simple terminology**—the client's lease (or have a tenant/legal service provider "translate").

- If the language is too obscure, consult a legal services or tenant advocacy resource to identify the critical requirements.

Housing Barrier Discussion:

Which of the following people have a housing retention barrier?

- **A person with schizophrenia who hides in her room with the lights out for two days when the voices occur.**

- **A person with schizophrenia who turns up the TV full volume 24/7 to drown out the voices.**

What case management strategies may help mitigate the housing retention barrier?

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BE PROACTIVE: Anticipate Problems

Plan ahead, *with your participant*, about how to respond if it looks like a previous rental problem is recurring.

For example…

- How will you prevent your friends from using your apartment as their party room?

- What will you do if you know you won't have all the rent on time?

- How can you stop your children or friends from making noise in common areas that bothers the neighbors?

- What can you say if someone in your family wants to borrow the rent money—and you don't think they can pay you back by the first of the month?

Tools for Clients
Example: Summarizing Primary Lease Requirements

Things that can get me EVICTED:

- ❑ Rent is more than 5 days late
- ❑ Someone moves in with me (stays more than 2 weeks)
- ❑ If I get a dog
- ❑ If the police are called about me twice in 30 days

Things I can do WITH WRITTEN PERMISSION from Landlord:

- ❑ Get a roommate
- ❑ Get a cat

Call: Megan (my housing questions person): 123-456-7890

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Case Management and Services Standards

Obtain and Move into Permanent Housing

Support Stabilization in Housing

Close the Case

- Close the Case

- Close the case when participant is no longer going to be imminently homeless

- Case management can continue after financial assistance ends

- Warm hand offs to mainstream and community-based services

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Closing a Case Key Considerations

- **Clarity: Ending homelessness or ending poverty?**
  - What are you measuring to determine if someone is "ready"?
  - Transparency: outlined in Policies and Procedures and shared with staff AND clients

- **Exiting planning starts at entry**
  - Case plans goals are short term (can be completed within 30 – 90 days) and focused on housing

- **Case manager regularly review goal progress, discuss if exit timeline still works, and adjust**
  - Transparently discuss options and criteria for ending assistance

- **Resources are in the community**
  - Your program and supports can not and should not be the only supports

Support Map for _____

Family

Name: _____
Contact Info:_____
Type of help:_____
_____

Name: _____
Contact Info:_____
Type of help:_____
_____

Name: _____
Contact Info:_____
Type of help:_____
_____

Friends

Name: _____
Contact Info:_____
Type of help:_____
_____

Name: _____
Contact Info:_____
Type of help:_____
_____

Name: _____
Contact Info:_____
Type of help:_____
_____

Strengths: _____
_____
_____
May need support with _____
_____
_____

Community Assistance Programs

Name: _____
Contact Info:_____
Type of help:_____
_____

Name: _____
Contact Info:_____
Type of help:_____
_____

Name: _____
Contact Info:_____
Type of help:_____
_____

Other Community Resources

Name: _____
Contact Info:_____
Type of help:_____
_____

Name: _____
Contact Info:_____
Type of help:_____
_____

Name: _____
Contact Info:_____
Type of help:_____
_____

OrgCode Exit Planning Tool

EXCELLENCE IN HOUSING

Exit Planning

Client:	Version:	Date:

About Us

Family Name:	
Head(s) of Household:	
Address:	
Health Insurance	

Emergency/Medical Contacts

Role/Relationship	Name	Telephone Number
Emergency	Emergency Services	9-1-1
1.		
2.		
3.		

Our Plan to Maintain Housing

I will continue to **pay our rent** by making sure we do the following things:

_____

_____

_____

I will make sure that **we don't get kicked out of the apartment** by doing/not doing the following things:

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Case Closing Questions and Indicators

- **When** do you assess whether to close a case or continue providing assistance?

- **Who** is involved in the decision-making?

- **What** are the key indicators you assess to make this determination?

When is it Time to Complete Services?

	Indicators for closure	Indicators for continuation
INCOME	--Housing subsidy secured --Income from all sources is sufficient to pay rent --Can share housing using current income	--Cannot pay rent for next month or two --No income sources available
LEASE	--In compliance, landlord satisfied --LL willing to accept loss of programmatic support	--Currently in violation of lease or subject or serious complaints --LL accepted client only if longer-term support provided
LINKAGES	--Other resources will provide needed assistance	--No other resources are willing/able to assist, and need is critical to housing stability
CHOICE	--Program participant wants to complete services	--Program participant wants (and needs) additional assistance

Exit Case Study

Joyce moved in to housing last month after a lengthy six month search. She suffers from PTSD after a significant traumatic experience while serving in the Army. You assisted her with applying for a service-connected disability and she is now receiving just over $1800/month to support herself and her 6-year-old son.

Joyce's previous eviction and poor credit made locating suitable housing difficult, but you were able to work with a landlord sympathetic to the program to work around the screening barriers. Unfortunately, Joyce has refused to pay her initial portion of the shared rent this month (total rent is $900, she is expected to pay half while in the program) and several neighbors have complained to the landlord about the volume at which she watches TV in the house.

You have encouraged Joyce to seek out counseling services through the VA to address her PTSD, but she has not gone. How would you move forward in a participant-centered way with Joyce?

Using Data to Improve Performance

Philosophy

- There is always room to improve

Practice

- How is program impacting homelessness across the community

- Measure outcomes, not outputs

  - Decrease length of stay in homelessness

  - Increase exits to permanent housing

  - Decrease returns to shelter

Performance Benchmarks

- Data is only valuable if acted on!

- How does your program use data to improve design, policies, training?

- Do case managers have and use outcome data to improve their own practice?

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Rapid re-housing Performance Benchmarks

1. Length of Stay

2. Permanent Housing Exits

3. Returns to Homelessness

4. Efficiency

Benchmark

- Clients move into housing in an average of 30 days or less from program entry

How to measure

- Average length of time from program entry to residential move-in for households who moved into permanent housing

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1. Length of Stay

2. Permanent Housing Exits

3. Returns to Homelessness

4. Efficiency

How can we shorten the length of stay in homelessness?

- Robust landlord recruitment

- Remove programmatic prerequisites to housing

- Housing-focused messaging from entry into the system

Rapid re-housing Performance Benchmarks

1. Length of Stay

2. Permanent Housing Exits

3. Returns to Homelessness

4. Efficiency

Benchmark

- 80% exit rapid re-housing to permanent housing

How to measure

- Percent of clients who exit rapid re-housing to permanent housing

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1. Length of Stay

2. Permanent Housing Exits

3. Returns to Homelessness

4. Efficiency

How can we increase exits to permanent housing?

- Match clients with units that work for them

- Flexible financial assistance

- Proactive case management and connection to services

- Move clients if needed

Rapid re-housing Performance Benchmarks

1. Length of Stay

2. Permanent Housing Exits

3. Returns to Homelessness

4. Efficiency

How can we limit returns to homelessness?

- Place clients in units they can eventually afford

- Warm hand-offs to community services

- Pro-active follow up

Data Discussion:

- **Does your organization/program regularly collect and analyze RRH outcomes data?**

- **Does your RRH team know the benchmarks and how your program is doing on key outcomes?**

- **Is your program regularly meeting the benchmarks?**

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National Performance Benchmarks and Program Standards

- Based on RRH Core Components

- Endorsed by VA, HUD, USICH

- Utilize best practice standards for RRH core components across all community RRH providers:
    - Housing Identification
    - Financial Assistance
    - Case Management and Services

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What is one thing you commit to doing differently in the next week to improve your rapid re-housing?

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Thank You!

Questions?

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