Eastern PA
Rapid Re-Housing Mini-Series

Session 2
Rapid Re-Housing Deep Dive

Technical Assistance Collaborative (TAC) 2022

Logistics

- For today's session, please try to join on a computer to get the most out of the interactive portions.
- Please join us on camera. We have points along the way for peer discussion.
- Don't be shy! Please ask questions and participate.
- Please keep yourself on mute unless talking to minimize background noise.

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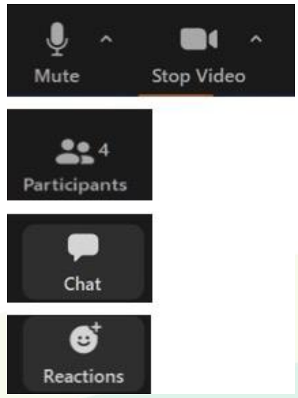
Zoom Controls on Zoom Panel

Typically on the bottom of the screen

- Mute and Stop Video – gives you control of sound and picture
- Participants – see your peers on the call
- Chat – ask question talk with your peers
- Reactions – emojis to respond to questions



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Welcome Back

Let’s take a moment to get to know each other in our breakout groups!

See you in 10 minutes!

Welcome from DMA

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RRH Mini Series

Session 1 - Rapid Re-Housing and Its Core Components
February 25, 1:30 – 3:30

Session 2 : RRH Deep Dive

March 22, 1:30 – 3:30

Session 3: Centering Equity in RRH

April 19, 1:30 – 3:30

Session 4: Using Data in RRH

May 17, 1:30 – 3:30

Session 5: Putting it all Together

June 21, 1:30 – 3:30

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Agenda

1. Housing Barriers Assessment
2. Housing Search and Landlord Engagement
3. Financial Administration – Rental Assistance
4. BREAK
5. Stabilization and Supportive Services
6. Connections to Other Permanent Housing (PH)
7. Closing and Next Steps

POLL QUESTION

Q1: Please select which role most closely represents your role in RRH.

- Rural Frontline Staff
- Urban/Suburban Frontline Staff
- Program Manager
- Grants Manager/Administrator
- Funder

Correction Corner!

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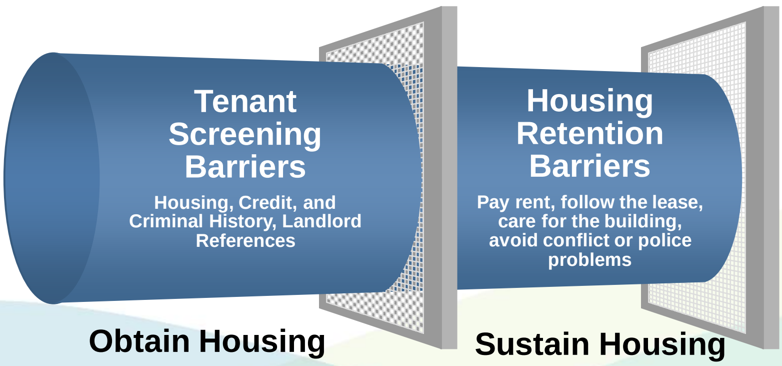
Housing Barriers Assessment

Housing Identification: Assessment

How to Assess Housing Barriers



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Tenant Screening Barriers

What do you 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

How will you use this 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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Housing Retention Barriers

What do you assess?

- **Patterns in a person's history** that have resulted in housing crisis or housing **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 do you assess?

- Review the Tenant Screening information to see if there are any repeated situations associated with housing loss.
- Interviews with the client (about the TSB report—the details)
- 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

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Barriers – Dig a Little Deeper

Why?

Patterns may be due to:

- Lack of information (e.g. misunderstanding leases, tenant responsibilities)
- Lack of skill(s) (e.g. unable to care for unit, lack of conflict avoidance/resolution skills, inability to budget)
- Interpersonal style (e.g. promotes/escalates conflict)
- Poverty
- Bad luck (company closed, illness, etc.)
- Problematic friends/relatives
- Other causes?

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How to Use Housing Barrier Information

- Identify housing that will be least likely to cause a recurrence of Housing Retention Barriers
  - Close to resources, far from problem people?
  - Laid-back landlord;
  - Tolerant tenants

- Identify case management strategies to monitor for a recurrence of past problems, while intervening to teach or mediate
  - Budgeting,
  - Conflict management
  - Understanding the lease

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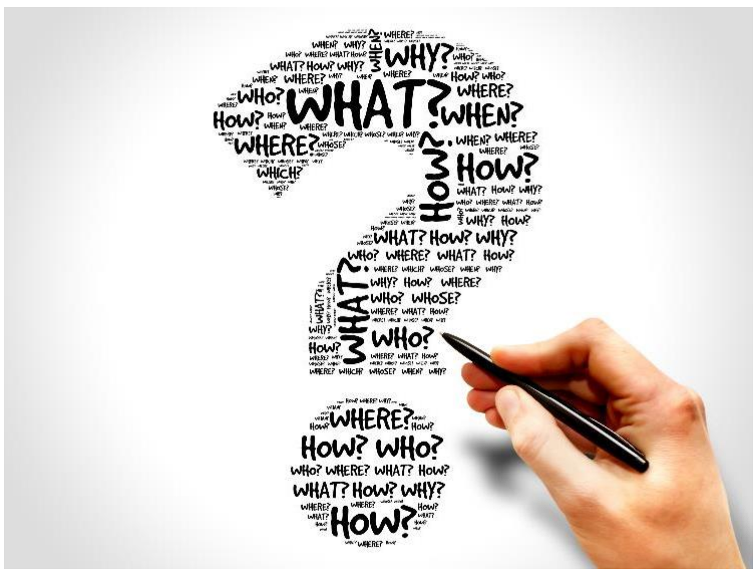
Gathering Information



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Caution! Watch Your Assumptions

A person may have a personal problem or a disability, but if it has not directly affected their ability to retain housing, it is not a Housing Retention Barrier

- A person with schizophrenia who hides in her room with the lights out for two days when the voices occur does not have a housing barrier
- A person with schizophrenia who turns up the TV full volume 24/7 to drown out the voices has a housing barrier

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Housing Search and Landlord Engagement

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Housing Identification

Landlord Relationships

- Relationships with landlords will give you access to more housing units
- Actively recruit and retain

Securing Housing

- Aim to secure housing within 30 days or less of eligibility determination
- Look for housing that can be maintained after project exit
- Help people access housing that will give them access to things they need (neighborhood amenities, transportation, employment, etc.)

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Building Landlord Partnerships

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

AND

- 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

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Landlord Recruitment: Leave No Stone Unturned

Incentives for a Landlord Partnership

- 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 homelessness - integral part of the team
- Annual recognition event, positive media exposure

What is one thing you could commit to doing differently to recruit landlords?

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Shared Housing

- Landlord and Leasing Issues
  - Identify landlords amenable to shared housing
  - One lease or several leases?
  - What happens if one party leaves? Other scenarios?
- Roommates and Matching
  - Preparation with each party
  - Clarify responsibilities in advance
  - Tenant choice of what is a ‘right’ match
- RRH Case Management and Shared Housing
- Staff training on mediation

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Financial Administration

Expenditure Supporting Documents

Documents must be legible, linked to project costs for staffing, participant unit rent or utility cost, etc. and include appropriate details

- Receipts for direct eligible expenses
- Invoice **and** proof of payment for invoiced expenses
- Salary/Payroll - payroll journals **and** time cards with staff name, dates and hours worked and salary costs
- Payments to landlords - detailed backup
  - Name, date and amount paid
  - Account payable reports (if used) include check number, date paid and amount
- Payments to utility companies
  - Name, date and amount paid
  - Utility type and utility account number
  - Participant/unit details
  - Account payable reports (if used) include check number, date paid and amount
- Admin/Indirect Cost – agency indirect cost policy should be provided along with approved indirect cost rate if applicable

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Income and Resource Maximization

A Client-Centered Approach

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Employment & RRH

- Employment is never a requirement – Housing First
- RRH projects are not and should not be employment programs. Connect clients to employment resources in the community
- Don't assume everyone can work, and don't assume no one can work

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Assessment

1. What is the person's employment history?
2. What is the person's current situation (stress, goals, medical issues)?
3. What jobs are available in the local area?

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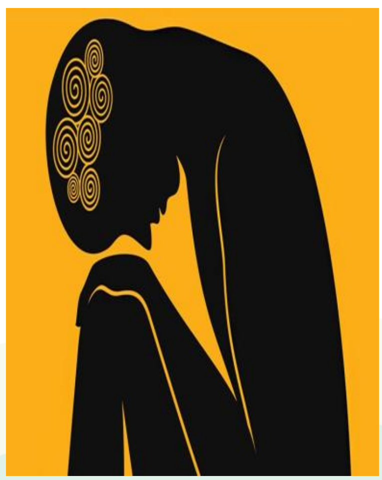
Income, Budgeting and Stress

Stress overload can impact the ability of a person experiencing homelessness to:

- Pursue, obtain and/or keep a job
- Independently apply for benefits
- Construct and follow a budget
- Control discretionary spending
- Reduce stress-response spending: alcohol, drugs, binge eating or shopping, etc.
- S/He may need more direct assistance, more time, and some intermittent goals may have to be sequenced or postponed to allow for reduced stress



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The First Step: A Preliminary, Basic Budget

- **Current** income: Sources and amounts
- **Current** debts: Amounts and monthly payments
- How much is **currently** available for housing?

Remember: Without a deep, permanent subsidy, most extremely low-income clients will pay more than 50% of their income for housing

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A Multi-Dimensional Approach

- Understand how benefits and earned income impact each other
- Monitoring changes to programs to comply and keep benefits

- Understand state/local income opportunities
- Partnership, partnership, partnerships

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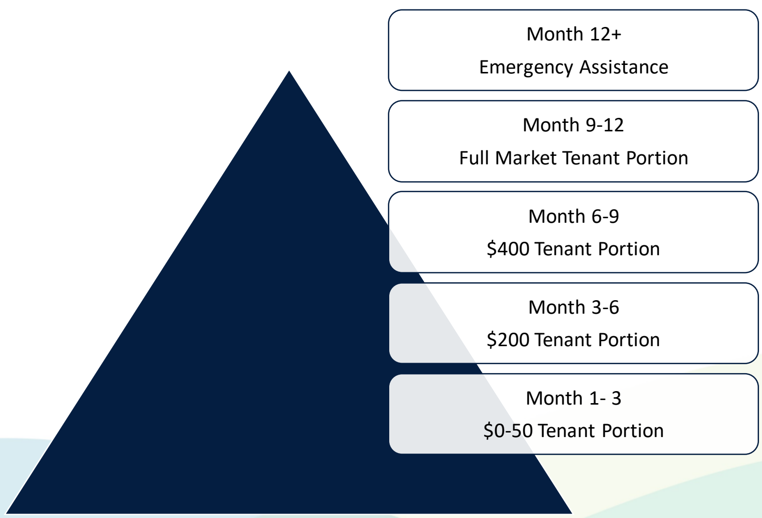
SSI/SSDI Outreach, Access, and Recovery (SOAR)

Many RRH Programs have assured at least one staff is SOAR-trained

- A national program designed to provide assistance to homeless or at-risk adults to increase access to SSI and SSDI
- SOAR trains case managers to be able to create a high quality application for disability benefits that are much more likely to be approved and approved much faster

Calculating Rental Assistance



Calculating Rental Assistance

Rental Assistance Calculator V2

Effective Date: January 6, 2020

Client Info	
Population	Individual
Family size	1
Voucher in hand or approved extension?	No
Director Initial	
Rent	$1,500

Point in Time	SPDAT	Income
Entry	12	$0
2 Month		
5 Month		
8 Month		

Client Name: ____________________

Date: ____________________

Months:	Month 1	Month 2	Month 3
	$1,500.00	$1,050.00	$600.00

Pro-rated Rent	
Pro-rate rent	No
Days in Month	
Days Paid For	

3-Month Taper	
Taper?	No
Director Initial	

Rental Assistance Projection

Month	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Rental Assistance	$1,500	$1,050	$600	$300								
Client Portion		$450	$900	$1,200	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500

Total Projected RA	$3,450

Breakout Rooms

Wellness Break!

Stabilization and Supportive Services

Case Management and Services: Principles

- RRH case management focuses on helping a household obtain and maintain housing RRH case management should be client-driven and **voluntary**

- RRH case management should be **flexible in intensity** —offering only essential assistance until or unless the participant demonstrates the need for or requests additional help

-NAEH RRH Standards and Performance Benchmarks

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Case Management and Services: Principles

- 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

- RRH case management is home-based

-NAEH RRH Standards and Performance Benchmarks

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Case Management and Services: The Housing Plan

- The client chooses goals; the case manager can assist with methods to achieve those goals (including, as needed, direct assistance).
- Housing plans are focused on obtaining and retaining housing
- Housing plans summarize the steps the case manager and the participant will each take to achieve the participant's immediate and short-term goals

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1. Each Plan is a Step Forward: Think Multiple Plans

A. Initial Emergency Needs and Housing Search Plan

- Emergency health and safety needs
- Steps for housing search

B. Housing Retention Plan(s)

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

C. Exit Plan

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

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2. Plans Should be Limited in Scope

- PRIORITIZE! An important approach to stress management and the key to crisis intervention
- The focus of the plan is on housing
- Obtaining and retaining housing is tough enough!
- People can choose when and if (and with whom) to address other life issues and goals… later… when they are safely and stably housed

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3. Plans Should be Reasonable

- What housing locations, characteristics and rent are reasonable in your local market?
- Given benefit levels, the local job market and the person’s work history/skills, what is a reasonable income goal?
- Given that significant or multiple personal changes are difficult at best (and nearly impossible under stress), what expectations are unreasonable goals for this individual at this time?

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4. Plans are Informed by Resilience vs. Stress Overload

- Start with small steps and observe how the person does: move forward at their speed, not yours
- Increase direct assistance by staff if/when experience shows it appears necessary
- Reduce direct assistance if/when the person is able to manage some tasks independently
- “Empowering” vs. “Neglecting” is the balancing act: constantly question your balance

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Review Rules for Keeping Housing

1. Pay the rent on time
2. Treat the building with respect
3. Treat other people with respect
4. Follow the lease
5. Don’t get the landlord in trouble with the police

These rules can help keep housing

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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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So How Do You Find Out About Tenancy Problems?

- Conversation with the individual or family: Any problems with the landlord or other tenants?
- Check-in calls or visits with the landlord: How are things going? Any problems I need to know about?
- Home visits: Have you noticed damage, excessive noise, disruptive behavior of children or guests?

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Engagement is…

…a process, not an event.

…individualized: the approach a staff member uses for one tenant may not be effective with another.

…gaining an individual's trust -- and that takes time.

…much more difficult when staff turnover is high.

…stressful for many people who are already highly stressed

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"If your services are meaningful to participants' goals, they will choose engagement."

Staff Observation from the Home Free Rapid Re-housing Program in Portland, OR

When Things Get Stuck…

…Back at home: brainstorm potential possible reasons problems in moving forward occur (maybe with a colleague):

- ✓ Does the person just need some time to de-stress?
- ✓ Does the Plan still reflect the person's current priorities?
- ✓ Is the Plan too ambitious? Unclear?
- ✓ Are there problems with your relationship with the client?
- ✓ Are you offering too much help—or perhaps too little?
- ✓ What else is going on?

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BREAKOUTS

Questions?

Financial Management Resources

- Financial Management Curriculum
  - Financial Management 101: Introduction
  - Financial Management 201: A Closer Look
  - Financial Management 201: Examining the Parts
    - CoC Program specific module
  - All modules are located at https://www.hudexchange.info/trainings/financial-management-curriculum/
- CoC Program Grant and Program Administration Requirements
  - https://www.hudexchange.info/trainings/courses/coc-program-grant-administration/
- Notice CPD-17-11: Determining a Program Participant's Rent Contribution, Occupancy Charge or Utility Reimbursement in the Continuum of Care (CoC) Program when the Program Participant is Responsible for the Utilities
  - https://www.hudexchange.info/resource/5630/notice-cpd-17-11-determining-program-participant-rent-contribution-in-the-coc-program/

HUD Exchange Resources

- HUD Exchange Website Home Page
- CoC Program Page
- CoC Program Toolkit Page
- Frequently Asked Questions – CoC Program
- Ask A Question on HUD Exchange
- Join a Mailing List on HUD Exchange
- CoC GIS Tools

Thank you for attending!