

Bringing It Home: Ending Homelessness in NC

Progressive Engagement: Helping People
Succeed in Their Own Time



Kristi Schulenberg, National Alliance to End Homelessness

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 Alliance provides data and research to policymakers and elected officials in order to inform policy debates and educate the public and opinion leaders nationwide.

Working with a strong network of innovators, 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.

Session Objectives

- I. Gain a brief overview of Rapid Re-housing and the role of Progressive Engagement within an RRH Program
- II. Understand the nuts and bolts of Progressive Engagement at the program level
- III. Understand Progressive Engagement as a System-Wide approach

Core Components of Rapid Re-Housing

Housing Identification

Rent and Move-In Assistance (Financial)

Rapid Re-Housing Case Management and Services

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.

PROGRESSIVE ENGAGEMENT

Program Level Overview

Core Component Standards

Rent and Move-In Assistance (Financial)

Rent and Move-in Assistance: Principles

Rent and move-in assistance **should be flexible and tailored** to the varying and changing needs of a household while providing the assistance necessary for households to move immediately out of homelessness and to stabilize in permanent housing.

Rent and Move-in Assistance Standards

A **progressive approach** is used to determine the duration and amount of rent assistance. Financial assistance is **not a standard “package” and is flexible enough to adjust to households’ unique needs** and resources, especially as participants’ financial circumstances or housing costs change.

Rent and Move-in Assistance: Principles

Program should make efforts to **maximize the number of households it is able to serve** by providing households with the financial assistance in a progressive manner, initially providing the assistance necessary to begin to stabilize in permanent housing.

Nutshell: Structuring Financial Assistance

Initially provide basic amount of assistance

Periodically assess path to self-sufficiency

Determine whether to extend assistance

Extend assistance as needed; proactive case management

Determine when another intervention is needed

Operationalize: Financial Assistance Structure

- Have clearly defined:
 - policies and procedures for determining amount of financial assistance
 - objectives standards when case management and financial assistance continue and end
- Have clear and fair decision guidelines and processes for reassessment for continuation and amount of financial assistance
- When departure of rental assistance structure occurs, ensure that it is fair, necessary, and subject to adequate oversight

Progressive Engagement

Housing

PH
\$\$\$\$

Intake

RR 1

\$

RR 2

\$\$

RR 3

\$\$\$

Benefits to Using a Progressive Engagement Approach

- Time to assess the household's strengths and challenges – you don't have to be able to predict beforehand how much assistance they will need to be re-housed.
- Scarce shelter and re-housing resources can be stretched to serve more households.
- No disruption for the household.
 - HH not moving from program to program, or even using different caseworkers.
 - Short shelter stay then assisted to move into PH
 - Level of assistance may be increased or decreased, but their housing remains stable

Creating a Program that Works

- Understand the funding streams available and requirements
- Who are you serving and what are their housing barriers?
- What does the data tell you in terms of lengths of stay and exits to permanent housing?
 - Are people returning to homelessness at too high a rate and what factors may be contributing?
- What partnerships are needed to support households?

Essential to a Progressive Engagement Approach

- Flexible resources (money and staff)
- Relationships with landlords
- Links to other services in the community
- Skill managing a flexible program
- Partnership with clients to make a realistic plan
- Messaging to clients, landlords, partners

PROGRESSIVE ENGAGEMENT

Systems Level Overview

Progressive Engagement at the Systems Level: What do we know?

- When system-wide progressive engagement is implemented, a significant portion of households in the CoC are referred to RRH as the primary intervention.
- Households are continuously reassessed to determine if they need additional support beyond what RRH can provide.
- Coordinated entry and resources are synchronized to ensure that those who may need more than RRH are quickly connected to these services.

Progressive Engagement at the Systems Level: What do we know?

- Resource and service-rich interventions, such as permanent supportive housing (PSH) and vouchers, should be reserved for those households where RRH will not provide enough support.
- When RRH doesn't work the first time for a household, continue to offer it.
- For households truly in need of the supports offered through PSH, communities should ensure that resources are available at the back end of the system to offer this intervention to households.

SALT LAKE CITY, UTAH

Progressive Engagement Example

Salt Lake City/County, Utah

- Targets all families in shelter or living on the streets
- Served 3,086 families between 2009 – 2014
 - 43% TRH shelter households utilized RRH/PE
 - 43% of partner referrals utilized RRH/PE
- Average amount spent per family is \$5,284 (financial assistance/overhead costs)
- LOS in shelter reduced from 71 to 41 days
- Average time in rapid re-housing is 110 days
- Average length of PE = < 4 mo.
- 10% of PE families moved to PSH
- Overall stability rate = 86%



Progressive Engagement Example

Salt Lake City/County, Utah

- Repurposed and/or realigned all existing housing program and funding stream to support progressive engagement.
- When new funding was awarded, it was applied to the progressive engagement model.
- Rather than creating programs that adhered to new funding sources, The Road Home sought funding that could fit into the progressive engagement model.
- The Road Home utilizes 8 types of funding from 15 separate contracts in the rapid re-housing/progressive engagement model.

Progressive Engagement Example

Salt Lake City/County, Utah

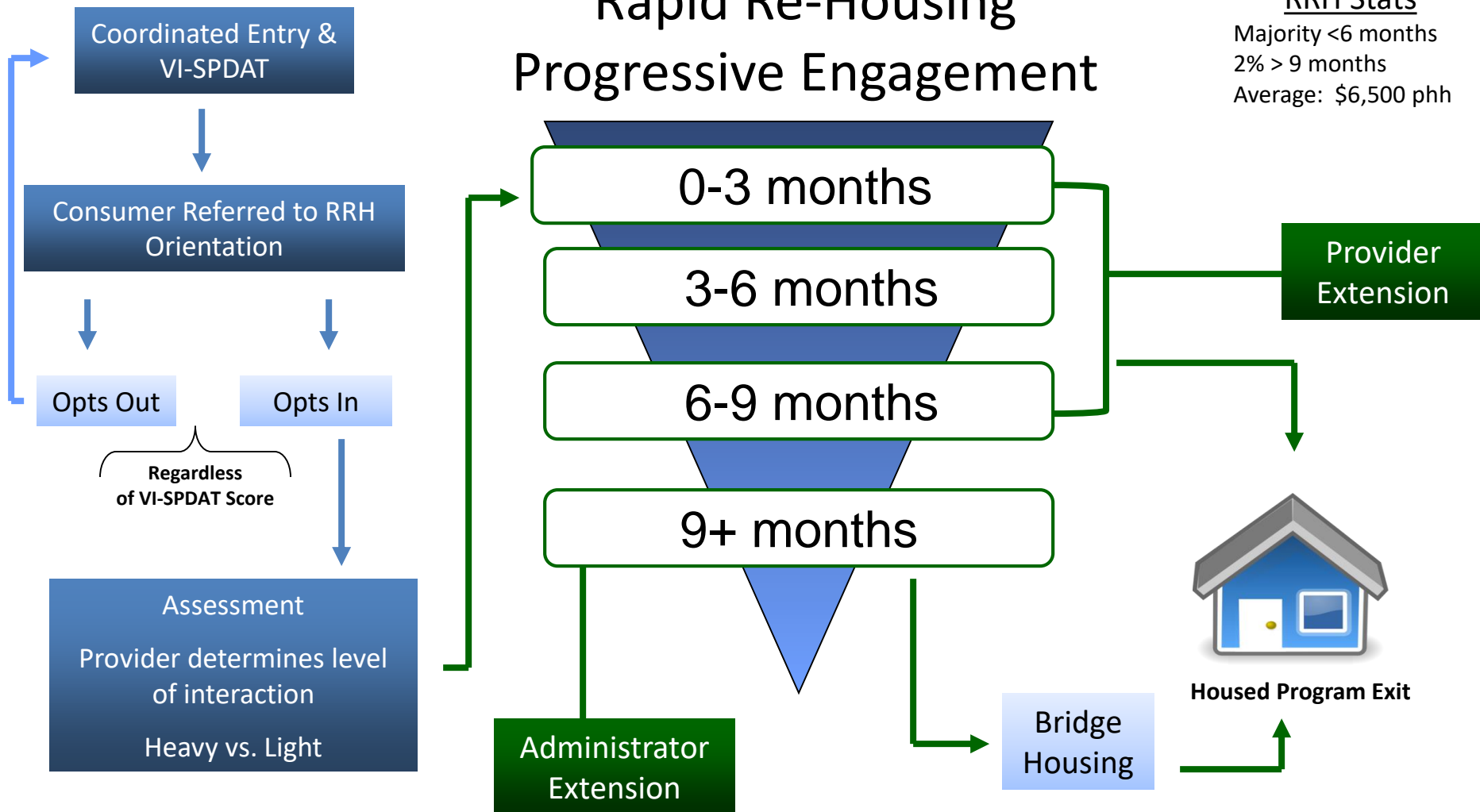
PROGRESSIVE ENGAGEMENT PHASE	RAPID REHOUSING	INTERIM SUBSIDY	PERMANENT SUPPORTIVE HOUSING
% FAMILIES SERVED	100% (half of all families utilizing TRH shelters)	40%	10%
FUNDING SOURCE	TANF or ESG	ESG, HOME TBRA, Transitional	COC Leasing, SPC, Single Site PSH
DURATION	3-4 months	1-3 months, up to 18 months	Permanent
FINANCIAL SUPPORT	Barrier debt elimination, application fees, deposit, rent subsidy	Rent subsidy	Rent subsidy
STABILIZATION SUPPORT	Unit location, Landlord negotiation, move in assistance, income and housing stabilization geared case management	Support moving from one subsidy to another, housing stabilization geared case management	Support moving from one subsidy to another, housing stabilization geared case management

SACRAMENTO, CALIFORNIA

Rapid Re-Housing Progressive Engagement

RRH Stats

Majority <6 months
2% > 9 months
Average: \$6,500 phh



Literally homeless at program entry. Re-assessed every three months, and if household income is 30% of Area Median Income or higher, the household is exited from the program.

CUYAHOGA COUNTY, OHIO

Coordinated Intake & RRH

1. Assessment

- Can the family be diverted? If not, HMIS data points captured and housing barriers identified

2. Shelter

- All families referred to RRH w/in 7 days
- RRH provider assigns Housing Locator w/in 3 days of referral
- Goal = to find housing w/in 30 days; inspection and move out = 45 days

Coordinated Intake & RRH

3. RRH Security Deposit & 4 Mo. Rent

- Bi-weekly case management meetings to track stability, assess need for ongoing assistance or alternative housing plan

4. Additional Subsidy

- Bi-weekly case management meetings to track stability, assess need for PH, PSH, or other options

5. PS, PSH

- Targeted for highest barrier families

FY 2016 Outcomes

- 414 Exited RRH in 2016
- 72 HH received on going subsidy through Zacchaeus Housing (17%)
- 12 HH received PSH or another subsidy at completion of the 8 month program (17%)
- 342 Housed (no more subsidy)
 - 88% remain housed
 - 10% returned to family
 - 2% returned to shelter

FY 2016 RRH All Exiting Household Outcomes

- 414 Exited RRH (4 mo. Assistance)
- 72 HH received on going subsidy through Zacchaeus Housing (8 mo. assistance)
- 12 HH received PSH or another subsidy at completion of the 8 month program (17%)
- 342 Housed (no more subsidy)
 - 88% remain housed
 - 10% returned to family
 - 2% returned to shelter

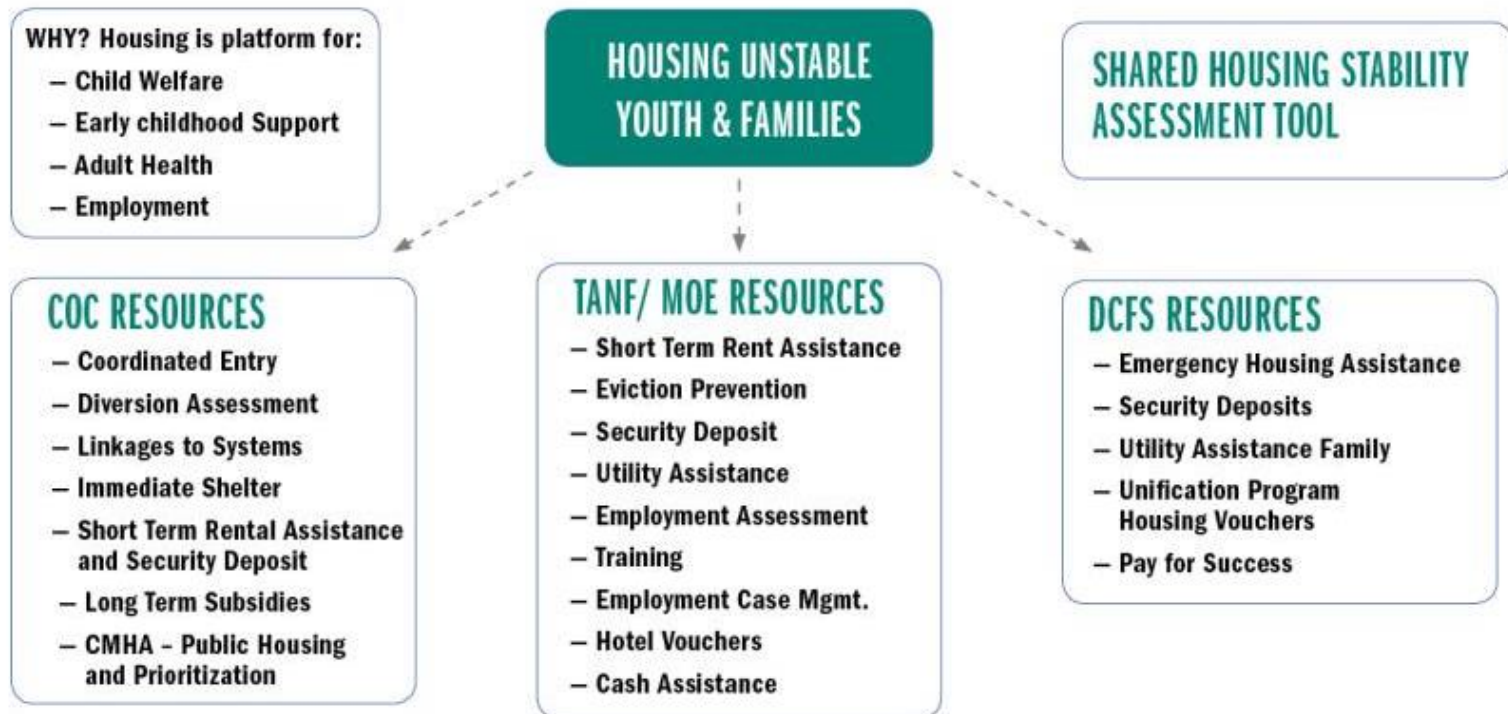
FY 2016 RRH Progressive Subsidy Household Outcomes

- 72 HH received on going subsidy through Zacchaeus Housing (8 mo. assistance)
- 11 HH received PSH/PH ongoing subsidy
- 61 HH (no more subsidy)
 - 85% remain housed
 - 13% returned to family
 - 1% Other
 - 1% returned to shelter

Leveraging Public Resources

LEVERAGING PUBLIC RESOURCES

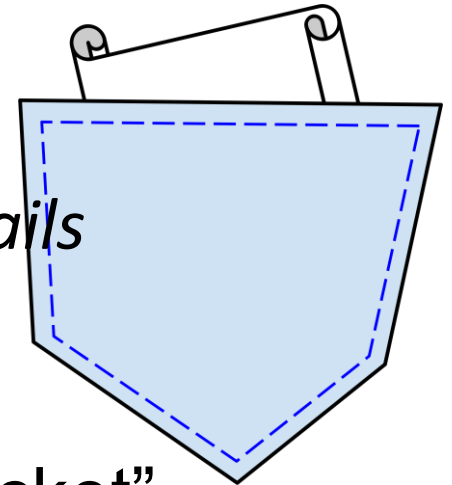
to support homeless and unstably housed young adults and families



Summary: Work toward System-Wide Progressive Engagement

Progressive engagement is the “backstop” that makes trying RRH with more households possible

- Light touch first
- More if needed
- Access to deeper support *when all else fails*



Coordinated Entry ensures system has some deeper resources “in the back pocket”

- Some resources and service-rich interventions, such as PSH and vouchers, reserved for those households when RRH not working

Resources on Progressive Engagement

- Toolkit: [Module for rental subsidies](#)
- Webinar: [Rent and Move-In Assistance](#)
- Webinar: [An Introduction to Rent and Move-In Assistance for California Providers](#)
- [Rent and move-in assistance: Getting Started](#)
- [Progressive Engagement Stability Conversation Guide](#)
- [Rapid Re-Housing Performance Benchmarks and Program Standards](#)
- Zamora, M. 2015. Progressive Engagement for Households Experiencing Homelessness: A Solution to the Challenge of Serving More Families and Individuals with Limited Resources

Questions

QUESTIONS?
Kristi Schulenberg
kschulenberg@naeh.org