Eastern PA
Rapid Re-Housing Mini-Series

Session 5
Putting it All Together

Technical Assistance Collaborative (TAC)

2022

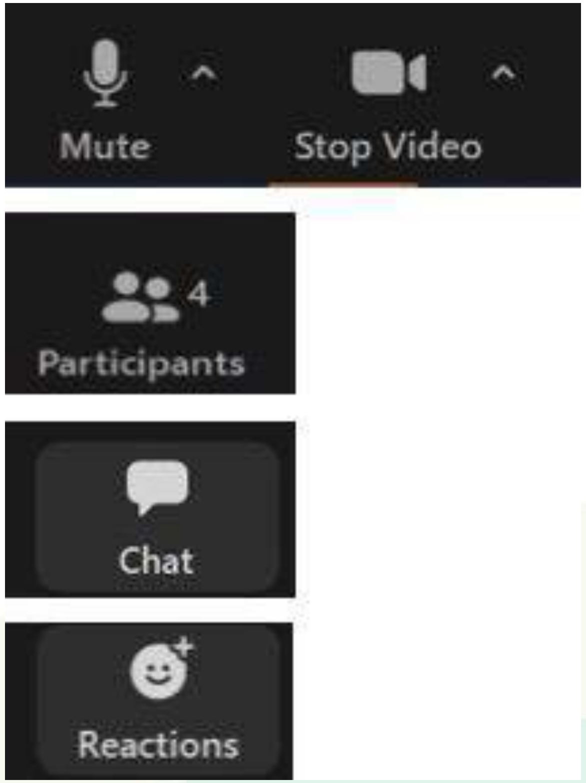
Logistics

- All participants are muted upon entry
- We are only using computer audio for this session.
- If you need help or have a question please put it in the Chat box.

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 – talk with your peers on the call
- Reactions – emojis to respond to questions



Welcome from DMA

Welcome Back

Let’s get to know each other!

- Name
- Pronouns
- Role
- How long you’ve been in role
- Please share one professional or personal highlight from the past month?

Agenda

1. Welcome and Introductions
2. Recap RRH Principles
3. Centering Equity in Rapid Rehousing
4. Closing the Case
5. Linking to other Permanent Housing
6. Monitoring
7. Breakout Groups and Report Out
8. Closing and Next Steps

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

Recap

Key Concepts of RRH with Housing Problem Solving

EQUITY PRACTICES

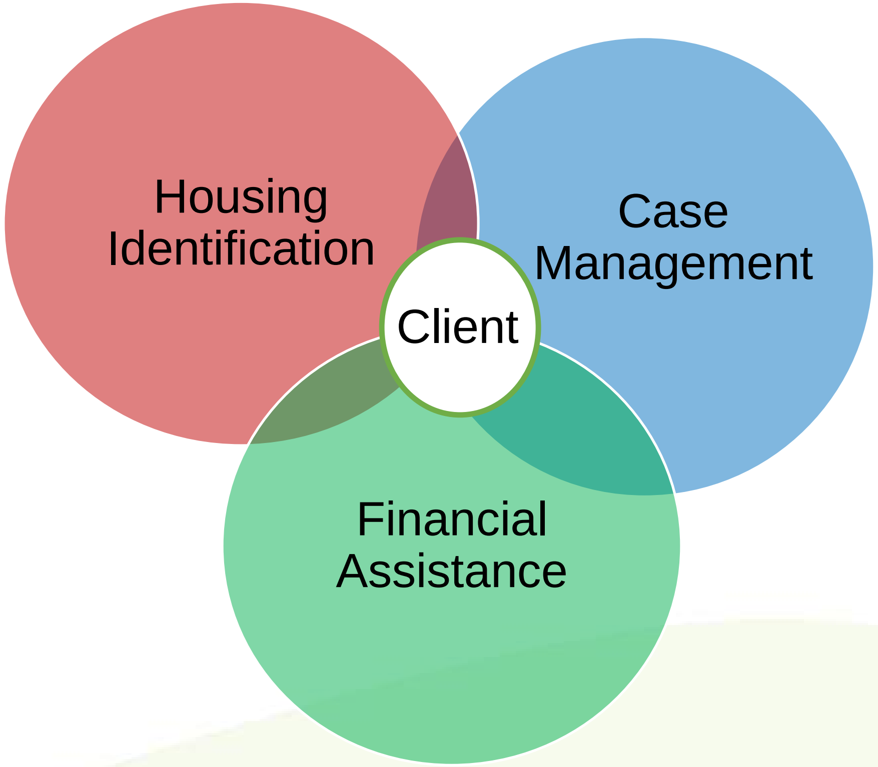
EMBEDDED

THROUGHOUT

1. Housing First
2. Crisis Response/Resolution
3. Client Choice
4. Progressive Assistance
5. Community Resources

Core Components of RRH

- Not linear
- Cannot work in silos
- All three components do not have to be within one project but must be well-coordinated
- Case Management is an integral part of housing identification and financial assistance planning



Centering Equity

Cultural Humility
Housing Search and Supports

Understand cultural community supports organized around social identities such as:

- Gender
- Gender identity
- Age
- Religion, faith, spirituality
- Nation of Origin/Citizenship
- Ability
- Recovery communities
- Etc.

Highlight the role culturally specific agencies play in increasing housing stock

- Can assist with providing awareness of housing availability, affordability and need
- Can improve the work of identifying culturally responsive and relevant housing opportunities
- Can support building social identity support networks throughout the stabilization process

Including people who have experienced homelessness in planning and development early on to center their choices on availability, affordability, and wants

Cultural Humility - Employment & RRH

- Employment is never a requirement – housing first
  - Impact of racism and discrimination in obtaining housing
- RRH projects are not and should not be employment programs. Connect clients to employment resources in the community
  - Impact of racism and discrimination in obtaining employment
- Don't assume everyone can work, and don't assume no one can work
  - Understand the employment landscape on Black, Indigenous, Asian, Pacific Islanders, and all people of color, transgender folks, and the realities of the changing social climate we live in

RESEARCH ARTICLE | SOCIAL SCIENCES | OPEN ACCESS

Meta-analysis of field experiments shows no change in racial discrimination in hiring over time

Lincoln Quillian, Devah Pager, Ole Hexel, and Arnfinn H. Midtbøen Authors Info & Affiliations

September 12, 2017 | 114 (41) 10870-10875 | https://doi.org/10.1073/pnas.1706255114

https://www.pnas.org/doi/full/10.1073/pnas.1706255114

Workplace discrimination against transgender people is against the law.

This resource outlines the rights and procedures transgender employees have to address discrimination.

The landmark Supreme Court case Bostock v. Clayton County, decided on June 15, 2020, clarified that federal law prohibits anti-transgender discrimination in employment. This decision was built on

https://transequality.org/know-your-rights/employment-general

Looking Through an Equity Lens

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.
- They may need more direct assistance, more time, and some intermittent goals may have to be sequenced or postponed to allow for reduced stress

"Many times trauma in a person decontextualized over time can look like personality. Trauma in a family decontextualized over time can look like family traits, trauma decontextualized in a people over time can look like culture and it takes time to slow it down so you can begin to discern what's what." - Resmaa Menakem

Stabilization and Supportive Services

Planning with an Equity Lens is a Step Forward: Think Multiple Plans

A. Initial Emergency Needs and Housing Search Plan

- Emergency health and safety needs
- Steps for housing search
- Additional considerations identified by social identity ("we keep us safe")

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
- Require automatic adjustment due to disproportionate impact (length of time)

C. Exit Plan

- Follow-up options
- Plans for possible future housing emergencies
- Culturally specific community supports and social networking (stabilization supports)

Advancing Equity in Rapid Rehousing is…

…a process, not an event.

…individualized: the work required for us to unlearn trains of white supremacy culture is a lifelong process

….about building relationships to develop trust -- and that takes time

…much more difficult when we are not aware of own internal biases, social norms, and socialization

…uncomfortable!

Closing the Case

Closing a Case

- Exiting planning starts at entry
  - Case plans goals are short term and specific to housing.
- Case managers regularly review goal progress, keep exit date flexible, and adjust as necessary
  - Discuss options and criteria for ending assistance with transparency, well in advance!
- Client and case manager create an exit plan to solve potential problems and access specific community resources

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

Remember, stress weighs on Case Managers too…

Ask yourself, when you are considering closing a case, do any of the following behaviors emerge in yourself?

- Anger
- Irritability
- Anxiety
- Lack of direction
- Apathy
- Mood swings
- Cynicism (pessimism, doubt)
- Nightmares
- Defensiveness

- Panic
- Depression
- Feeling of impending danger or doom
- Restlessness
- Feeling of insecurity
- Sadness
- Helplessness
- Suspiciousness
- Hopelessness
- Worthlessness

Contemplating an Exit

- Don’t do it alone; discuss with your supervisor
- Case consultation with peers
- Consider - Does this decision primarily benefit the interests of the participant or the needs of your program?
- Remind yourself that the great majority of people who receive RRH will not return to homelessness. People are more resilient than you think.

Case Scenario Activity

Rochelle, 36, had been staying in a sober shelter before she entered RRH. Within 45 days, her case manager helped her secure a one-bedroom apartment with rent of $520 (including utilities) and a part-time job at 20 hours/week for $9/hour (about $720/month). RRH has been providing $200/month of rental assistance for three months – ever since Rochelle started to work. When making home visits, the case manager has twice found Rochelle appearing intoxicated. Rochelle firmly declined treatment, saying she is not an alcoholic.

Do you think the case manager should keep their cases open or close them (and why)?

If the case should be kept open, what actions are still needed so the case can be closed?

Connecting Participants to A Longer-term Subsidy

- Case manager Tasks
  - Assume responsibility for the administrative burden of the process
    - Finding available projects in the area
    - Determining what documents are needed to apply
  - Address potential barriers to transition
    - Identifying potential barriers by project type
    - Work with participant on solutions to mitigate those barriers prior to exiting RRH
    - Help participant gather and store needed documents
  - Maintain copies of housing applications for easy access if needed
  - High Acuity: Transition from Short-term to Long-term Subsidy

RRH as a Stepping Stone

- Public Housing
- LIHTC Properties
- HCV Partnership Opportunities
  - EHV
  - Mainstream
- Shared Housing as a Final Destination
- Reconnection with Family
- Assisted Living/ Long Term Care

Long-term Subsidy Options

Housing Type	Things to Know
Continuum of Care (CoC) Permanent Supportive Housing (PSH)	Dedicated to households experiencing homelessness sometimes exclusively chronically homeless, and provides deep subsidy with supportive services for the duration of tenancy/enrollment.
Local Public Housing Authorities (PHAs)	Identify the towns/cities where the participant would like to live and apply at the local PHA. Many projects and varied waitlist times.
Housing Choice Voucher Program (HCV) (aka Section 8 Voucher)	Along-term subsidy often has a very long waitlist. Even thought this is true tenants should be assisted to apply and secure a place on the list when possible. Work with tenants on ways to keep address up to date with PHA.
Section 811 Project Rental Assistance (PRA)	A federally funded program offering project-based units with a deep subsidy to households in which at least one non-elderly member has a long-term disability.

Reasonable Accommodation

A change in rules, policies, practices, or services that may be necessary to provide a person with a disability an equal opportunity to obtain housing, and to use and enjoy her home.

Application Process: Examples of Reasonable Accommodations

- Providing applications in Braille, large print, and alternative formats
- Providing assistance to complete the application
- Allowing applications to be dropped off by a friend, family member, advocate, etc.
- Allowing applications to be mailed or faxed
- Visiting the applicant’s home in order to complete an application
- Allowing additional time to submit an application
- Allowing secondary contact person to be listed on the application

5 Minute Break

Preparing for HUD or Recipient Monitoring

Recordkeeping Requirements

- Homelessness Status
- Records of Reasonable Belief of Imminent Threat of Harm
- Annual Income
- Program Participant Records
- Housing Standards
- Services Provided
- Match
- Conflicts of Interest
- Homeless Participation
- Faith-Based Activities
- Affirmatively Furthering Fair Housing
- Other Federal Requirements
- Subrecipients and Contractors

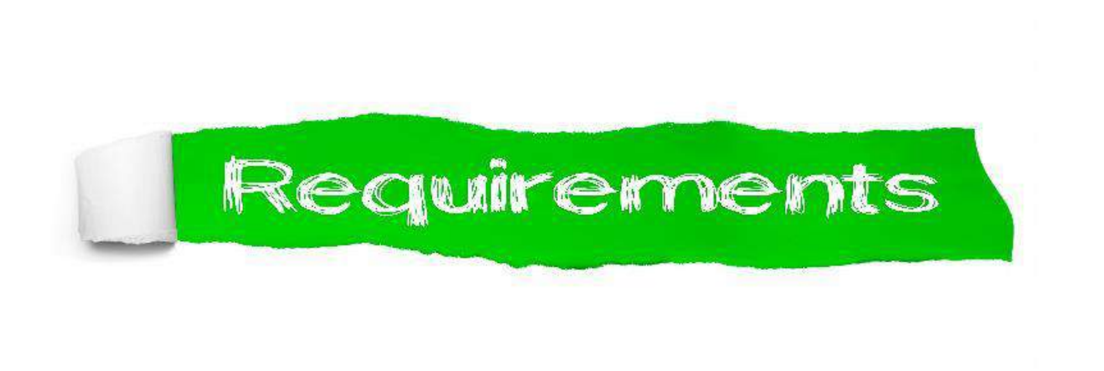
File Checklist

- Ensure you have a list of what should be in each participant file
- Eligibility documentation
  - Homeless Status
  - Household Financial information (as applicable)
- Check that all forms related to the services people are receiving are complete and accurate
- Housing Plan
- Housing Inspection

Services

Project Supportive Services

- On-going and annual assessment of participant service(s) need
- Annual assessment of services offered by project
  - Do you have referral partners to meet participant needs?
  - What is the availability of needed services?
  - Does project need to add or change service partnerships?
- Document services needed and provided to participants
  - Individual Service Plans
  - Case Notes



Monitoring Findings: Supportive Services

- Supportive Services need to:
  - Be made available to participants and
  - Assessed annual
  - Adjusted based on interim and annual assessments
- Example compliance issues:
  - Individual service plans (ISP) not in project files
  - On-going participant assessments not completed and/or documented in file
  - Case notes are not present to document provision of services

Participation of Homeless Individuals

- Recipients and subrecipients must document its compliance with the homeless participation requirement under 24 CFR 578.75(g)
  - Must provide for the participation of not less than one homeless or formerly homeless individual on the agency board or equivalent policymaking entity
  - Must involve homeless individuals and families in the creation and operation of the project

POLL QUESTION

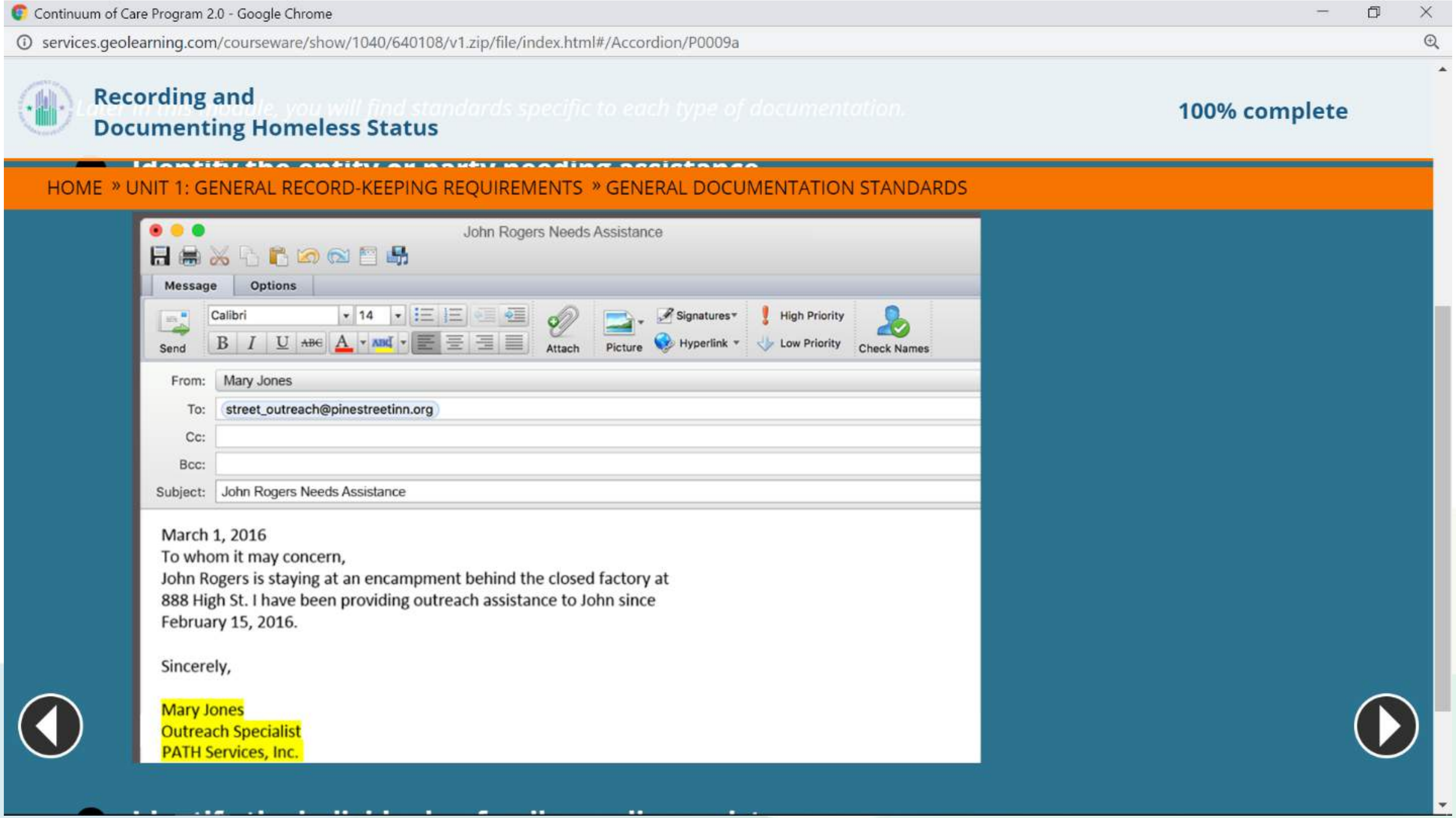
Q2: How do you fulfill this requirement for your project?

- Agency Board of Director designated seat
- Lived Expertise Advisory Committee
- Hire staff who have lived expertise
- Otherput in chat)
- Not sure, but I'm going to find out

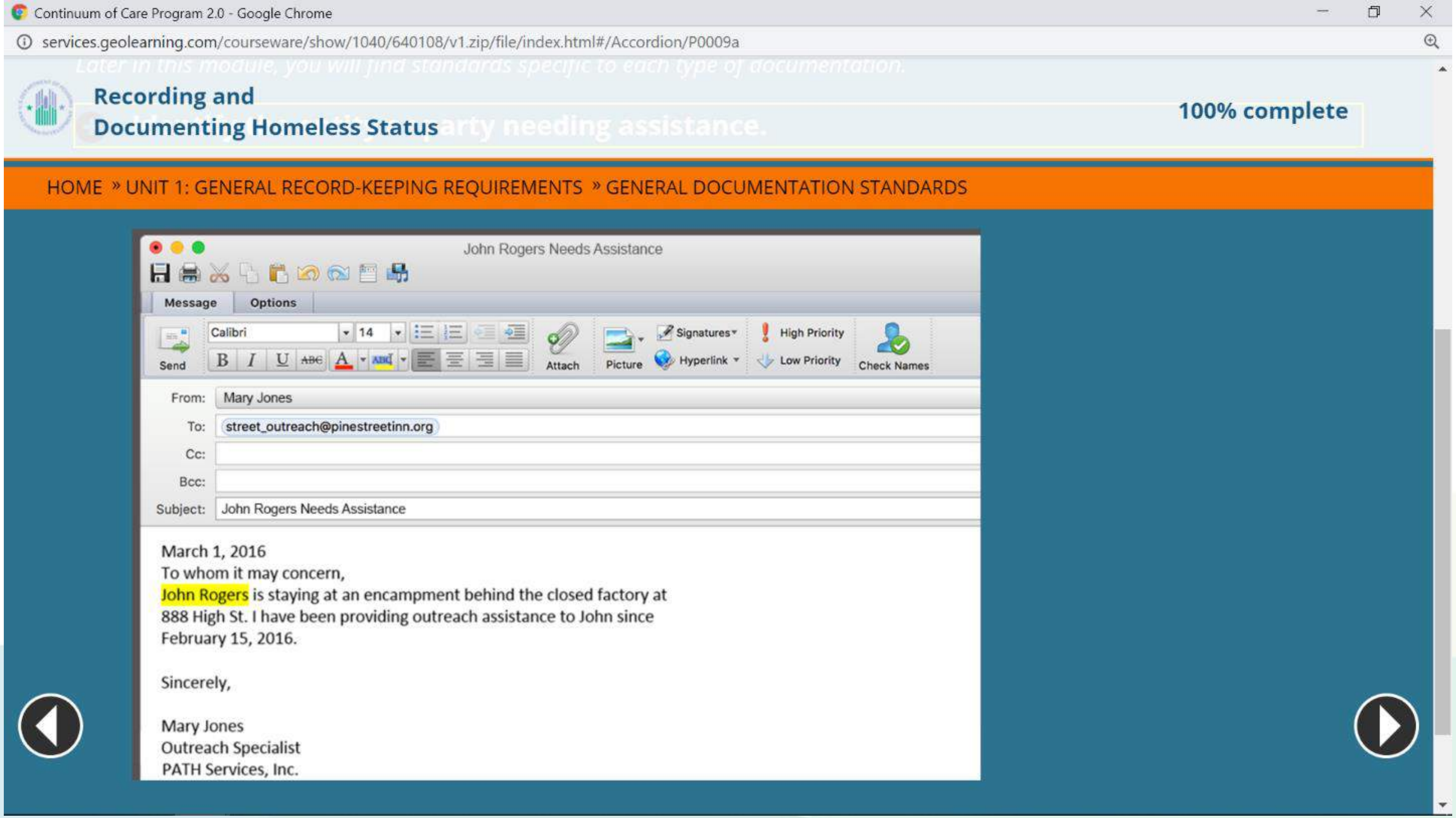
Monitoring Findings: Eligibility Documentation

- All files need to have documentation of homeless status
- Example compliance issues:
  - Homeless status documentation is missing dates, signatures and it does note have clear descriptions of living situation being one of HUD's eligible places
  - Unclear chronology when documenting chronic homelessness episodes

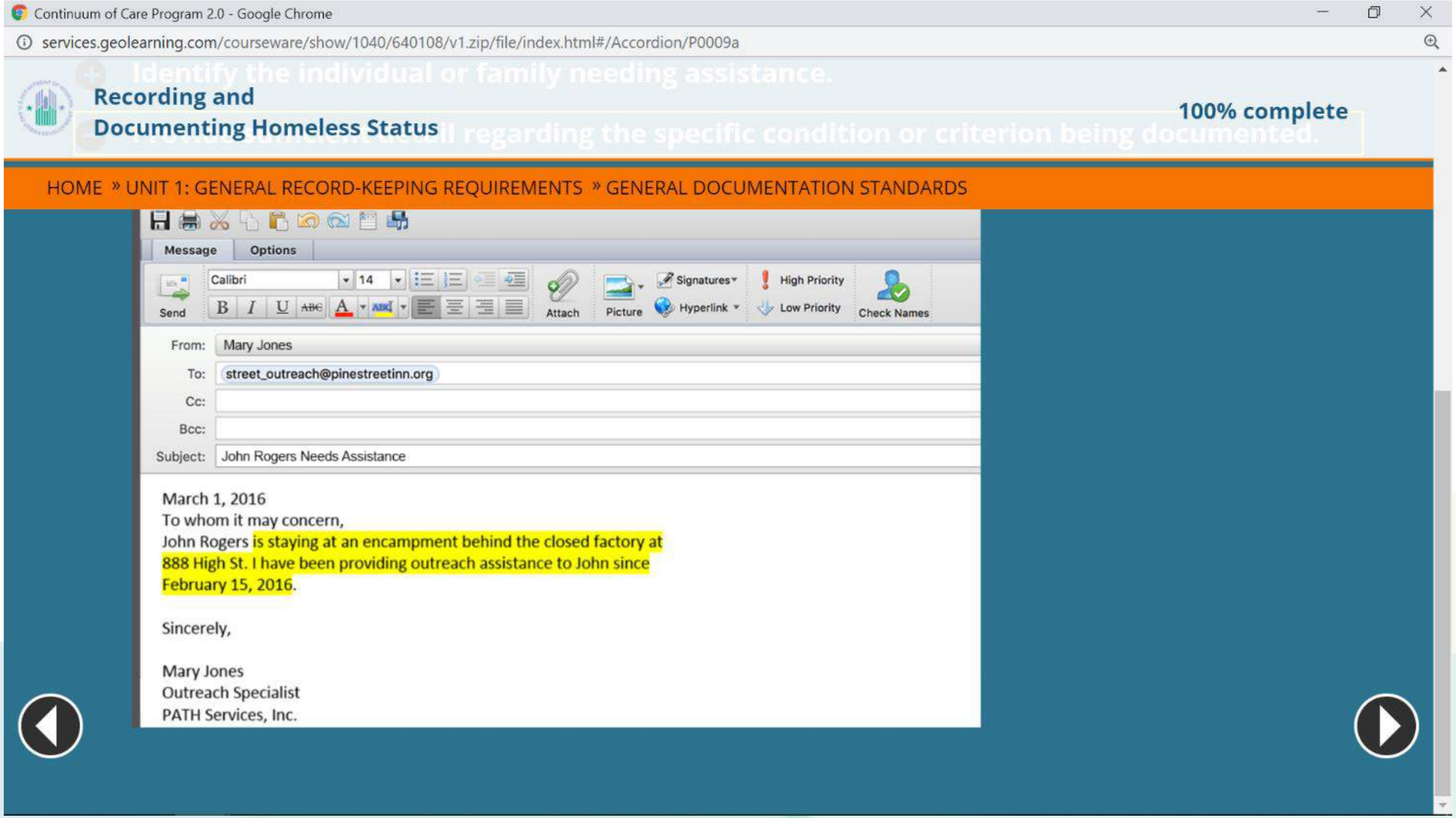
Example: Identify the Staff



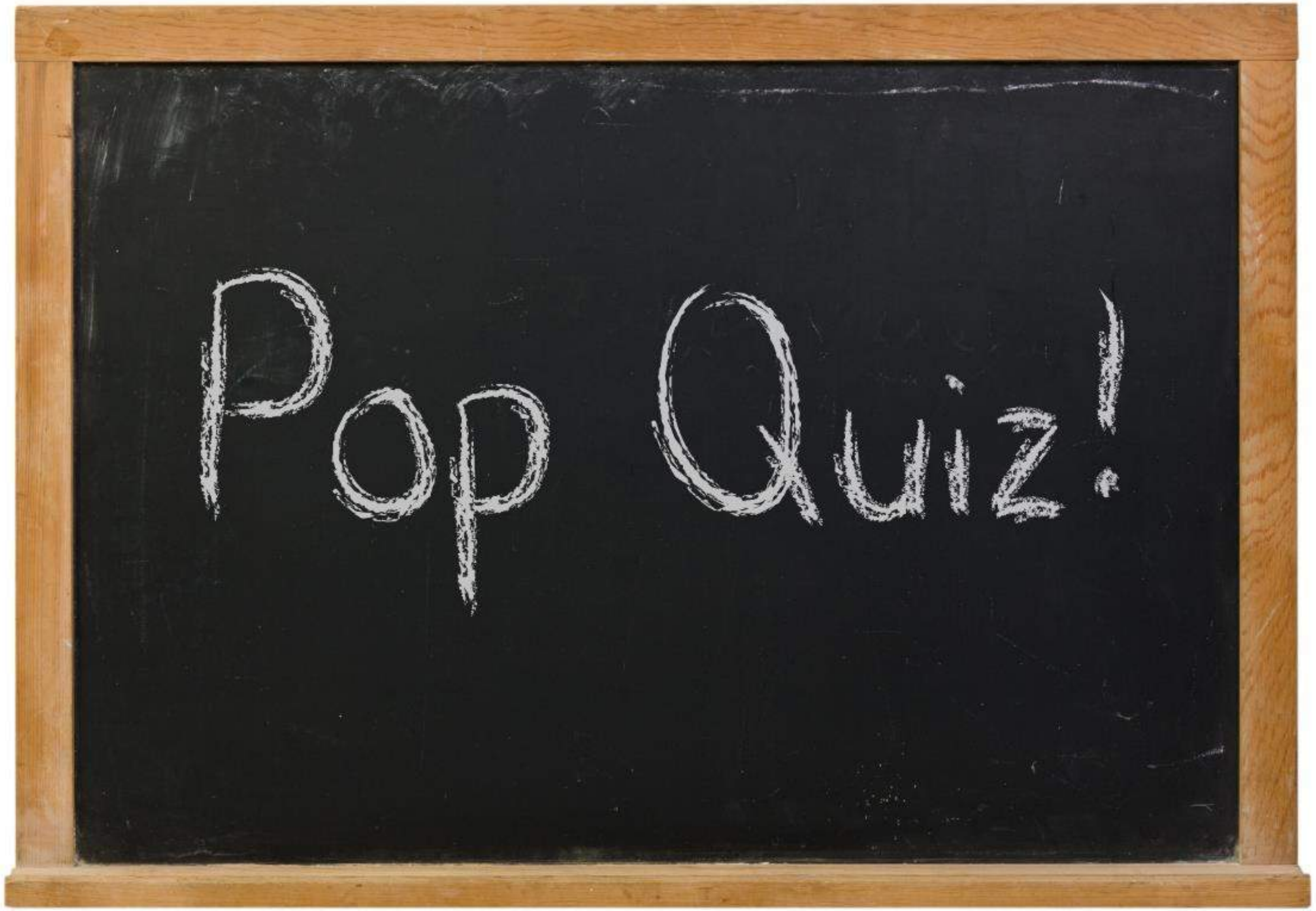
Example: Identify the Applicant



Example: Identify the Details



Who is responsible for eligibility documentation?

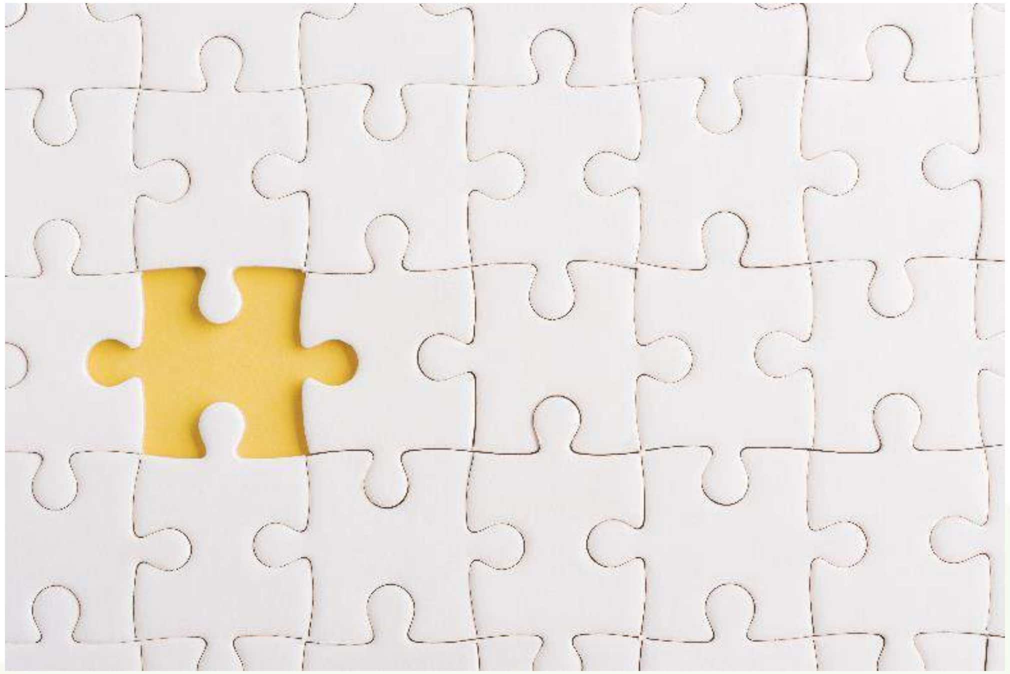


Monitoring Findings: Participant Rent

- Must have income and rent documentation, proper calculations and show amounts paid with grant funds are allowable
- Example compliance issues:
  - Overcharging rent
  - Inadequate or no income verification
  - Not reviewing program participant income annually or when a household's income changes
  - Charging fees other than rent or occupancy charges

Monitoring Findings: Match

- Appropriate and sufficient match must be provided and documented
- Example compliance issues:
  - Insufficient match
  - In-kind services provided by a third-party counted as match but not provided under an MOU
  - Inadequate tracking and documentation of match



Expenditure Supporting Documentation

- Receipts for direct expenses
- Invoice and proof of payment for invoiced expenses - must be clear and easy to read
- Salary/Payroll line items - payroll journals or time cards with staff name, dates and amounts
- Payments to landlords - detailed backup that shows name, date and amount paid. AP reports are allowed but must include check number, date paid and amount.
- Payments to utility companies - detailed backup that shows name, date and amount paid. AP reports are allowed but must 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

Monitoring Findings: Financial Documentation

- Financial systems must be adequate and financial documentation must be present

- Example compliance issues:
  - Missing or insufficient documentation for incurred expenses and/or ineligible expenses
  - Drawing part of grant from e-LOCCS each month with no support documentation
  - Reimbursement of expenses incurred outside of grant term
  - Insufficient subrecipient financial documentation
  - Salary costs are not tied to an eligible grant expense
  - Rent it paid to someone who is not the property owner or their agent

Monitoring Findings: Staff Time Distribution

- Staff time and associated costs that are charged to project must be explicitly tracked by eligible activity
- Example compliance issues:
  - No records documenting the specific hours staff worked
  - Timesheets are not signed or date by supervisor
  - Staff time records do not indicate how the time relates to eligible activities
    - Salary costs must be directly linked to serving program participants or other eligible costs in the CoC Program
- Example compliance issues (cont):
  - Records do not demonstrate that case managers worked with program participants during time charged to the project
  - Records do not show costs documentation associated with staff time charged to the project
    - Specific cost documentation, such as payroll, must be used to substantiate the amount drawn
    - Grant draws must be based on actual, rather than estimated fringe

Questions?

Group Closing

- What is one thing you are thinking about differently after this training series?

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!