

Taking Your Rapid Re-housing to the Next Level

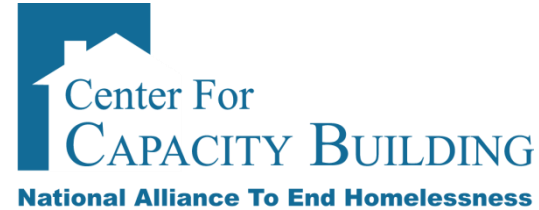
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**North Carolina Coalition to
End Homelessness Conference**

Tuesday, May 21, 2019



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.

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

Agenda

- Morning
 - Review the Three Core Components of Rapid Re-Housing
 - Conversation: How are the Core Components working in NC?
- Lunch
- Afternoon
 - The Three Core Components In-Depth
 - Landlord Recruitment
 - Structuring Financial Assistance
 - Shared Housing
 - Case Closing

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) **ends homelessness** for families and individuals.

What RRH Does Do and Does Not Do

Rapid Re-Housing **Does**

- 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

Rapid Re-Housing **Does Not**

- 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

How is this working in North Carolina?



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.

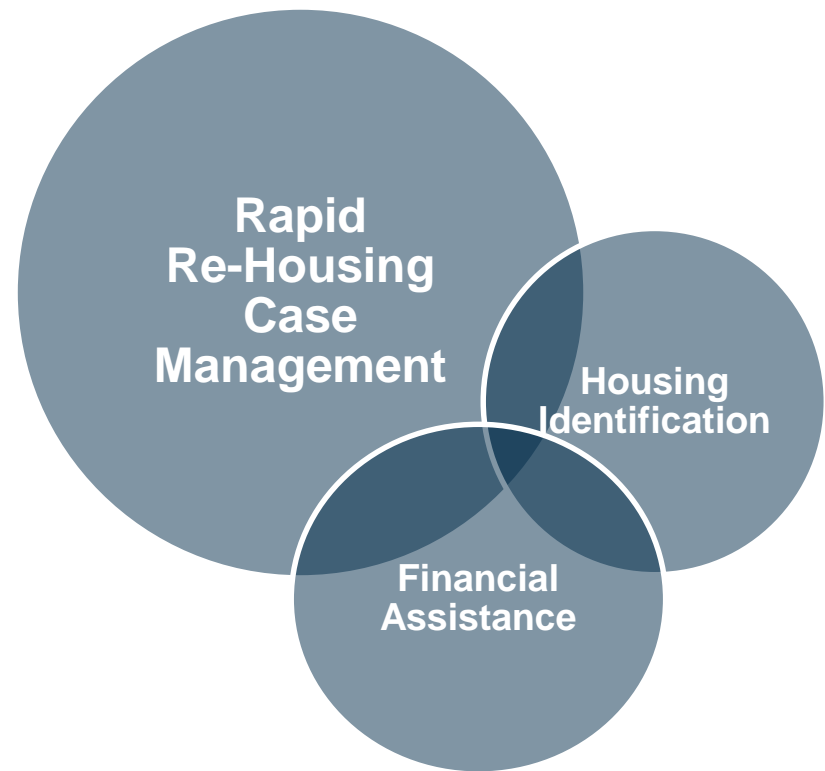
STAY IN HOUSING

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



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STAY IN HOUSING

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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

Source: <http://www.dentonrc.com/newsrss/newsrss/2018/04/21/annual-point-time-count-shows-new-increase-homelessness-denton-county>

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



How is this working in North Carolina?



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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**.

“Households getting housed quickly with a very light touch frees up staff and financial resources to be used on those who need more support.”

**-Melanie Zamora, The Road Home
Salt Lake City, UT**

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

How is this working in North Carolina?



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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.



“I tell my staff, ‘if you’re not talking about housing, you’re having the wrong conversation.’

-Deronda Metz, Salvation Army, Charlotte, NC

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 “connector” 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



How is this working in North Carolina?



INTRODUCTION

Rapid re-housing is an intervention designed to help individuals and families to quickly exit homelessness, return to housing in the community, and not become homeless again in the near term. The core components of a rapid re-housing program are housing identification, move-in and rent assistance, and rapid re-housing case management and services. These core components represent the minimum that a program must be providing to households to be considered a rapid re-housing program, but do not provide guidance for what constitutes an effective rapid re-housing program.

This document provides details on performance benchmarks that would qualify a program as effective. These benchmarks are accompanied by qualitative program standards for each of the rapid re-housing core components that are likely to help a program meet the performance benchmarks. Lastly, this document includes a section on program philosophy and design standards that provide more guidance on the broader role a rapid re-housing program should play in ending homelessness.

The standards included in this document are based on what is currently considered promising practice by the National Alliance to End Homelessness, the U.S. Department of Veteran Affairs (VA), the U.S. Department of Housing and Urban Development (HUD), U.S. Interagency Council on Homelessness (USICH), Abt Associates and other federal technical assistance providers, and nationally recognized, high-performing rapid re-housing providers.¹ As rapid re-housing practice continues to evolve, these program standards will be updated. This living document is intended to be a tool to help current and potential rapid re-housing providers, funders, and other stakeholders design and identify rapid rehousing programs that are or are likely to be the most successful in ending homelessness for individuals and families through the use of the three core components of rapid re-housing.

¹CARF and COA have also developed rapid re-housing standards. The standards included in this document do not conflict with the standards published by CARF or COA.

How to Use

Funder, Service Provider, or Community Partner: Can use the program to guide their implementation. These standards are a good starting point for a variety of programs, even re-housing organizations that do not provide rapid re-housing.

Providers: Prove the standards and to evaluate their performance against the standards. Implementing the standards will improve the quality of the program.

Continuous Improvement: Standards are a starting point for writing additional standards for assessment and prioritization and how to improve the program. Required documents for the development of a rapid re-housing program.

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

<http://endhomelessness.org/wp-content/uploads/2016/02/Performance-Benchmarks-and-Program-Standards.pdf>

Lunch Break



Afternoon Agenda

- FIND
 - LL Recruitment and Retention Best Practices
 - Shared Housing
- PAY
 - Determining the “right amount” of financial assistance
- STAY
 - Creating Connections and Case Closing

How Do You Build Landlord Partnerships?

- Good landlord outreach strategy
- Offer attractive incentives for landlord partners
- Know landlord concerns and needs and respond accordingly

**Create a Win-Win for landlords and clients
via tenant and landlord supports**

Landlord Recruitment: Leave No Stone Unturned



Padmapper.com

The screenshot displays the PadMapper website interface. At the top left is the PadMapper logo. A search bar contains the text "Where to?". To the right are buttons for "SEARCHES", "FAVORITES", "POST A PAD", and "SIGN IN". The main map area shows a portion of Raleigh, NC, with several red location pins. The map includes labels for various neighborhoods like "DIXIE FOREST", "FOREST HILLS", "WILMONT", "FAIRMONT", "GROVE PARK", "COLLEGE CREST", "HUNTERS CREEK TOWNHOMES", and "HUNTERS CROSSING". Landmarks such as "North Carolina State University" and "JC Raulston Arboretum" are also visible. The right sidebar contains filters: "RENT" with a slider set to "\$0 - \$1,000", "LENGTH" with "Long Term" selected, "BEDROOMS" with "Studio", "1", "2", "3", and "4+" options, "TYPE" with "Apartment", "Condo", "House", "Room", and "Other" options, "BATHROOMS" with "1+", "2+", "3+", and "4+" options, and "PETS" with "Dogs" and "Cats" options. At the bottom right of the sidebar are "Reset" and "Done" buttons.

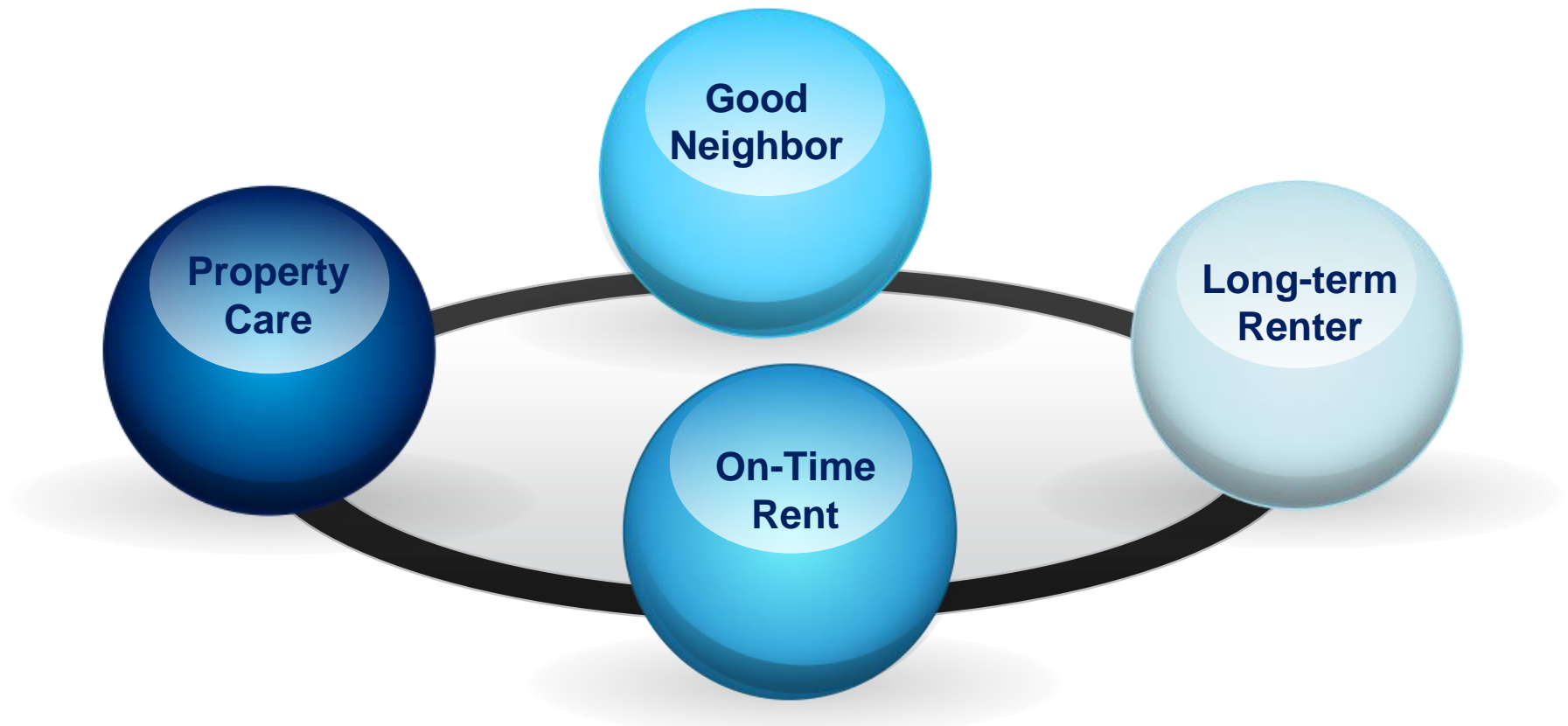
Landlord Recruitment Brainstorm:

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

BE SPECIFIC!!!

Pick **2** you will follow up with next week!

Four Things Landlords Want



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



Landlord Outreach Brochure

MUST Ministries
Rapid Re-Housing
Case Managers

MUST Ministries
Serving Our Neighbors in Need™

Counties We Serve:

- Cobb
- Cherokee
- Bartow
- Pickens
- Paulding
- Douglas

CM: Kendra Moore
770-790-3904
kmoore@mustministries.org

CM: Latoya Inzar
770-790-3914
lizar@mustministries.org
1407 Cobb Pkwy
P.O. Box 1717
Marietta, GA 30061
Created: 2-2018

What is Rapid Re-Housing?

- **FIND housing**
HELP people quickly find housing within one month or less
GOAL: Find secure housing as quickly as possible after a person/ family becomes homeless
- **PAY for housing**
HELP pay for housing while individuals/families become self-sufficient
GOAL: BUILD relationships with Landlords to have access to as many units as possible
- **STAY in housing**
HELP access services (employment, budgeting, education, etc.) so individuals/families can stay in home
GOAL: LIMIT the time individuals/families spends homeless

Benefits 4 Landlords?

- Reduction of vacant units
- Decrease advertising costs
- Landlords receive timely rent payments including security deposits
- Assistance from case managers to the client/family and is the Landlord's immediate contact

Landlord Retention Strategies

- Follow through on your promises
- Return phone calls promptly
- Listen!!!
- Match the right tenant to the right landlord
- Recognition
 - “Thank You” notes
 - Appreciation events- with FOOD!
 - Write-ups in organizational materials
- Convey positive impact on community

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

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

Landlord Incentive Brainstorm:

Where are you currently seeing success at recruiting and/or retaining landlords?

Take 5 minutes and list all of the reasons why a landlord should rent to YOUR client: What support will you provide? How will working with you benefit the landlord's business?

How will you communicate this to future landlord contacts?



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END HOMELESSNESS

Shared Housing

SHARED HOUSING = Two or more people who live in one **permanent** rental housing unit (NOT ‘doubling up’ or ‘couch surfing’), and share housing costs

Types of populations served by Shared Housing:

- Diverse sub-populations: single adults, Veterans, single parents, families, youth, college students, live-in care assistants, and nannies
- ▶ No standardized or fidelity model, but emerging promising practices
- ▶ Shared housing can effectively meet needs of people with behavioral health issues who experience homelessness when operated with permanent supportive housing (PSH) best practices

SAMHSA
Substance Abuse and Mental Health
Services Administration

Shared Housing Models

Home Providers can be home owner, private landlord, or agency landlord

Home Providers & Home Seekers

Apartment, Entire Building, Private Homes, with or without homeowner in residence rented to home seeker

Apartment or House w/ multiple (1-4) bedrooms

Homeowner Rents Room

Matching process and housing supports vary across organizations

Home Seekers matched by organization

Home Seekers choose match themselves

Home Seeker matched to Home Owner

Why Shared Housing?



Cost Savings

- Rent
- Utilities
- Household supplies



Sharing in Household Responsibilities

- Cleaning
- Maintenance
- Yardwork



Socialization & Shared Personal Responsibilities

- Emergencies!
- Babysitting/Childrearing (for families)
- Loneliness

Source: Northern Virginia Family Service

Shared Housing is an Option

1. Landlord and Leasing Issues

- Identify landlords amenable to shared housing
- One lease or several leases
- What happens if one party bails, etc.

2. Roommates and Matching

- Preparation with each party
- Clarify responsibilities in advance
- What is the “right” match

3. RRH case management and shared housing

- Preparing for role case manager as mediator
- Staff training on mediation

Shared Housing is an Option

Strategies for finding home providers and landlords:

- Search property management databases
- Call real estate and property management firms to set up appointments to 'sell' shared housing
- Respond to advertisements for available housing in local media
- Direct mailer campaigns
- ★ Advertising rents above fair market rates to incentivize willingness of landlords to have separate leases with each tenant
- Tax breaks for landlords and homeowners who participate in shared housing programs

Shared Housing Advice

Wisdom from Meghann Cotter- Micah Ministries- Fredericksburg, VA

- Roommate situations are not uncommon
- Realized that most people on the street were already “living with” someone in their current circumstances.
- Who do they live with in the woods? Associate with in shelters? Are there at risk or imminently at risk people in the community they could be paired with?
- Honor client choice
- Invest time in understanding deal breakers
- Don't knee-jerk a re-location after the first roommate conflict.
- Private landlords are the most flexible with shared housing.

“What do I want in a housemate?” Tool

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				



Shared Housing Brainstorm:

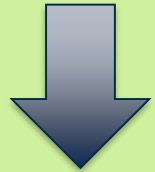
What is ONE concrete step we can take in the next month to incorporate a shared housing strategy into our rapid re-housing program?





Rapid Re-housing Performance Benchmarks

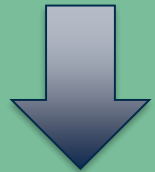
1. Length of Stay



2. Permanent Housing Exits



3. Returns to Homelessness



4. Efficiency



What is the right amount of 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

Few to no returns to homelessness?

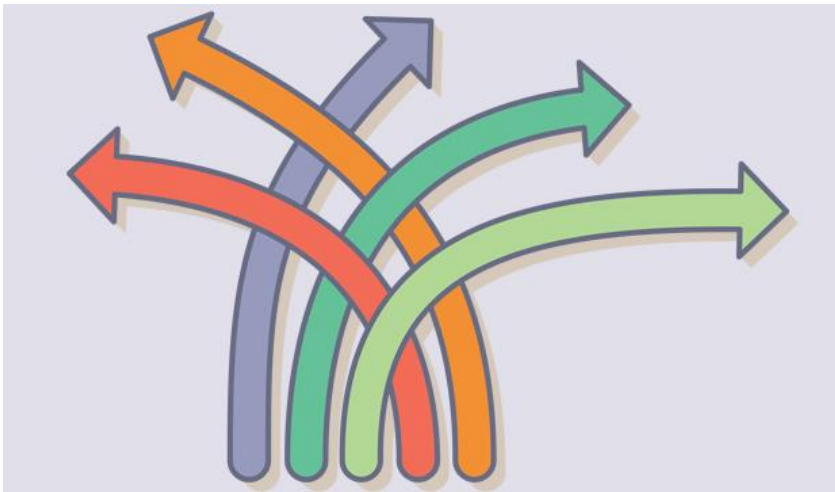
- Try giving less support; maybe they don't need as much
- Examine admissions criteria-- are you "creaming"?

Some succeed and some don't?

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

Principles

INDIVIDUALIZED



FLEXIBLE

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

Example- Budget Calculator

LA Family Housing- Los Angeles, CA

- Uses data to determine how much and for how long
 - ✓ Removes the financial decision making from the social worker engaged with the family
 - ✓ Based on participant needs, not program need/resource bank
- Highlights the importance of clinical intervention alongside financial assistance
- Family and Landlord are provided rental breakdown quarterly
 - ✓ Allows for exit planning and future oriented thinking
 - ✓ Can address anxieties and barriers within a targeted time frame
 - ✓ No surprises!
- Only change rental subsidy amount when indicated by data
 - ✓ Always use diversion practices first

Example- Budget Calculator

LA Family Housing- Los Angeles, CA

- Up to double security deposit
- Move-in assistance (i.e.: application fees, utility deposits, storage arrears, furniture, moving assistance)
- Rental assistance tool generates amount and length of financial assistance
 - i.e.: 2-24 months of scaled assistance (i.e.: first month 100%, second month 75%, third month 50%...) based on a participants need, income, and unit size
 - Rental assistance scale should follow the Progressive Engagement model

Rental Assistance Calculator

Entry SPDAT		Income	
2 Month SPDAT		Rent	
5 Month SPDAT		Housing Option	1 Bedroom or more
8 Month SPDAT		Pro-rate rent	
11 Month SPDAT		Days in Month	
14 Month SPDAT		Days Paid For	
17 Month SPDAT		Taper	
20 Month SPDAT			

Client Name:			
Date:			
Months:	Month 1	Month 2	Month 3

	Income x SPDAT Scale	Client Portion
3 Month Assistance	\$0.00	\$0.00
6 Month assistance	\$0.00	\$0.00
9 Month Assistance	\$0.00	\$0.00
12 Month Assistance	\$0.00	\$0.00
24 Month Assistance	\$0.00	\$0.00

Rental Assistance											
Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24

Client Portion											
Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24
\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

Example- Making Projections

Micah Ministries- Fredericksburg, VA

- 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.

Financial Assistance Brainstorm:

What is our data telling us about the relationship between financial assistance and housing outcomes?

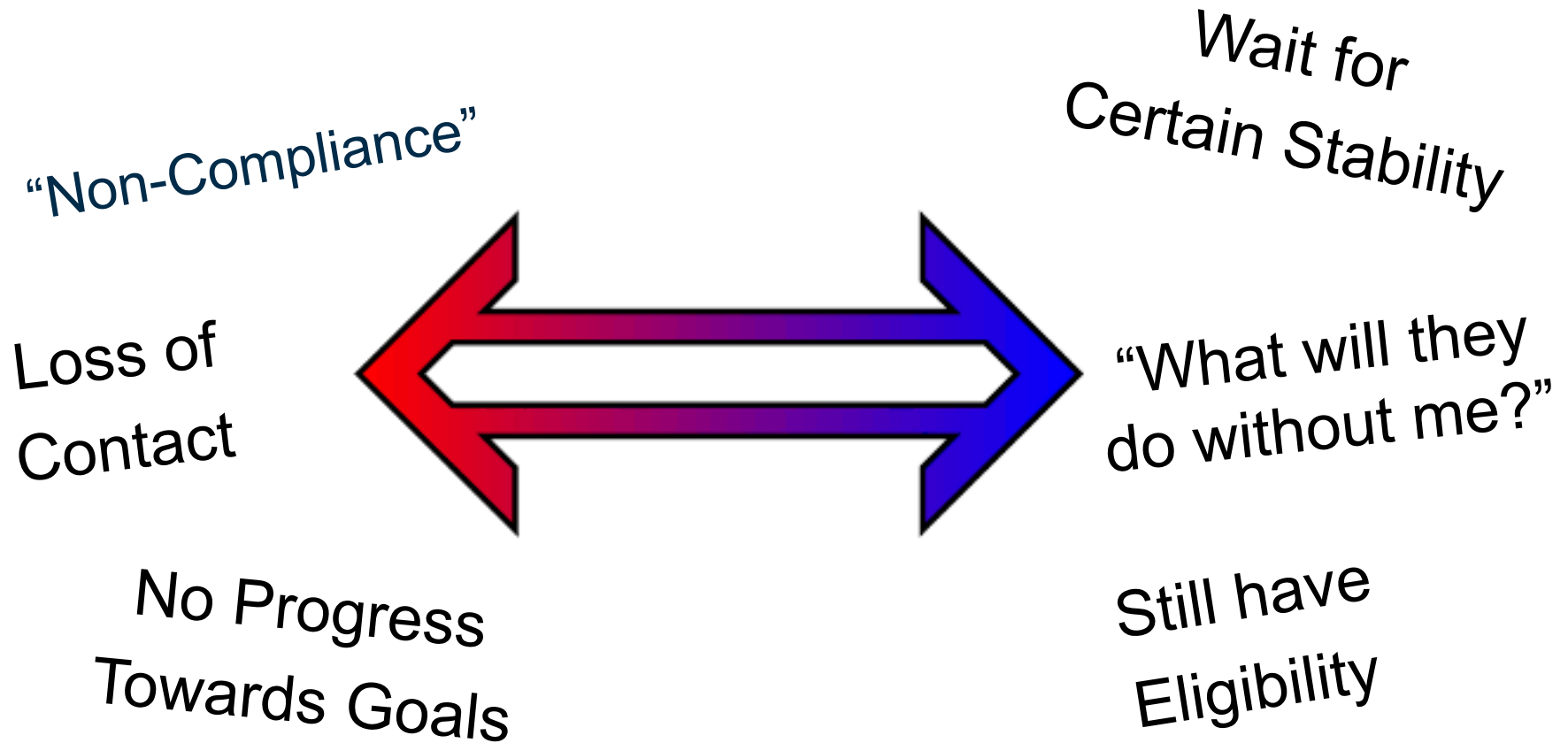
What is one change we could make to improve our outcomes? How will we monitor whether it is working?



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How NOT to Close a Case



How to Close a 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

Are We Making the Right Decision?- Use Your Data!

- **Exits to Permanent Housing**
 - What percentage of cases that you close are in permanent housing?
- **Length of Program Enrollment**
 - How long are you supporting households?
 - Are longer enrollments correlated to better housing outcomes?
- **Cost Per Exit**
 - How much money do you spend on each household?
 - Is spending more money correlated to better housing outcomes?
- **Returns to Homelessness**
 - What percentage of households return to homelessness following exit from your program?

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, 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

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: _____

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	<ul style="list-style-type: none"> --Housing subsidy secured --Income from all sources is sufficient to pay rent --Can share housing using current income 	<ul style="list-style-type: none"> --Cannot pay rent for next month or two --No income sources available
LEASE	<ul style="list-style-type: none"> --In compliance, landlord satisfied --LL willing to accept loss of programmatic support 	<ul style="list-style-type: none"> --Currently in violation of lease or subject or serious complaints --LL accepted client only if longer-term support provided
LINKAGES	<ul style="list-style-type: none"> --Other resources will provide needed assistance 	<ul style="list-style-type: none"> --No other resources are willing/able to assist, and need is critical to housing stability
CHOICE	<ul style="list-style-type: none"> --Program participant wants to complete services 	<ul style="list-style-type: none"> --Program participant wants (and needs) additional assistance

Core Components and Case Closing



FIND – Is this housing that the household wants and can afford after assistance ends?



PAY – Does the household understand their rental obligations and have a way to pay for it?



STAY – Is the household connected to the supports (formal and informal) that they need to maintain housing?

OrgCode Exit Planning Tool

EXCELLENCE IN HOUSING

Exit Planning

Client:	Version:	Date:
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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:

Thank You!

Questions?

Ben Cattell Noll
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