The Florida Housing Coalition, Inc. is a nonprofit statewide organization whose mission is to bring together housing advocates and resources so that all Floridians have a quality affordable home and suitable living environment.

Webinar Logistics

- Participants are muted
- Enter your questions in the box in your webinar panel
- Handouts are available with this webinar (see panel)
- This webinar is being recorded and will be available at www.flhousing.org
- A survey will immediately follow the webinar. Please complete it! Thanks!
### Rapid ReHousing Series

**Past Trainings on Homelessness**

**Full Training Calendar**

### Support Services

### Program Considerations

<table>
<thead>
<tr>
<th>BARRIERS</th>
<th>SERVICES OFFERED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zero to low income; No savings</td>
<td>Start up financial assistance; 2x security deposit</td>
</tr>
<tr>
<td>Serious mental illness; poor</td>
<td>Housing location assistance; accompanying on landlord</td>
</tr>
<tr>
<td>physical health; chronic</td>
<td>interviews</td>
</tr>
<tr>
<td>substance use</td>
<td></td>
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<tr>
<td>Chronically homeless</td>
<td>12-24 months of financial/support services</td>
</tr>
<tr>
<td>Serious criminal history; poor</td>
<td>Weekly home visits; gradually tapering down</td>
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<tr>
<td>credit; multiple evictions</td>
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</tbody>
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### Program Considerations

#### MODERATE

<table>
<thead>
<tr>
<th>BARRIERS</th>
<th>SERVICES OFFERED</th>
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</thead>
<tbody>
<tr>
<td>Zero to low income; No savings; Inconsistent employment</td>
<td>Start up financial assistance; 2x security deposit</td>
</tr>
<tr>
<td>Substance abuse and/or mental illness somewhat impacts lease obligation</td>
<td>Housing location assistance; Some independent searching</td>
</tr>
<tr>
<td>Multiple homeless episodes; may or may not be chronic</td>
<td>6-9 months of financial/support services</td>
</tr>
<tr>
<td>Minor to moderate criminal history; poor credit; previous evictions</td>
<td>Weekly home visits for 2 months; gradually reducing</td>
</tr>
</tbody>
</table>

#### LOW

<table>
<thead>
<tr>
<th>BARRIERS</th>
<th>SERVICES OFFERED</th>
</tr>
</thead>
<tbody>
<tr>
<td>EL to low income; No savings</td>
<td>Time limited financial assistance</td>
</tr>
<tr>
<td>Substance abuse and/or Mental illness not a factor in housing stability</td>
<td>Minimal housing search assistance</td>
</tr>
<tr>
<td>Minimal homeless history</td>
<td>3-6 months financial assistance</td>
</tr>
<tr>
<td>Fair credit; No criminal history; No evictions</td>
<td>Bi-weekly check in; very limited support services</td>
</tr>
</tbody>
</table>

### Best Practice - Progressive Engagement

NAEH says...

...a strategy of providing a small amount of assistance to everyone entering the homelessness system. For most households, a small amount of assistance is enough to stabilize, but for those who need more, more assistance is provided.

Simply put, the lightest touch possible.
Support Services – Client Driven

- Voluntary case management and service participation requires **active engagement**
- **Strengths-based** approach so as to empower the client
- **Client directs** when, where, and how often case management meetings occur

“Talk of problems and you create problems; talk of possibilities and you create possibilities.”

-Kerstin Mahlberg and Maud Sjoblom

Support Services – Housing Focused

- Housing Stability Plan goals are lease-based and focused on **housing retention**
- Case managers allow families space for problem solving
- Case managers are available to landlords
“If we’re not talking about housing, we’re having the wrong conversation.”

Support Services – Home Based

- Services occur in the client’s home or a location the client chooses
- Respectful of the client’s space as their own; only enter when invited in
- Objective-Based

Support Services – Collaborative

- Focus is on client building support outside of the program
- Intended to connect a client with service options that continue beyond the program
- You are not the end all, be all case manager
“If your services are meaningful to participants’ goals, they will choose engagement.”

Housing Stabilization Specialist
- Flexible and Adaptable
- Recognizes participant as the expert
- Able to distinguish barriers to maintaining housing
- Comprehensive knowledge of outside resources
- Able to make recommendations on financial assistance needed and reassess
- Can mediate with landlords as necessary
- Able to maintain a high case load and stay current on documentation

Housing Stabilization Policies
- Staff meet regularly (weekly) to staff and discuss housing stabilization plans
- Staff keep up to date records including all documentation related to financial assistance and grant required documentation
- There is a clear process outlined for how financial assistance is approved
- HH are engaged and assessed one month in advance to forecast necessary assistance
- Staff engage HH no less than once per month
Housing Stabilization Policies

- CM progress notes reflect strengths-based case management
- CM or other staff maintain and update community resources often
- CM has a strong relationship with employment and income opportunities in the community
- Case plans are reviewed regularly (at each visit) and focus on housing and income

Closing the Case

Don’t close the case TOO SOON due to:

- Lack of compliance with CM (e.g., not home for scheduled CM visit)
- Failure to progress on goals (e.g., stopped looking for jobs after several rejections, no income)
- Continued bad decisions (e.g., getting pay-day loans, hanging out with drug crowd)
- Current landlord doesn’t want to keep tenant due to behavior
Don’t keep the case open TOO LONG due to:

• Perceived need for continued CM for non-housing needs
• Need to boost program performance measures
• Housing cost burden over 50% or more
• “Good client” wants to work on long-term goals and continued financial assistance will help

Before you close the case:

• Ensure that appropriate referrals have been made
• If another organization is picking up the case, ensure a “warm hand-off”
• Help tenant complete the exit plan, identify natural supports, etc.

Closing the Case - Policies

• Key indicators that the case is ready to close are clearly outlined
• Written policies about when and how to close the case including who is involved in this decision – including approvals and appeals Written policies on the process to transition HH from RRH to PSH if they need long-term rent assistance and intensive case management
• Written policies on how a HH requests HP or RRH assistance after their case is closed?
• Exit Plans are part of the CM role
Community Examples

What’s Working in Your Community?

St. Vincent de Paul of Baltimore

- Paradigm shift to Progressive Engagement
- Weekly team meeting for 2 hours to discuss families, brainstorm opportunities, and address barriers to housing stability
- The family and CM review the service plan monthly and CM submits a written report regarding need for ongoing assistance (one month in advance)
- Administrative review for continuance or termination by the Asst. Director, Senior Director, and Sr. VP of Services
- The CM takes this information back to the family and sign an agreement for assistance amount and duration
**Lessons Learned**

- Shift from “one size fits all” to short term, flexible rental assistance can be challenging for staff and the organization.
- Training is essential. Staff may not want to make the shift.
- RRH is not for every professional staff.
- Organization must be willing to take risks and have funders understand it is a “work in progress.”

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**The Road Home: Salt Lake City**

- Leveraged multiple funding sources to create a streamlined process for households exiting into housing.
- Repurposed TH to PSH.
- Designed the funding around their innovative program idea: Progress engagement *rather than* designing the program around the funding.
- Approximately 10% of participants end up in PSH. Everyone else stabilizes along the way.
- Approx. 87% remain stably housed.
- See Progressive Engagement Stability Guide.

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**The Road Home: Salt Lake City**

*Housing vs. Shelters* A snapshot of the Road Home’s homeless services.

<table>
<thead>
<tr>
<th>Housing</th>
<th>Shelters</th>
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<tbody>
<tr>
<td>By average numbers served:</td>
<td>By average numbers served:</td>
</tr>
<tr>
<td>1,700 per night*</td>
<td>833 per night**</td>
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</tbody>
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*People housed the week of Aug 14, 2016: 1,888 (671 children)
**Shelter capacity: 1,390

SOURCE: Road Home internal reports

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Tips From The Community

- Our job is not to alleviate poverty
- Our job is not to resolve substance abuse or mental health issues
- People are more resilient than we generally give them credit for
- We are not good predictors of success
- Buy-in and attitude are critical to success
- A certain degree of risk is associated with the budgeting process

Check Your Toolbox

- Honest Monthly Budget
- Exit Planning
- https://endhomelessness.org/resource/rapid-re-housing-toolkit/
- www.orgcode.com