



**Rapid Rehousing  
Institute**

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Focus Strategies  
November 2015



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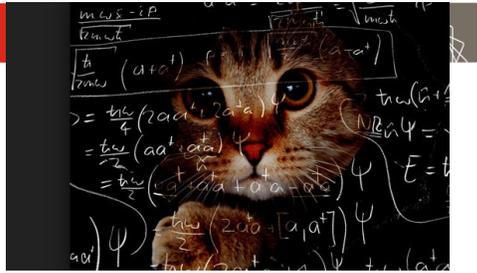
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**And now...data!**



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**Data: you gotta get it**

- Data isn't everything, but without it we are just guessing
- Funders are moving to greater reliance on it
- People and programs like knowing how they're doing –something they can work on
- Essential to speaking the same language
- Best way to make the case for resources



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## Don't put your data into solitary



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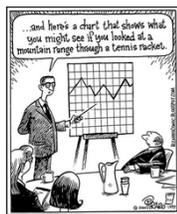
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## Make sure the data is actionable



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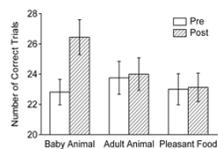
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## Make your data clear



		Baby animal		Adult		Control	
		Pre	Post	Pre	Post	Pre	Post
Experiment 1	Cute	4.6	5.6	4.3	5.8		
	Infants	4.6	5.7	2.5	3.4		
	Pleasant	4.1	5.7	4.4	5.8		
Experiment 2	Cute	2.0	1.0	2.0	3.9		
	Infants	1.6	1.3	1.6	1.4	1.2	0.8
	Pleasant	1.6	1.4	1.3	1.7	1.6	1.7
Experiment 3	Cute	4.3	5.7	4.2	5.3	5.6	6.1
	Infants	1.9	1.9	2.1	1.8	1.7	1.3
	Pleasant	4.1	5.7	4.1	5.7	5.6	6.1
Experiment 4	Cute	4.1	5.7	4.1	5.7	5.6	6.1
	Infants	1.6	1.6	1.6	1.7	1.7	1.7
	Pleasant	4.1	5.7	4.1	5.7	5.6	6.1



<http://www.washingtonpost.com/blogs/working/wp/2013/10/01/want-to-increase-your-productivity-study-says-look-at-the-adorable-kitten/>

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and act upon it...



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Goals

**Understand how your program is working**

- # of households assisted and key characteristics
- Assistance provided
- Length of program duration and of time to enter housing
- Expenditures: amounts and categories

**Understand program impact**

- Exits to permanent housing
- Increases in income and benefits
- Returns to homelessness

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Data sources

- **Homeless Management Information Systems (HMIS)** Several software providers, but with common data standards.
  - > Captures:
    - Characteristics
    - Services provided
    - Length of enrollment
    - Destinations at exit
- **CalWIN, C4, Leader** — CalWORKs status, household characteristics, program participation, employment information
- **Other public systems** (Health Care, Behavioral Health, Probation, etc.) — service utilization, cost
- **Provider databases**

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## Common Challenges

- Data quality – completeness and accuracy
- Barriers to Data sharing
  - Within programs
  - Across programs and funding sources
- Creating/getting reports that provide what's needed
  - Key indicators tracked consistently
  - Ability to query, follow up on findings
  - Tracking change over time
- Lack of culture of using data

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## Key Strategies

- Put **data sharing agreements** in place
  - ✓ Make sure clients sign appropriate **releases**
- Define key pieces of info you will examine, especially what **outcomes you will measure** and how
- Make **data quality and accuracy** a performance measure
- Provide **regular reports** to all players and examine them at every meeting; make them easy to read
- Dig deeper when something isn't clear- **cultivate a habit of inquiry**

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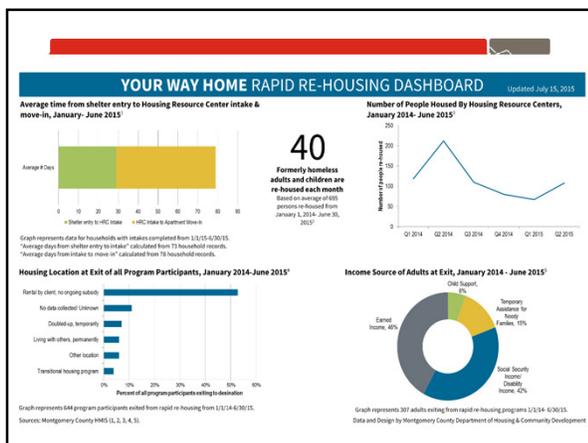
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## Use Data to Adjust



### Unacceptable losses or rates of return?

- *Resize, assist longer, check-in more, develop new partnerships*

### Almost everybody sticks?

- *Try giving less support*

### Some succeed and some don't?

- *What factors can we look at: e.g. family size, income source, histories of homelessness, the staff person or staffing?*



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## You're not alone...



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## Landlords are our partners



- In the past

- Our current approach



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## HOUSING PARTNERSHIP DEFINITION

What does housing partnership mean?

- Housing partnerships are proactive connections created between homeless services providers and housing providers for MUTUAL BENEFIT



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## Why...?

**Strong Partnerships lead to:**

- Widened and deepened landlord network.
- Long term housing partners
- Diversified inventory of properties
- Increased client choice
- Housing stability for the Veterans.



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## MUTUAL BENEFIT

We Offer	Housing Partners May Offer
★ Public Recognition	✓ Vacant habitable units
★ Ready tenants, fast lease-up, rent \$\$	✓ Negotiable rents
★ Home-based case management	✓ Flexibility in tenant screening
★ Problem solving; emergency contacts	✓ Housing for households struggling with a housing crisis.
★ Security deposits	

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## RATIONALE

### Why we need housing partners?

- The array of our participants' needs—diverse and variable
- Insufficiency/inefficiency of simple “search and place”
- Housing barriers call for negotiated terms
- Housing stability for our households

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## 2 Clients: Households & Housing Partner

**Both are concerned about housing barriers**

**Client:** “no one will rent to me”  
“I’ve never been able to keep an apartment”

**Housing Partner:** “All I want is the rent paid on time, the unit maintained, other people to be happy, and no problems from the police.”

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## The Method

### What Works in Forging Partnerships?



- \$\$ Invest in the Housing Partners= Our second client requires our care and attention
- \$\$ Housing Specialists *and* Case Managers are salespeople for our households experiencing homelessness and our programs *and sales associates responsible for maintaining the relationships*

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## FRAMEWORK



- ★ **Assertively Outreach**—find new housing partners and
- ★ **Assess**—know each housing partner individually
- ★ **Case Manage**—optimize your interactions with the housing partner
- ★ **Stabilize/Retain**—keep the housing partner committed

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## Assertively Outreach



- Recruit new partners/properties constantly
- Sell the your mission—housing stability
- Set monthly targets for new units
- Maintain regular (scheduled) contact with current (and new) housing partners
- Check in about any issues
- Offer “emergency response”

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**Assess**

- ? Learn each partner's tenant screening criteria
- ? Know the level of flexibility of each partner
- ? Offer/expand incentives
- ? Negotiate \$ and tenant screening
- ? Where are they flexible and where is there NO flexibility

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**Case Manage**

- "Contract" each partner on their terms
- Mediate and negotiate partner/tenant conflicts
- Take customer service approach
  - Do what you promise
  - Don't over-promise
  - Recognize and appreciate
- Create Win-Win in conflicts
- Provide Recognition for Partners—Damage Repair funds, etc.

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**CARE AND SUPPORT OF OUR HOUSING PARTNERS**

- Be Persistent, Patient And Reachable
- Set up regular meetings
- Recognize landlords in it for different reasons
- Focus on progress and strengths, work to identify barriers

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## Activity #5 : Two Landlords



### LANDLORD SCENARIOS

- What is most important to each landlord?
- What factors might make this landlord want to partner with your program? (recruitment)
- What factors would you consider in making the First Match with a new landlord partner?
- What can you do to keep this landlord partner?




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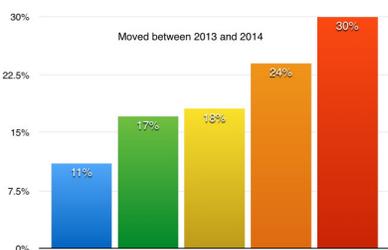
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- All Family households
- Unemployed households
- Female headed householders
- Female headed households with children under 6 and 6 to 17
- Female headed households with children under 6 (only)

Source: US Census

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## Engaging & Stabilizing Housing Partners




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### Strategies for Working with Housing Partners

- Provide written program information**
- Explain role of CM as resource**
  - Provide contact information
  - Means to resolve issue so that tenant can remain in housing
- Engage in proactive outreach to housing partner**
  - Stay in touch, touch base, ask how things are going
- Identify resources for housing partners**
  - Weatherization opportunities, minor repairs

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### Maintaining Housing Partnerships

- Set Agency standards**
  - Call back within 24-48 business hours
  - Ensure the intervention process is established within the agency
  - Find measureable ways to keep everyone accountable. (home visits, check in calls)
- Look for additional support systems**
  - After hours response line.
- Recognition and appreciation**
  - Appreciation lunches/ Thank you cards
  - Media support
- Try and cultivate a notification system for issues, or for future vacancies**
  - Do a good job now, get more opportunity later, just make sure you get the opportunity!

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### BREAK OUTS

BREAK OUT #1	BREAK OUT #2
<b>Operating in High Cost/Low Vacancy Housing Markets</b> <ul style="list-style-type: none"><li>Landlord Recruitment</li><li>Alternative Arrangements</li><li>Program Examples</li></ul>	<b>Operating in Rural Areas with Scarce Rental Stock</b> <ul style="list-style-type: none"><li>Landlord Recruitment</li><li>Alternative Arrangements</li><li>Program Examples</li></ul>

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TENANCY SUPPORTS  
aka  
Case Management

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Case Management/  
Tenancy Support Services 

- **RRH uses a progressive case management approach:** a basic level of assistance is offered unless/until a person demonstrates the need for longer or more intensive help.

A person in crisis may *appear* to need more help than they actually require to succeed

Data shows that most will succeed with basic assistance



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Case Management/Tenancy Support Services 

- Be available to help resolve crises
- Remember, it was likely a crisis that moved them into homelessness



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**Staffing**

**Case Manager** **Role**



- Provides case management during and after housing placement
- Links clients to mainstream and community resources for stabilization
- Helps client identify behaviors that contribute to housing instability
- Home-based visits

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**Keeping Housing:  
Housing Partners and Tenancy Supports**

**Paying Rent**

- Income, Financial Management, Subsidy Administration
- Logistics: check or money order, timeliness

**Maintaining Apartment**

- Understanding and Meeting Cleanliness Standard, Managing Repairs
- Inspections

**Allowing Others the Peaceful Enjoyment of Their Homes**

- Getting along with neighbors, Visitors
- Following rules re noise etc.

**Occupancy**

- Only people on the lease live there

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**Case Management/Tenancy  
Supports for Clients & Housing Partners**

- Case managers must be able to create win-win resolutions to **tenancy problems**: understanding the perspectives of both landlords and tenants.
- Case managers help clients effectively and efficiently access longer-term mainstream resources that will continue after RRH enrollment ends.

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## Pay the Rent on Time



- **PAY ON TIME** ...both your agency and the tenant. What does that calendar look like? Do we need to negotiate for the due date based on when the tenant gets his or her check?
- **CHECK TO SEE THAT IT HAS BEEN PAID:** How will you know that the rent has been paid on time?
- **WHY HASN'T RENT BEEN PAID ON TIME IN THE PAST?**
- **ABUSIVE PARTNERS/FAMILY MEMBERS:** Sometimes, people know they can't assure payment of the rent—e.g. they may have a partner/spouse who takes their money. They may be willing to have rent automatically paid to the landlord—via representative payee or vendor pay.

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## Home Visits



- During home visits, be aware of potential tenancy issues, but not as a "gotcha" mission.
- **Red flags** are an opportunity for teachable moments such as noise levels, basic housekeeping, unauthorized tenants, making or responding to a complaint—the "soft skills" of renting.
- If a landlord "**suddenly**" evicts your program participant, you haven't been paying attention.

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## Treat the Building With Respect



- Most tenant damage results from carelessness or ignorance, not intention.
- Use of wrong cleaning products or tools can also damage tile, flooring, counters, sinks, etc.
- The primary, universal priority: abuse of plumbing and fire-safety hazards

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### Treat Other People With Respect

- **Other people**— other tenants, nearby neighbors and, of course, the landlord.
- **Control** of noise, trash, guests and children are among the most significant threats to relationships with other tenants.
- Landlords in many areas cannot turn a blind eye to drugs: they can lose their license or even their property. Likewise, some lease prohibitions are based on local laws—under-age drinking, occupancy standards, noise ordinances, special uses (e.g. running a hair salon in your apartment), etc.

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### Follow the Lease

- Read and explain— **in simple terminology** -- the lease (or have a tenant/legal service provider “translate”).
- Assure they have a basic understanding of tenant and landlord rights and responsibilities.
- Try role-playing as a tool for helping a person learn how to interact with the landlord

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#### 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
- If anyone buys or sells drugs in my unit

#### Things I can do WITH PERMISSION from Landlord (in writing):

- Get a roommate
- Get a cat

Call: Julie Steiner (my housing questions person): 123-456-7890

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### RRH Case Management/ Tenancy Supports



#### Keys to success



- Respect client choices
- Progressive Engagement
- Voluntary
- Connections, connections, connections




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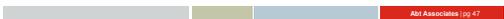
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### Community Resources



- You can offer much of the assistance people need to resolve the crisis and promote housing stability (housing search, financial assistance, landlord/tenancy supports)
- Where people can benefit from ongoing longer-term help to stabilize housing, you actively assist them to secure the right resources.
- Most often these will be resources related to increasing income: benefits, employment, affordable daycare, free/subsidized goods and services, budgeting, credit counseling, legal services
- But...they should also include resources to turn to if unable to pay utilities, rent or have other housing emergency in future




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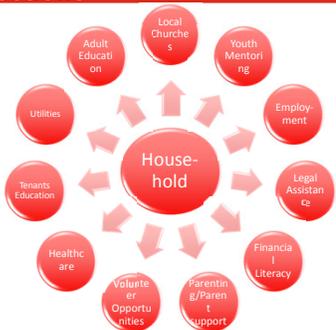
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### Mainstream Community Connections




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### Levels of Coordination

Level 1: Awareness	Level 2: Communication	Level 3: Coordination	Level 4: Enhanced Collaboration
<ul style="list-style-type: none"> <li>Little or no direct coordination or exchange of information</li> <li>Referrals made without process or follow up; onus on client to follow through</li> </ul>	<ul style="list-style-type: none"> <li>Know what's available to whom, how to refer</li> <li>Routine referrals, clear process</li> <li>Follow up on referrals made</li> </ul>	<ul style="list-style-type: none"> <li>Clear points of contact</li> <li>Warm handoffs</li> <li>Meet regularly to problem solve</li> </ul>	<ul style="list-style-type: none"> <li>Co-location or integrated teams</li> <li>Case conferencing</li> <li>Shared goals, measures, and joint data review</li> <li>Shared responsibility for outcomes</li> </ul>

Optimal Level of Coordination May Vary by Program Design

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### MOVING ON

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### When is it Time to Complete Services?

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

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Wrap Up



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