

**FY 2021 San Bernardino County Continuum of Care  
Letter of Intent to Renew CoC Project**

**Instructions:** Please complete one letter for each renewal application. Complete, sign, scan and email the complete Letter of Intent (LOI) to [Betty.Aguirre@hss.sbcounty.gov](mailto:Betty.Aguirre@hss.sbcounty.gov) on or before 12:00 noon on Thursday, September 9, 2021.

**Agency Information**

Data Universal Numbering System (DUNS)# or Unique Entity Identifier (EUI)#: 132551560

Legal Agency Name: Inland Temporary Homes dba Inland Housing Solutions

Agency Address: PO Box 239

City: Loma Linda State: CA Zip: 92354

Phone: (909) 796-6381 Fax: (909) 736-3545 email: [jeff@inlandhousingsolutions.org](mailto:jeff@inlandhousingsolutions.org)

**Grant/Application Contact Person:**

Name: Jeff Little

Phone: (909) 796-6381 x102 or Direct (909) 736-3546

Email: [jeff@inlandhousingsolutions.org](mailto:jeff@inlandhousingsolutions.org)

**Agency Director:**

Name: Jeff Little

Phone: (909) 796-6381 x102 or Direct (909) 736-3546

Email: [jeff@inlandhousingsolutions.org](mailto:jeff@inlandhousingsolutions.org)

**Homeless Management Information System (HMIS) Contact Person:**

Name: Carmen Rascon

Phone: (909) 796-6381 x106 or Direct (909) 870-3037

Email: [carmen@inlandhousingsolutions.org](mailto:carmen@inlandhousingsolutions.org)

**Project Information:**

Name of Project: Infinite Horizons – RRH FY 2021  
Project Address: 25964 Mission Rd #A, Loma Linda, CA 92354  
Grant Amount: \$557,986  
Grant Term: 1 year  
Expiration Date: 10-01-2022 to 09-30-2023  
Program Type: PH  
Primary Population: Literal Homeless Individuals and Families  
Annual Renewal Amount for Project: \$557,986

Total Number of Units: 16

Have there been changes to the project since the last award? If yes, describe briefly:  
No changes.

**Does the Applicant intend to request changes to this renewal? If yes, indicate the type of change by checking the appropriate box(es):**

Item	Description	Intended Change Described
Budget Change	Change line items; change in total budget	
Housing	Reduction in beds or units / Services	
Target Population	Change in population focus	
Location	Change in location of housing or service area	
Project Expansion	Potential Request to Expand Project: serve more clients; add housing; add services	
Other		

Previously approved budget amounts by activity:

Activity:	Budget Amount:	Budget if Intended Change is Approved
Leased Units		
Leased Structures		
Rental Assistance	\$282,444	
Supportive Services	\$238,095	
Operations		
HMIS	\$4,500	
Administration	\$32,947	
<b>Total:</b>	<b>\$557,986</b>	

Name and Signature of Person who will complete the application:

Jeff Little 

Name and Signature of Person authorized to sign the HUD application:

Jeff Little 

I certify, on behalf of my agency that all information contained in this application is accurate and true, based on our current records for the project. I understand that falsifying information or failing to provide accurate information will have a negative impact on our overall review and may result in removal from the Continuum of Care Application to HUD. I also understand that agencies not submitting their Letter of Intent for their projects by the deadline may be reallocated.



Executive Director/CEO/President

09/09/2021

Date

## Background Information:

The Continuum of Care (CoC) will consider the need to continue funding for projects expiring in Calendar Year (CY) 2022 as required by the U.S. Department of Housing and Urban Development (HUD). However, as noted by HUD, renewal projects must meet renewal threshold requirements, minimum project eligibility, capacity, timeliness, and performance standards identified in the FY 2021 Continuum of Care (CoC) Program Competition Notice of Funding Opportunity (NOFO) ([https://www.hud.gov/sites/dfiles/SPM/documents/FY21\\_Continuum\\_of\\_Care\\_Competition.pdf](https://www.hud.gov/sites/dfiles/SPM/documents/FY21_Continuum_of_Care_Competition.pdf)) or they will be rejected from consideration for funding.

While considering the need to continue funding for projects expiring in CY 2022, the Grant Review Committee (GRC) and Office of Homeless Services (OHS) will review the information that HUD noted in the 2021 HUD CoC Competition NOFO which is as follows:

1. When considering renewal projects for award; HUD will review information in HUD's Line of Credit Control System (eLOCCS), Annual Performance Reports (APRs), and information provided from the local HUD CPD field office; including monitoring reports and audit reports as applicable, and performance standards on prior grants, and will assess projects using the following criteria on a pass/fail basis:
  - a. Whether the project applicant's performance met the plans and goals established in the initial application, as amended;
  - b. Whether the project applicant demonstrated all timeliness standards for grants being renewed, including those standards for the expenditure of grant funds that have been met;
  - c. The project applicant's performance in assisting program participants to achieve and maintain independent living and records of success, except HMIS-dedicated projects that are not required to meet this standard; and,
  - d. Whether there is evidence that a project applicant has been unwilling to accept technical assistance, has a history of inadequate financial accounting practices, has indications of project mismanagement, has a drastic reduction in the population served, has made program changes without prior HUD approval, or has lost a project site.
2. HUD reserves the right to reduce or reject a funding request from the project applicant for the following reasons:
  - a. Outstanding obligation to HUD that is in arrears or for which a payment schedule has not been agreed upon;
  - b. Audit/Monitoring finding(s) for which a response is overdue or unsatisfactory;
  - c. History of inadequate financial management accounting practices;
  - d. Evidence of untimely expenditures and unspent funds on prior award;
  - e. History of other major capacity issues that have significantly affected the operation of the project and its performance;
  - f. History of not reimbursing subrecipients for eligible costs in a timely manner, or at least quarterly; and

- g. History of serving ineligible program participants, expending funds on ineligible costs, or failing to expend funds within statutorily established timeframes.<sup>1</sup>

### **Project Eligibility Threshold Requirements:**

The GRC and OHS will review all renewal projects to determine if they meet the following eligibility threshold requirements on a pass/fail standard. If the GRC and the OHS determines that the applicable standards are not met for a renewal project, the project will be rejected. Renewal project threshold requirements include; a) Participation in Coordinated Entry System; b) Practicing Housing First and Low Barriers; c) Hearth Act Compliance; d) The extent to which the proposed project fills a gap in the community's CoC and addresses an eligible population; and e) Meets match requirements as noted at 24 CFR 578.73.

#### **I. Participation in Coordinated Entry System**

CoC funded projects are required to participate in the local Coordinated Entry System. As defined by HUD:

"Coordinated entry is a key step in assessing the needs of homeless individuals and families and prioritizing them for assistance. In addition to engaging people who are seeking assistance, Coordinated Entry processes should be integrated with communities' outreach work to ensure that people living in unsheltered locations are prioritized for help. Coordinated Entry should achieve several goals:

- make it easier for persons experiencing homelessness or a housing crisis to access the appropriate housing and service interventions;
- prioritize persons with the longest histories of homelessness and the most extensive needs;
- lower barriers to entering programs or receiving assistance; and,
- ensure that persons receive assistance and are housed as quickly as possible.

The definition of Centralized or Coordinated Assessment can be found at 24 CFR 578.3. Provisions at 24 CFR 578.7(a)(8) detail the responsibilities of the CoC with regard to establishing and operating such a system. In addition to the definition, HUD also posted on the HUD Exchange the Coordinated Entry Policy Brief in February 2015 that helps inform local efforts to further develop CoCs' coordinated entry processes.

1. **How many households (a household can be a single individual or family) entered your program during the past 12 months?** 35
  - a. **How many of the households that you stated in the question above entered your project through the coordinated entry system?** 35

2. If any households entered your program during the past 12 months that were not referred through the coordinated entry system, please explain why in the box below (expand box as needed).

Note: this information will be verified through HMIS.

## II. Housing First and Low Barriers Approach

Housing First is a model of housing assistance that prioritizes rapid placement and stabilization in permanent housing that does not have service participation requirements or preconditions (such as sobriety or a minimum income threshold). It is an approach to: **1)** quickly and successfully connect individuals and families experiencing homelessness to permanent housing; **2)** without barriers to entry, such as sobriety, treatment or service participation requirements; or **3)** related preconditions that might lead to the program participant's termination from the project. Supportive services are offered to maximize housing stability and prevent returns to homelessness as opposed to addressing predetermined treatment goals prior to permanent housing entry; however, participation in supportive services is based on the needs and desires of program participants. For more information see the Housing First in PSH brief at: [www.hudexchange.info/resource/3892/housing-first-in-permanent-supportive-housing-brief/](http://www.hudexchange.info/resource/3892/housing-first-in-permanent-supportive-housing-brief/)

### 1. Does the project quickly move participants into permanent housing?

- ☒ Yes  
☐ No

Select **"Yes"** to this question if your project will quickly move program participants into permanent housing without additional steps (e.g., required stay in transitional housing before moving to permanent housing). If you are a domestic violence (DV) program you should select **"Yes"** if you will quickly move program participants into permanent housing after immediate safety needs are addressed (e.g., a person who is still in danger from a violent situation and would move into PH once the dangerous situation has been addressed). Select **"No"** if the project does not work to move program participants quickly into permanent housing.

**2. Has the project removed the following barriers to accessing housing and services?**

- ☒ Having too little or little income
- ☒ Active or history of substance abuse
- ☒ Having a criminal record with exceptions for state-mandated restrictions
- ☒ Fleeing domestic violence (e.g., lack of a protective order, period of separation from abuser, or law enforcement involvement)
- ☐ None of the above

**(Select ALL that apply):** Check the box next to each item to confirm that your project has removed (or never had) barriers to program access related to each of the following: 1) Having too little or little income; 2) Active or history of substance abuse; 3) Having a criminal record with exceptions for state-mandated restrictions; and 4) Fleeing domestic violence (e.g., lack of a protective order, period of separation from abuser, or law enforcement involvement). If all of these barriers to access still exist, select "None of the above."

**3. Has the project removed the following as reasons for program termination?**

- ☒ Failure to participate in supportive services
- ☒ Failure to make progress on a service plan
- ☒ Loss of income or failure to improve income
- ☒ Fleeing domestic violence
- ☒ Any other activity not covered in a lease agreement typically found in the project's geographic area
- ☐ None of the above

Check the box next to each item to confirm that your project has removed (or never had) reasons for program participant termination related to each of the following: 1) Failure to participate in supportive services; 2) Failure to make progress on a service plan; 3) Loss of income or failure to improve income; 4) Fleeing domestic violence; and 5) Any other activity not covered in a lease agreement typically found in the project's geographic area. If all of these reasons for program termination still exist, select "None of the above."

**Additional Required Attachments:** *Please attach the following supporting documentation that shows that your agency provided staff training and policies and procedures so that staff fully understands how to implement the Housing First approach: a copy of the agency's Policies and Procedures, staff training materials, and any forms or other related documents.*

-See housing first staff training material attached in email-

### **III. HEARTH Act Compliance**

This section of the Letter of Intent (LOI) asks questions of all renewal projects to ensure compliance with the requirements of the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH Act): Continuum of Care (CoC) Program Interim Rule. (Please note, this section does not encompass all changes under the HEARTH Act and it is recommended that all projects should review the Act in its entirety).

#### **1. Participation of homeless individuals**

The HEARTH Act CoC Program Interim Rule states that the recipient or subrecipient must document its compliance with the homeless participation requirements under § 578.75(g), which is as follows:

**(g) Participation of homeless individuals.**

(1) Each recipient and subrecipient must provide for the participation of not less than one homeless individual or formerly homeless individual on the board of directors or other equivalent policymaking entity of the recipient or subrecipient, to the extent that such entity considers and makes policies and decisions regarding any project, supportive services, or assistance provided under this part. This requirement is waived if a recipient or subrecipient is unable to meet such requirement and obtains HUD approval for a plan to otherwise consult with homeless or formerly homeless persons when considering and making policies and decisions.

(2) Each recipient and subrecipient of assistance under this part must, to the maximum extent practicable, involve homeless individuals and families through employment; volunteer services; or otherwise in constructing, rehabilitating, maintaining, and operating the project, and in providing supportive services for the project.

- a. Does your agency provide for the participation of not less than one homeless individual or formerly homeless individual on the board of directors or other equivalent policymaking entity of the recipient or sub recipient, to the extent that such entity considers and makes policies and decisions regarding any project, supportive services, or assistance provided under this part. This requirement is waived if a recipient or sub recipient is unable to meet such requirement and obtains HUD approval for a plan to otherwise consult with homeless or formerly homeless persons when considering and making policies and decisions?**

☒ Yes

☐ No



If not, please provide an action plan/timeline on when your agency will be compliant with this requirement in the box below (expand box as needed).

**b. Does your agency, to the maximum extent practicable, involve homeless individuals and families through employment; volunteer services; or otherwise in constructing, rehabilitating, maintaining, and operating the project, and in providing supportive services for the project?**

☒ Yes

☐ No

If not, please provide an action plan/timeline as to when your agency will be compliant with this requirement in the box below (expand box as needed).

## **2. Faith-based activities**

The HEARTH Act CoC Program Interim Rule states that the recipient or subrecipient must document its compliance with faith-based activities requirements under § 578.87(b), which is as follows:

(b) Faith-based activities.

(1) Equal treatment of program participants and program beneficiaries.

(i) Program participants. Organizations that are religious or faith-based are eligible, on the same basis as any other organization, to participate in the Continuum of Care program. Neither the Federal Government nor a State or local government receiving funds under the Continuum of Care program shall discriminate against an organization on the basis of the organization's religious character or affiliation. Recipients and subrecipients of program funds shall not, in providing program assistance, discriminate against a program participant or prospective program participant on the basis of religion or religious belief.

(ii) Beneficiaries. In providing services supported in whole or in part with federal financial assistance, and in their outreach activities related to such services, program participants shall not discriminate against current or prospective program beneficiaries on the basis of religion, a religious

belief, a refusal to hold a religious belief, or a refusal to attend or participate in a religious practice.

(2) Separation of explicitly religious activities. Recipients and subrecipients of Continuum of Care funds that engage in explicitly religious activities, including activities that involve overt religious content such as worship, religious instruction, or proselytization, must perform such activities and offer such services outside of programs that are supported with federal financial assistance separately, in time or location, from the programs or services funded under this part, and participation in any such explicitly religious activities must be voluntary for the program beneficiaries of the HUD-funded programs or services.

(3) Religious identity. A faith-based organization that is a recipient or subrecipient of Continuum of Care program funds is eligible to use such funds as provided under the regulations of this part without impairing its independence, autonomy, expression of religious beliefs, or religious character. Such organization will retain its independence from federal, State, and local government, and may continue to carry out its mission, including the definition, development, practice, and expression of its religious beliefs, provided that it does not use direct program funds to support or engage in any explicitly religious activities, including activities that involve overt religious content, such as worship, religious instruction, or proselytization, or any manner prohibited by law. Among other things, faith-based organizations may use space in their facilities to provide program-funded services, without removing or altering religious art, icons, scriptures, or other religious symbols. In addition, a Continuum of Care program-funded religious organization retains its authority over its internal governance, and it may retain religious terms in its organization's name, select its board members on a religious basis, and include religious references in its organization's mission statements and other governing documents.

- a. **Does your proposed renewal program use direct program funds to support or engage in any explicitly religious activities, including activities that involve overt religious content, such as worship, religious instruction, or proselytization, or any manner prohibited by law?**

☐ Yes

☒ No

### 3. Involuntary family separation

The HEARTH Act CoC Program Interim Rule states that the recipient or subrecipient must document its compliance with involuntary family separation requirements under § 578.93(e), which is as follows:

(e) Prohibition against involuntary family separation. The age and gender of a child under age 18 must not be used as a basis for denying any family's admission to a project that receives funds under this part.

- a. **Does the project accept all families with children under age 18 without regard to the age of any child? In general, under the HEARTH Act, any project sponsor receiving funds to provide emergency shelter, transitional housing, or permanent housing to families with children under age 18.**

Note there is an exception outlined in the Act: Project sponsors of transitional housing receiving funds may target transitional housing resources to families with children of a specific age only if the project sponsor: (1) operates a transitional housing program that has a primary purpose of implementing evidence based practice that requires that housing units be targeted to families with children in a specific age group; and (2) provides assurances, as the Secretary shall require, that an equivalent appropriate alternative living arrangement for the whole family or household unit has been secured.

☒ Yes. Project certifies that it accepts all families with children under age 18 without regard to the age of any child.

☐ No. Project does not comply with this requirement. A narrative is attached explaining how the project will comply with this HEARTH Act requirement.

☐ No. Project does not comply with this requirement but qualifies for an exception because it is implementing an evidence-based practice that requires housing units targeted to families with children in a specific age group. A narrative is attached explaining how the project will comply with the exception, including identification of the evidenced based practice being utilized.

☐ N/A. Project does not serve families.

☐ N/A. Project is new and has not started yet.

### 4. Discrimination Policy

Federal and California State laws note that discrimination can be based on race, color, national origin or gender. Discrimination can also be based on age, religion, disability, familial status or sexual orientation.

Does your program deny services to potential recipients based on any of the following:

- Age ☐ Yes ☒ No
- Color ☐ Yes ☒ No
- Disability ☐ Yes ☒ No
- Familial Status ☐ Yes ☒ No
- Gender ☐ Yes ☒ No
- Marital Status ☐ Yes ☒ No
- National Origin ☐ Yes ☒ No
- Race ☐ Yes ☒ No
- Religion ☐ Yes ☒ No
- Sexual Orientation ☐ Yes ☒ No

If you answered “yes” to any of the above, please explain why in the box below (expand box as needed).

#### 5. Active participation in local Continuum of Care meetings

HUD states that a successful CoC will have involvement from a variety of organizations representing the public and private sectors, as well as interested individuals within the CoC jurisdiction(s). These organizations should have an active role in the CoC.

- a. **Describe what local Continuum of Care committees, subcommittees, and/or working groups that your agency participates in on a regular basis in the box below (expand box as needed). Please include the names and titles of those participating as well as their level of involvement/participation.**

CEO Jeff Little and Housing Programs Manager Kate Nazareno actively participate in the HPN, Regional Steering Committee Member, ICH, Homeless Advisory Board, and ICH RRH Ad-Hoc Committee. CEO is also directly involved in the strategic planning and implementation of the County-wide Housing Search and Placement Team.

## 6. Housing Quality Standards (HQS)

The HEARTH Act CoC Program Interim Rule states that the recipient or subrecipient must document its compliance with housing quality standards requirements under § 578.75(b), which is as follows:

(b) Housing quality standards. Housing leased with Continuum of Care program funds, or for which rental assistance payments are made with Continuum of Care program funds, must meet the applicable housing quality standards (HQS) under 24 CFR 982.401 of this title, except that 24 CFR 982.401(j) applies only to housing occupied by program participants receiving tenant-based rental assistance. For housing rehabilitated with funds under this part, the lead-based paint requirements in 24 CFR part 35, subparts A, B, J, and R apply. For housing that receives project-based or sponsor-based rental assistance, 24 CFR part 35, subparts A, B, H, and R apply. For residential property for which funds under this part are used for acquisition, leasing, services, or operating costs, 24 CFR part 35, subparts A, B, K, and R apply.

(1) Before any assistance will be provided on behalf of a program participant, the recipient, or subrecipient, must physically inspect each unit to assure that the unit meets HQS. Assistance will not be provided for units that fail to meet HQS, unless the owner corrects any deficiencies within 30 days from the date of the initial inspection and the recipient or subrecipient verifies that all deficiencies have been corrected.

(2) Recipients or subrecipients must inspect all units at least annually during the grant period to ensure that the units continue to meet HQS.

### a. Does your project meet applicable Housing Quality Standards?

- ☒ Yes
- ☐ No
- ☐ This is a new project and has not started yet

Please briefly explain your inspection process for HQS in the box below (expand box as needed).

Housing Search Specialist does a walk-through with inspection form to ensure unit is up to code. If the unit is not up to code, the property owner is required to fix all items before lease-up. If the issues are not fixed and verified, lease-up cannot occur and financial assistance is not provided. Most items that need to be changed/updated are: smoke alarms, carbon monoxide detectors, and electrical outlet covers.

**b. Has your project received HQS corrective action plan in the last 2 years:**

- ☐ Yes
- ☒ No
- ☐ This is a new project and has not started yet

If you selected Yes, explain the nature of the concerns/issues and how it was resolved in the box below (expand the box as needed).

#### IV. Match Requirement

Match must equal 25 percent of the total grant request including Admin costs but excluding leasing costs (i.e., any funds identified for Leased Units and Leased Structures). Match must be met on an annual basis. HUD requires match letters to be submitted with the e-snaps application. Match contributions can be cash, in-kind, or a combination of the two; and, match must be used for an eligible cost as set forth in Subpart D of CoC Program interim rule. For an in-kind match, the recipient may use the value of property, equipment, goods, or services contributed to the project, provided that, if the recipient or sub recipient had to pay for such items with grant funds, the costs would have been eligible. If third party services are to be used as match, the third party service provider that will deliver the services must enter into a memorandum of understanding (MOU) before the grant is executed documenting that the third party will provide such services and value towards the project.

- Will your agency be able to provide the match requirement for your renewal project (including a commitment letter or MOU)?

☒ Yes

☐ No

#### Renewal Rating Factors:

If a renewal project passes the Project Eligibility Threshold as noted on pages 5 – 14 of this LOI, the project will be **reviewed and scored** by the GRC and OHS based on the following rating factors.

#### I. System Performance Measures (50 points)

The intent of the System Performance Measures (Sys PM) reports are to encourage CoCs to regularly measure their progress in meeting the needs of people experiencing homelessness in their community and to report this progress to HUD. HUD uses system-level performance information as a competitive element in its annual CoC Program Competition and to gauge the state of the homeless response system nationally.

Project-level Sys PM information will be used as an element to determine the effectiveness of local projects within the San Bernardino County CoC. **OHS will collect the following project level Sys PM for each CoC funded agency directly from the Homeless Management Information System (HMIS). There is not any action required on the part of the renewing agencies to complete Section I. System Performance Measures:**

- Persons Exit Homeless to Permanent Housing Destination and Return to Homelessness
- Employment and Income Growth for Homeless Persons
- Successful Placement from Street Outreach and Successful Placement in or Retention of Permanent Housing

System Performance Measures		Submitted FY 2019	Submitted FY 2020	Difference
1.	The Extent to which Persons who Exit Homelessness to Permanent Housing Destinations Return to Homelessness -This measures clients who exited SO, ES, TH, SH or PH to a permanent housing destination in the date range two years prior to the report date range. Of those clients, the measure reports on how many of them returned to homelessness as indicated in the HMIS for up to two years after their initial exit.			
2.	Percentage of Income Growth for Homeless Persons			
3.	Successful Placement from Street Outreach and Successful Placement in or Retention of Permanent Housing			
	Change in SO exits to temporary destinations, some institutional destinations, and permanent housing destinations			
	Change in ES, SH, TH, and PH-RRH exits to permanent housing destinations			
	Change in PH exits to permanent housing destinations or retention of permanent housing			



## II. Recipient Compliance with Grants and Financial Management (30 points)

Per 24 CFR part 578 and the FY 2021 CoC Program Competition NOFA requires that Project Applicants specifically identify five benchmarks for grants and financial management that communities must reach to meet this standard, which are

1. On-time APR submission to HUD;
2. Resolved HUD/Office of Homeless Services monitoring findings, or Office of Inspector General (OIG) Audits, if applicable;
3. Monthly submission of claims, quarterly drawdowns;
4. The full expenditure of awarded funds; and
5. Cost Effectiveness of the project.

1. **Has the recipient successfully submitted the APR on time for the most recently expired grant term related to this renewal project request?**

APRs are due within 90 days after the grant term expires. Select **“Yes”** to indicate that an APR has been submitted for the grant term that has most recently expired (for some grants this will be the FY 2018 renewal, for others the FY 2019). Select **“No”** to indicate that an APR has not been submitted for the grant term that has most recently expired or if this is a first-time renewal for which the original grant term has not yet expired.

☒ Yes

☐ No

☐ This is a first-time renewal for which the original grant term has not yet expired.

If you selected **“No”** above, provide a brief explanation for why the APR was not submitted on time in the box below (expand box as needed). For those first-time renewals for which the original grant term has not yet expired, please write, “First-time renewal and grant term has not yet expired” and provide the date by which the APR must be submitted.

**2. Does the recipient have any unresolved HUD or the Office of Homeless Services Monitoring and/or OIG Audit findings concerning any previous grant term related to this renewal project request?**

☐ Yes

☒ No

Select **"Yes"** if there are any unresolved HUD Monitoring or OIG Audit findings, regardless of the funding year of the project for which they were originally identified. Select **"No"** if there are no unresolved HUD Monitoring or OIG Audit findings.

**a. Date HUD or the Office of Homeless Services or OIG issued the oldest unresolved finding(s):**

If you selected **"Yes"** above, provide the date that the oldest unresolved finding was issued.

Date the oldest unresolved finding was issued: \_\_\_\_\_

**b. Explain why the finding(s) remains unresolved:**

If you selected **"Yes"** above, provide a brief explanation in the box below (expand box as needed) for why the monitoring or audit finding remains unresolved and the steps that have been taken towards resolution (e.g., responded to the HUD letter, but no final determination received).

**3. Has the recipient maintained timely and consistent monthly submission of claims for the most recent grant terms related to this renewal project request?**

☒ Yes

☐ No

CoC Program recipients are required to submit claims on a monthly basis. Select **“Yes”** to indicate that you have maintained monthly submission of claims for the most recent relevant grant term. For some grants, the standard will be applied to the FY 2019 renewal, for others the FY 2018, and for some multi-year first-time renewals a grant awarded in an earlier fiscal year. Select **“No”** to indicate that the recipient has not maintained consistent monthly claim submission for the most recent relevant grant term, or if this is a first-time renewal for which less than one quarter has passed.

- a. **Explain why the recipient has not maintained timely and consistent monthly claim submission for the most recent grant terms related to this renewal project request.**

If you selected **“No”** above, provide a brief explanation in the box below (expand box as needed) for why monthly claim submissions have not been maintained. Delays in draws due to a late HUD funding announcement and receipt of renewal grant agreement may be included in such an explanation.

4. **Have any funds been recaptured by HUD for any of the three (3) most recently expired grant terms related to this renewal project request?**

- ☐ Yes  
☒ No  
☐ Project has not yet completed a grant term

Select **“Yes”** to indicate that funds have been recaptured, meaning that not all awarded funds were expended during the three previous completed grant terms. Select **“No”** to indicate that no funds were recaptured or if this is a first-time renewal for which the original grant term has not yet expired.

- a. **If you selected “Yes” above, explain the circumstances that led to HUD recapturing funds from any of the three (3) most recently expired grant term related to this renewal project request:**

Provide a brief explanation in the box below (expand box as needed) for why the total awarded funds were not expended and were recaptured. Include the amount returned for each year.

## 5. Determining Cost Effectiveness

Cost per permanent housing exit can be determined by dividing total project costs by the number of permanent housing exits. PSH projects may also include the number of clients that have maintained PSH for 6 months or more. These costs can be averaged across all projects within a project type to determine the average cost per permanent housing exit for the community for that project type.

- 5a. **RRH Projects – Using the APR submitted for PY ending in 2019, divide the total project cost (excluding matching funds) by the number of positive housing exits.**

\$6,340.80 Average Housing Cost

- 5b. **PSH Projects – Using the APR submitted for PY ending in 2019, divide the total project cost (excluding matching funds) by the number of positive housing exits and the number of clients that have retained PSH for 6 months or more.**

## III. Participation in Homeless Management Information System (HMIS) (10 Points)

The Homeless Emergency Assistance and Rapid Transition to Housing: Continuum of Care (CoC) Program interim rule places a high emphasis on having a functioning and comprehensive HMIS in the CoC jurisdiction as it is critical to gathering unduplicated, aggregated data on homelessness in the community for both the CoC and Emergency Solutions Grant (ESG) Programs.

- Does this project provide client level data to HMIS? ☒ Yes ☐ No

**If the project is providing participant data in the HMIS –** indicate the total number of participants served by the project, and the total number of clients reported in the HMIS.

Total number of participants served by the project: 125 (Most Recent APR)

Total number of clients reported in the HMIS: 125 (Most Recent APR)

**If the project is not providing participant data in the HMIS –** indicate one or more of the four (4) reason(s) for non-participation:

- |   |   |
|---|---|
| <input type="checkbox"/> Federal law prohibits (please cite specific law) | <input type="checkbox"/> State law prohibits (please cite specific law) |
| <input type="checkbox"/> New project not yet in operation                 | <input type="checkbox"/> Other (please specify prohibition)             |

### **Data Collection Requirements**

All CoC Program funded projects are required to collect all of the Universal Data Elements and a select number of Program-Specific Data Elements. Complete and accurate records are required to ensure data quality. A 95% standard of completeness rate for all funded homeless projects is expected.

**\* Indicate the percentage of error rate taken from your HUD Data Quality Report for the last 10 days of January 2021 (1/21/21-1/31/21)**

<b>Universal Data Element</b>	<b>% of Error Rate</b>
3.1 Name	0%
3.2 Social Security Number	0%
3.3 Date of Birth	0%
3.4 Race	0%
3.5 Ethnicity	0%
3.6 Gender	0%
3.7 Veteran Status	0%
3.8 Disabling Condition	0%
3.10 Project Entry Date	0%
3.12 Destination	0%
3.15 Relationship to Head of Household	0%
3.16 Client Location	0%
<b>Program Specific Data Element)</b>	<b>% of Error Rate</b>
4.2 Income and Sources (at Start)	0%
4.2 Income and Sources (at Annual Assessment)	0%
4.2 Income and Sources (at Exit)	0%

### **IV. Supportive Services for Participants (5 points)**

Please identify whether the project includes the following activities:

- 1. Transportation assistance to clients to attend mainstream benefit appointments, employment training, or jobs?**

☒ Yes

☐ No

Select **“Yes”** if the project provides regular or as needed transportation assistance to mainstream and community resources, including appointments, employment training, educational programs,

or jobs. Select **"No"** if transportation is not regularly provided or cannot be provided consistently as requested.

**2. At least annual follow-ups with participants to ensure mainstream benefits are received and renewed?**

- ☒ Yes  
☐ No

Select **"Yes"** if the project regularly follows-up with program participants at least annually to ensure that they have applied for, are receiving their mainstream benefits, and renew benefits when required. Select **"No"** if there is no or irregular follow-up concerning mainstream benefits.

**3. Do program participants have access to SSI/SSDI technical assistance provided by the applicant, a subrecipient, or partner agency?**

- ☒ Yes  
☐ No

Select **"Yes"** if program participants have access to SSI/SSDI technical assistance. The assistance can be provided by the applicant, a subrecipient, or a partner agency—through a formal or informal relationship. Select **"No"** if there is no or significantly limited access to SSI/SSDI technical assistance

## V. Utilization (5 points)

### 1. Permanent Supportive Housing Projects that serve Households with Children

Unit utilization rates are calculated by taking the number of households served on any given day and dividing by the number of units available.

From your most recent APR (Q. 02), complete the table below on the point-in-time count of households served on the last Wednesdays in

	*Total # of Units	Total # of Units occupied	Utilization Rate
January			
April			
July			
October			

\*The total number of units should equal the number of units submitted in your application.

### 2. Permanent Supportive Housing Projects that serve Households without Children

A bed utilization rate is equal to the total number of people served on any given day divided by the total number of beds available on that day.

From your most recent APR (Q. 02), complete the table below on the point-in-time count of households served on the last Wednesdays in

	*Total # of Beds	Total # of Beds occupied	Utilization Rate
January			
April			
July			
October			

\*Total number of beds should equal the number of units submitted on your application.

### 3. Rapid Rehousing

Rapid Re-Housing (RRH) provides short- or medium-term tenant-based rental assistance in community-based housing paired with necessary supportive services for homeless individuals and families (with or without a disability). RRH assistance usually begins prior to the client entering housing.

Unit utilization rates are calculated by taking the number of households served on any given day and dividing by the number of units available.

From your most recent APR (Q. 02), complete the table below on the point-in-time count of households served on the last Wednesdays in

	<b>*Total # of Units</b>	<b>Total # of Units occupied</b>	<b>Utilization Rate</b>
January	16	19	118.75%
April	16	19	118.75%
July	16	20	125%
October	16	23	143.75%

\*The total number of units should equal the number of units submitted in your application.





# FACT SHEET: HOUSING FIRST

## WHAT IS HOUSING FIRST?

Housing First is a homeless assistance approach that prioritizes providing permanent housing to people experiencing homelessness, thus ending their homelessness and serving as a platform from which they can pursue personal goals and improve their quality of life. This approach is guided by the belief that people need basic necessities like food and a place to live before attending to anything less critical, such as getting a job, budgeting properly, or attending to substance use issues. Additionally, Housing First is based on the theory that client choice is valuable in housing selection and supportive service participation, and that exercising that choice is likely to make a client more successful in remaining housed and improving their life.<sup>i</sup>

## HOW IS HOUSING FIRST DIFFERENT FROM OTHER APPROACHES?

Housing First does not require people experiencing homelessness to address all of their problems including behavioral health problems, or to graduate through a series of services programs before they can access housing. Housing First does not mandate participation in services either before obtaining housing or in order to retain housing. The Housing First approach views housing as the foundation for life improvement and enables access to permanent housing without prerequisites or conditions beyond those of a typical renter. Supportive services are offered to support people with housing stability and individual well-being, but participation is not required as services have been found to be more effective when a person chooses to engage.<sup>ii</sup> Other approaches do make such requirements in order for a person to obtain and retain housing.

## WHO CAN BE HELPED BY HOUSING FIRST?

A Housing First approach can benefit both homeless families and individuals with any degree of service needs. The flexible and responsive nature of a Housing First approach allows it to be tailored to help anyone. As such, a Housing First approach can be applied to help end homelessness for a household who became homeless due to a temporary personal or financial crisis and has limited service needs, only needing help accessing and securing permanent housing. At the same time, Housing First has been found to be particularly effective approach to end homelessness for high need populations, such as chronically homeless individuals.<sup>iii</sup>

## WHAT ARE THE ELEMENTS OF A HOUSING FIRST PROGRAM?

Housing First programs often provide rental assistance that varies in duration depending on the household's needs. Consumers sign a standard lease and are able to access supports as necessary to help them do so. A variety of voluntary services may be used to promote housing stability and well-being during and following housing placement.

Two common program models follow the Housing First approach but differ in implementation. Permanent supportive housing (PSH) is targeted to individuals and families with chronic illnesses, disabilities, mental health issues, or substance use disorders who have experienced long-term or repeated homelessness. It provides long-term rental assistance and supportive services.

A second program model, rapid re-housing, is employed for a wide variety of individuals and

families. It provides short-term rental assistance and services. The goals are to help people obtain housing quickly, increase self-sufficiency, and remain housed. The Core Components of rapid re-housing—housing identification, rent and move-in assistance, and case management and services—operationalize Housing First principals.

## **| DOES HOUSING FIRST WORK?**

There is a large and growing evidence base demonstrating that Housing First is an effective solution to homelessness. Consumers in a Housing First model access housing faster<sup>iv</sup> and are more likely to remain stably housed.<sup>v</sup> This is true for both PSH and rapid re-housing programs. PSH has a long-term housing retention rate of up to 98 percent.<sup>vi</sup> Studies have shown that rapid re-housing helps people exit homelessness quickly—in one study, an average of two months<sup>vii</sup>—and remain housed. A variety of studies have shown that between 75 percent and 91 percent of households remain housed a year after being rapidly re-housed.<sup>viii</sup>

More extensive studies have been completed on PSH finding that clients report an increase in perceived levels of autonomy, choice, and control in Housing First programs. A majority of clients are found to participate in the optional supportive services provided,<sup>ix</sup> often resulting in greater housing stability. Clients using supportive services are more likely to

participate in job training programs, attend school, discontinue substance use, have fewer instances of domestic violence,<sup>x</sup> and spend fewer days hospitalized than those not participating.<sup>xi</sup>

Finally, permanent supportive housing has been found to be cost efficient. Providing access to housing generally results in cost savings for communities because housed people are less likely to use emergency services, including hospitals, jails, and emergency shelter, than those who are homeless. One study found an average cost savings on emergency services of \$31,545 per person housed in a Housing First program over the course of two years.<sup>xii</sup> Another study showed that a Housing First program could cost up to \$23,000 less per consumer per year than a shelter program.<sup>xiii</sup>

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<sup>i</sup>Tsemberis, S. & Eisenberg, R. Pathways to Housing: Supported Housing for Street-Dwelling Homeless Individuals with Psychiatric Disabilities. 2000.

<sup>ii</sup>Einbinder, S. & Tull, T. The Housing First Program for Homeless Families: Empirical Evidence of Long-term Efficacy to End and Prevent Family Homelessness. 2007.

<sup>iii</sup>Gulcur, L., Stefancic, A., Shinn, M., Tsemberis, S., & Fishcer, S. Housing, Hospitalization, and Cost Outcomes for Homeless Individuals with Psychiatric Disabilities Participating in Continuum of Care and Housing First Programmes. 2003.

<sup>iv</sup>Gulcur, L., Stefancic, A., Shinn, M., Tsemberis, S., & Fishcer, S. Housing, Hospitalization, and Cost Outcomes for Homeless Individuals with Psychiatric Disabilities Participating in Continuum of Care and Housing First programs. 2003.

<sup>v</sup>Tsemberis, S. & Eisenberg, R. Pathways to Housing: Supported Housing for Street-Dwelling Homeless Individuals with Psychiatric Disabilities. 2000.

<sup>vi</sup>Montgomery, A.E., Hill, L., Kane, V., & Culhane, D. Housing Chronically Homeless Veterans: Evaluating the Efficacy of a Housing First Approach to HUD-VASH. 2013.

<sup>vii</sup>U.S. Department of Housing and Urban Development. Family Options Study: Short-Term Impacts. 2015.

<sup>viii</sup>Byrne, T., Treglia, D., Culhane, D., Kuhn, J., & Kane, V. Predictors of Homelessness Among Families and Single Adults After Exit from Homelessness Prevention and Rapid Re-Housing Programs: Evidence from the Department of Veterans Affairs Supportive Services for Veterans Program. 2015.

<sup>ix</sup>Tsemberis, S., Gulcur, L., & Nakae, M. Housing First, Consumer Choice, and Harm Reduction for Homeless Individuals with a Dual Diagnosis. 2004.

<sup>x</sup>Einbinder, S. & Tull, T. The Housing First Program for Homeless Families: Empirical Evidence of Long-term Efficacy to End and Prevent Family Homelessness. 2007.

<sup>xi</sup>Gulcur, L., Stefancic, A., Shinn, M., Tsemberis, S., & Fishcer, S. Housing, Hospitalization, and Cost Outcomes for Homeless Individuals with Psychiatric Disabilities Participating in Continuum of Care and Housing First programs. 2003.

<sup>xii</sup>Perlman, J. & Parvensky, J. Denver Housing First Collaborative: Cost Benefit Analysis and Program Outcomes Report. 2006.

<sup>xiii</sup>Tsemberis, S. & Stefancic, A. Housing First for Long-Term Shelter Dwellers with Psychiatric Disabilities in a Suburban County: A Four-Year Study of Housing Access and Retention. 2007.

## What is Housing First?

*Revised November 9, 2006*

Housing First is an approach that centers on providing homeless people with housing quickly and then providing services as needed. What differentiates a Housing First approach from other strategies is that there is an immediate and primary focus on helping individuals and families quickly access and sustain permanent housing. This approach has the benefit of being consistent with what most people experiencing homelessness want and seek help to achieve. Housing First programs share critical elements:

- There is a focus on helping individuals and families access and sustain rental housing *as quickly as possible* and the *housing is not time-limited*;
- A variety of services are delivered primarily *following* a housing placement to promote housing stability and individual well-being;
- Such services are time-limited or long-term depending upon individual need; and
- Housing is not contingent on compliance with services – instead, participants must comply with a standard lease agreement and are provided with the services and supports that are necessary to help them do so successfully.

A Housing First approach rests on the belief that helping people access and sustain permanent, affordable housing should be the central goal of our work with people experiencing homelessness. By providing housing assistance, case management and supportive services responsive to individual or family needs (time-limited or long-term) after an individual or family is housed, communities can significantly reduce the time people experience homelessness and prevent further episodes of homelessness. A central tenet of the Housing First approach is that social services to enhance individual and family well-being can be more effective when people are in their own home.

While there are a wide variety of program models, Housing First programs all typically include:

- Assessment-based targeting of Housing First services
- Assistance locating rental housing, relationship development with private market landlords, and lease negotiation
- Housing assistance – ranging from security deposit and one month's rent to provision of a long-term housing subsidy
- A housing placement that is not time-limited

- Case management to coordinate services (time-limited or long-term) that follow a housing placement

Housing First is an approach used for both homeless families and individuals and for people who are chronically homeless. Program models vary depending on the client population, availability of affordable rental housing and/or housing subsidies and services that can be provided. Housing First programs often reflect the needs and preferences of each community, further contributing to the diversity of models.

### **What are some examples of Housing First programs?**

Beyond Shelter, Los Angeles, CA  
 Community Care Grant Program, Washington, DC  
 Direct Access to Housing, San Francisco, CA  
 Family Housing Collaborative, Columbus, OH  
 HomeStart, Boston, MA  
 Pathways to Housing, New York City, NY and Washington, DC  
 Project Coming Home, Contra Costa County, CA  
 Rapid Exit Program, Hennepin County, MN  
 Shelter to Independent Living, Lancaster, PA

### **What does a Housing First approach entail?**

#### **Assessment and Targeting**

Individuals and families receive an in-depth, upfront assessment before being referred to or receiving services from a Housing First provider. This allows providers to ascertain whether the community's Housing First approach is feasible given the providers' capacity to provide housing assistance and services tailored to their clients' needs. The level of assistance programs are able to provide most often shapes who is targeted for Housing First services.

Families	Chronically Homeless Individuals
Some Housing First programs serving homeless families can only offer short-term rent assistance. As a result, these programs target families who can be expected to assume the rental payments in the short-term. However, some families with very minimal incomes can also be served because the delivered intensive case management services help families maximize their income through employment services and access to public benefits.	Some Housing First programs serving chronically homeless individuals are able to provide very rich, intensive wraparound services and supports to promote a successful housing outcome. Because of the level of services they are able to deliver, these providers typically prioritize those individuals who have failed to use or succeed in other program models – some intentionally identifying their community's "high system users" - those who have heavily relied on shelters, jails, and emergency rooms.

Evidence indicates Housing First is appropriate for most, if not all, homeless persons. The combination of housing linked to services can help a wide variety of people exit homelessness more rapidly. This is supported by research that demonstrates that most formerly homeless families, including those with significant challenges, will retain housing with the provision of a long term housing subsidy. It is also supported by evaluations of Housing First interventions with chronically homeless individuals that have found that many who have remained outside of housing for years can retain housing with a subsidy and provision of wraparound supports. In short, while most communities are targeting Housing First services to a subset of their homeless population, the approach can be tailored to end homelessness for many more.

### **Permanent Housing**

There is substantial variation in how Housing First providers help meet the housing needs of the individuals and families they serve.

- Some Housing First programs provide only minimal financial assistance, for example assistance with security deposits and application fees. Other programs are able to rely on federal housing subsidies or move individuals/families into public or subsidized housing.
- Some Housing First programs rely solely on apartments in the private rental market. Others master-lease or develop multi-family units and then sublease those units to program participants. And still others seek out many different permanent housing options, in order to maximize the availability of permanent, affordable housing for the people they serve.
- Some Housing First programs hold the individual or family's lease while they are involved with the program; individuals and families then often take on the lease when the "program" services end (time-limited case management). In other program models, the family or individual holds a lease with a public or private landlord from the onset.

All Housing First providers focus on helping individuals and families move into permanent housing *as quickly as possible*, based on the premise that social service needs can best be addressed after they move in to their new home.

### ***Assistance Locating & Sustaining Housing***

Housing First programs all typically invest time and resources in helping homeless individuals and families overcome barriers to accessing permanent housing. This includes reaching out to landlord organizations, housing management companies, public housing authorities, civic organizations and congregations. Developing strong relationships helps improve Housing First providers' capacity to relocate individuals and families into permanent housing arrangements.

All Housing First programs are responsive to the concerns of landlords, housing operators and developers. Many Housing First programs develop strategies to overcome

concerns expressed by landlords. This is a critical investment to help facilitate access to housing and promote successful housing outcomes. As a result, these programs are able to find housing for individuals and families who have extensive housing barriers. Successful housing placements often result in landlords and management companies increasing the number of units they are willing to lease to individuals and families served by Housing First programs.

Chronically Homeless Individuals	Families
One Housing First operator provides additional deposits/reserve funds to developers of a multi-family building. He reports that the developers and owners he contracts with to house chronically homeless individuals have all insisted on the additional deposits and reserve funds as they anticipate the population will put significant wear and tear on the building. The Housing First program operator reports in every instance he has been able to recapture those funds during contract renewal as owners have been satisfied with the light wear on the building.	A Housing First program that serves high-risk families offers landlords an “eviction guarantee.” If a family fails to comply with the terms of the lease, the program will assist the landlord and reimburse any costs he incurs. The program markets the services it provides to the families and its willingness to intervene with any problem behavior that arises. The Housing First program, landlords, and families are jointly committed to promoting a successful housing outcome. The program has greatly expanded the roster of landlords that it successfully works with. And, even if families lose their housing, the Housing First program continues to work with them to find and sustain suitable housing so they do not re-experience homelessness.

### **Low, Moderate or High Intensity Supportive Services**

Housing First programs offer services with varying levels of intensity following a housing placement to ensure successful tenancy and promote the economic and social well-being of individuals and families. These services are typically offered for only as long as they are needed. In many instances, services are transitional to help stabilize the individual or family in housing. A focus of the transitional supports is to help the individual or family develop a support network that includes other local or community mainstream resources and/or social service agencies that can be responsive and attentive to the individual’s or family’s long term goals and any subsequent crisis. In other cases, on-going, intensive supports will be needed to ensure that the individual or family will be able to remain stably housed. The capacity of programs to provide supportive services following a housing placement is largely determined by, and determines, who is targeted for Housing First services.

Families	Chronically Homeless Individuals
Housing First programs serving homeless families typically provide transitional, case management services lasting 6-12 months, often intensive at the beginning. Most programs prioritize helping the families link up with community-based, mainstream social service	Housing First programs serving chronically homeless individuals typically provide intensive case management services coupled with providers in the community who are able to address individuals’ substance abuse and

providers that are able to meet their long-term social support and service needs. Case management services for families tend to phase out as families stabilize in their housing and new networks of supportive services are in place.	mental health treatment needs over the long term. Programs serving chronically homeless individuals can typically provide very intensive services because case managers have small client-to-worker ratios.
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### Outcome Measures

Determining the effectiveness of Housing First programs relies on capturing outcome data. Among the primary outcomes that should be assessed in a Housing First program are individual or family housing outcomes. How rapidly are families being re-housed? Are individuals and families remaining housed? Do families or individuals re-enter shelter?

Programs may want to capture outcomes on family or individual well-being. Programs serving families may include employment and earning outcomes and school performance of children. Programs serving chronically homeless individuals might examine increases or decreases in hospital stays.

In communities where there is widespread implementation of a Housing First approach, one outcome measurement that should be captured is the average length of stay in homelessness of the target population. This outcome measurement allows communities to assess whether they are reducing the length of homeless episodes overall through their Housing First initiatives.

### *Examples of Client Level Performance Measures*

Length of Stay in Shelters	Length of stay in shelter, outdoors or other homeless programs before accessing permanent housing
Housing Placement	Successful placements in permanent housing
Housing Stability	Retains permanent housing (typically measured at 6 months, 1 year, 18 months or 2 years)
Recidivism	Subsequent homeless episodes (typically measured by identifying re-entry into shelter system).
Housing Outcome	Type of housing individual/family moved into (permanent supportive housing, public housing, and private sector rental units with or without assisted through short term or long term housing subsidy) and whether placement was successful
Health and well-being	Changes in individual and family members' health and well-being
Increase economic well-being	Increased income from access to benefits and/or employment

**Where can I learn more about Housing First?**

We have developed resources on Housing First for homeless families and for chronically homeless individuals. As the Housing First approach continues to take hold, there may soon be resources for other populations – including homeless youth and single, non-disabled adults. Visit [www.endhomelessness.org](http://www.endhomelessness.org) for more information.



## Core Components of Rapid Re-Housing

This document was developed in collaboration with, and is endorsed by, the United States Interagency Council on Homelessness (USICH), the Department of Housing and Urban Development (HUD), and the Department of Veterans Affairs (VA).

Rapid re-housing is an intervention designed to help individuals and families to quickly exit homelessness and return to permanent housing. Rapid re-housing assistance is offered without preconditions (such as employment, income, absence of criminal record, or sobriety) and the resources and services provided are typically tailored to the unique needs of the household. The core components of a rapid re-housing program are below. While a rapid re-housing program must have all three core components available, it is not required that a single entity provide all three services nor that a household utilize them all.

### Housing Identification

- Recruit landlords to provide housing opportunities for individuals and families experiencing homelessness.
- Address potential barriers to landlord participation such as concern about short term nature of rental assistance and tenant qualifications.
- Assist households to find and secure appropriate rental housing.

### Rent and Move-In Assistance (Financial)

- Provide assistance to cover move-in costs, deposits, and the rental and/or utility assistance (typically six months or less) necessary to allow individuals and families to move immediately out of homelessness and to stabilize in permanent housing.

### Rapid Re-housing Case Management and Services

- Help individuals and families experiencing homelessness identify and select among various permanent housing options based on their unique needs, preferences, and financial resources.
- Help individuals and families experiencing homelessness address issues that may impede access to housing (such as credit history, arrears, and legal issues).
- Help individuals and families negotiate manageable and appropriate lease agreements with landlords.
- Make appropriate and time-limited services and supports available to families and individuals to allow them to stabilize quickly in permanent housing.
- Monitor participants' housing stability and be available to resolve crises, at a minimum during the time rapid re-housing assistance is provided.
- Provide or assist the household with connections to resources that help them improve their safety and well-being and achieve their long-term goals. This includes providing or ensuring that the household has access to resources related to benefits, employment and community-based services (if needed/appropriate) so that they can sustain rent payments independently when rental assistance ends.
- Ensure that services provided are client-directed, respectful of individuals' right to self-determination, and voluntary. Unless basic, program-related case management is required by statute or regulation, participation in services should not be required to receive rapid re-housing assistance.

# RAPID RE-HOUSING

## What is Rapid Re-Housing?

Rapid re-housing is an intervention, informed by a Housing First approach that is a critical part of a community's effective homeless crisis response system. Rapid re-housing rapidly connects families and individuals experiencing homelessness to permanent housing through a tailored package of assistance that may include the use of time-limited financial assistance and targeted supportive services. Rapid re-housing programs help families and individuals living on the streets or in emergency shelters solve the practical and immediate challenges to obtaining permanent housing while reducing the amount of time they experience homelessness, avoiding a near-term return to homelessness, and linking to community resources that enable them to achieve housing stability in the long-term. Rapid re-housing is an important component of a community's response to homelessness. A fundamental goal of rapid re-housing is to reduce the amount of time a person is homeless.

Rapid re-housing models were implemented across the country through the Homelessness Prevention and Rapid Re-housing Program (HPRP), included as part of the American Reinvestment and Recovery Act (ARRA) of 2009. Through this national implementation experience, rapid re-housing programs were found to be a highly successful and cost-effective way to end homelessness for a wide range of households experiencing homelessness. The intervention model is premised on the following ideas:

- Although they may have many additional challenges and service needs, the majority of families and individuals experiencing homelessness become homeless due to a financial crisis or other crisis that leads to the loss of housing. Addressing homelessness for these households primarily entails addressing their housing barriers to help them return to permanent housing.
- Most families experiencing homelessness are not significantly different in characteristics from other poor families. Most have had recent experience living in permanent housing, and can return and remain housed without long-term supportive services. This intervention focuses on identifying and building upon the strengths of families to maintain their own housing.
- Prolonged exposure to homelessness has a significant negative effect on adults and children—the longer a household experiences homelessness, the poorer the outcomes will likely be in a variety of areas. Therefore, the length of time a household experiences homelessness should be minimized by helping them return to permanent housing as quickly as possible upon becoming homeless. Households should be assisted to exit homelessness and obtain permanent housing as soon as possible rather than remain homeless while awaiting a vacancy in another program.

Although access to affordable housing is an effective way to ensure long-term housing stability among households experiencing homelessness, affordable housing resources currently fall far short of the need. Short-term assistance - including financial assistance, housing search assistance, and targeted services - has shown tremendous promise in resolving the immediate crisis of homelessness for many families and preventing their future returns to homelessness.

- Resources are limited and should be used most efficiently to ensure that assistance can be provided to the greatest number of people experiencing homelessness. An operating principle is that households should receive “just enough” assistance to successfully exit homelessness and avoid returning to the streets, other places not meant for human habitation, and emergency

shelters. Longer-term and more costly programs like permanent supportive housing should be reserved for those individuals and families who need this level of assistance to exit homelessness and remain housed.

### **Target Populations**

Rapid re-housing is an effective intervention for many different types of households experiencing homelessness, including those with no income, with disabilities, and with poor rental history. The majority of households experiencing homelessness are good candidates for rapid re-housing. The only exceptions are households that can exit homelessness with little or no assistance, those who experience chronic homelessness and who need permanent supportive housing, and households who are seeking a therapeutic residential environment, including those recovering from addiction.

### **Rapid Re-Housing's Effectiveness**

Research suggests that rapid re-housing is more cost-effective than transitional housing. The long-term impacts of rapid re-housing are still being studied, but initial research indicates that people assisted by rapid re-housing experience higher rates of permanent housing placement and similar or lower rates of return to homelessness after the assistance ends compared to those assisted by transitional housing or who only receive emergency shelter. In and of itself, rapid re-housing is not designed to comprehensively address all of a recipient's service needs or their poverty. Instead, rapid re-housing solves the immediate crisis of homelessness, while connecting families or individuals with appropriate community resources to address other service needs.

### **Core Program Components and Practice Considerations**

Rapid re-housing interventions assist households experiencing homelessness by helping them move directly into permanent housing in the community using whichever combination of financial assistance and housing-focused services are needed and desired by the household. Rapid re-housing has core programmatic components and practice considerations which are described below. While a rapid re-housing program must have all three core components available, it is not required that a single entity provide all three services nor that a household utilize them all.

#### **Core Program Components**

***A Tailored Package of Assistance*** – To help households obtain permanent housing as quickly as possible, rapid re-housing can draw from a variety of types of assistance and tailor this to households based on their specific strengths and barriers. Some households may only need limited financial assistance to cover rent and move-in costs, some may only need housing search assistance, while others may need a combination of assistance or assistance for a longer duration. These different types financial and non-financial assistance should be thought of as tools in a rapid re-housing program's "toolkit" that can be flexibly deployed to achieve individual client goals:

- ***Housing Identification***: The primary focus of services in rapid re-housing is to provide help with finding housing and to troubleshoot barriers that prevent access to that housing. Housing identification services encompass helping households find appropriate rental housing in the community, contacting and recruiting landlords to provide housing opportunities for individuals and families experiencing homelessness, addressing potential

barriers to landlord participation such as concern about short-term nature of rental assistance and tenant qualifications, assisting households to complete applications and prepare for interviews with landlords, helping households to determine if a housing option meets their needs and preferences, and help with moving. It could also include identifying co-housing with a friend or family member if that is the most appropriate option for permanent housing.

- ***Rent and Move-In Assistance***—The primary barrier to permanent housing for many families experiencing homelessness is their limited finances. To address this barrier, rapid re-housing programs offer financial assistance to cover move-in costs, deposits, and the rental and/or utility assistance (typically for six months or less) necessary to allow individuals and families to move immediately out of homelessness and stabilize in permanent housing. In some instances, households may need and qualify for longer term rental assistance, such as through a Housing Choice Voucher (i.e., “Section 8”), to permanently escape homelessness and achieve housing stability. In this case the time-limited financial assistance may serve as a bridge until the voucher is secured.
- ***Rapid Re-Housing Case Management and Services*** - At a minimum, a rapid re-housing program must include case management, but it may also include other services, such as tenancy supports. Case management and services may be provided to households to help overcome and troubleshoot barriers to (re)acquiring and maintaining permanent housing. Case management services in rapid re-housing programs can help individuals and families select among various permanent housing options based on their unique needs, preferences, and financial resources, address issues that may impede access to housing (such as credit history, arrears, and legal issues), negotiate manageable and appropriate lease agreements with landlords, and make appropriate and time-limited services and supports available to families and individuals—and to the landlords who are partnering with the rapid re-housing program. Case management services can also monitor participants’ housing stability after securing housing and during program participation, ideally through home visits and communication with the landlord, and be available to resolve housing-related crises should they occur.

Case management will also, as appropriate, assist households with connecting to resources that help them improve their safety and well-being and achieve their long-term goals. This includes providing or ensuring that households have access to resources related to income and health care benefits, employment and community-based services (if needed/appropriate) so that they can sustain rent payments independently when rental assistance ends. **Case management services should be client-directed, respectful of individuals’ right to self-determination, and voluntary.** Unless basic, program-related case management is required by statute or regulation, participation in non-financial services should not be required to obtain or maintain rapid re-housing assistance. Since rapid re-housing is a short-term, crisis response program, case managers typically do not attempt to directly address all of the service needs they may identify. When households are willing and able, case managers help them connect to community-based services that already exist. Rapid re-housing providers should have knowledge of where to find and how to access these community-based services. Moreover, rather than simply providing referrals to community-based services *on behalf of* a household, rapid re-housing providers can enlist

household members to participate in this process, to help households gain the knowledge and skills necessary to find and access community-based services in the future on their own.

#### Practice Considerations

- ***Primary focus on helping households obtain permanent housing as quickly as possible*** – Consistent with a Housing First approach, rapid re-housing programs focus on the goal of helping households obtain permanent housing as quickly as possible and without first requiring household members to meet behavioral prerequisites like sobriety and treatment adherence. From the moment households experiencing homelessness are encountered, rapid re-housing programs engage them around where and how to obtain permanent housing and flexibly provide “just enough” financial assistance to help the household become stable. Possible permanent housing may be in private market apartments, affordable or subsidized housing, or living with friends or family members.
- ***Accessible to households experiencing homelessness*** – Rapid re-housing must be highly accessible to households experiencing homelessness. Programs should have a means of quickly reaching households that become homeless in a wide variety of settings where they are likely to seek help, including emergency shelters, food pantries, and social services programs. Communities that have coordinated entry and assessment systems and information lines (e.g., 2-1-1) in place should integrate rapid re-housing screening and triage into these systems to identify households in need of rapid re-housing assistance and engage them in the re-housing process as soon as possible.
- ***Assistance is guided by assessment of housing barriers, strengths, and preferences*** – All assistance provided in rapid re-housing should be guided by a housing plan, which is developed based on an assessment of *housing* barriers and in partnership with households. Upon first contact, an initial assessment is conducted to identify households housing needs and preferences, strengths, and barriers to housing, and to identify possible alternatives and resources. This assessment should be primarily focused on assessing housing needs rather than service needs, and can be used to determine if rapid re-housing alone is the most appropriate intervention or if longer-term assistance is needed and desired. For instance, if households are found to have extraordinary financial challenges and/or longer-term, housing-related needs for assistance, the program should connect them to longer-term rental assistance or permanent supportive housing. The initial assessment also provides the basis for the initial level of financial assistance and/or supportive services to be provided by the rapid re-housing intervention. Regular reassessments, provided through follow-up, should be built into the housing plan to determine if the level of assistance should be increased, decreased or discontinued once households enter permanent housing.
- ***Flexibility and adaptability of assistance*** – Periodically reassessing the preferences, needs, and abilities of households assisted by rapid re-housing is critical, as this allows for the determination of whether the levels of both financial assistance and services need to be either increased or decreased. One method of implementing a rapid re-housing program is using a ‘progressive engagement’ approach, wherein households experiencing homelessness are given a basic level of financial and services supports. Ongoing monitoring and periodic reassessment determines if and when the basic level of assistance should be changed or increased. This allows rapid re-housing programs to be flexible and adapt to changing circumstances.

## Important Questions to Consider when Implementing Rapid Re-Housing

Communities implementing new rapid-re-housing programs as part of their homelessness system should consider the following questions:

- ***What resources can we draw on to fund rapid re-housing interventions?*** A number of Federal, state, local, and philanthropic sources can be used to support and finance rapid re-housing programs. The costs of rapid re-housing include the direct financial assistance as well costs related to housing search and case management services, including personnel. Among the Federal funding sources that can finance rapid re-housing include HUD's [Continuum of Care](#) and [Emergency Solutions Grants \(ESG\) Programs](#), HHS's Temporary Assistance for Needy Families ([TANF](#)), [Title IV E Foster Care](#) and Community Services Block Grant (CSBG), and [the VA's Supportive Services for Veteran Families \(SSVF\) program](#).
- ***What is the focus of the services/case management component and how might it be different than in other programs?*** The focus of services in rapid re-housing is primarily oriented toward helping families resolve their **immediate crises**, find and secure housing, and connect to services if/when appropriate. Case managers should monitor and provide ancillary services in the short run to promote obtaining and maintaining housing. This may be a contrast to many programs in which the focus is providing comprehensive support to each household and remaining engaged for a longer period of time. This crisis-related, lighter-touch (typically six months or less) approach allows financial and staff resources to be directed to as many individuals/households experiencing a housing crisis as possible. At the same time, depending upon funder flexibility, programs should be designed to allow households to return for more assistance if they need it at a later time.
- ***How will we ensure that there is a clear and efficient process for ensuring access to rapid-re-housing for those households who need it?*** Providers can identify and map the steps in the "program flow" in their community, beginning at the point at which households are identified as experiencing homelessness until they have secured permanent housing. The basic steps in this process include direct outreach (or coordination with other outreach providers), screening for rapid re-housing assistance, program intake, housing barrier assessment, provision of assistance, housing search and placement, links to other supports, reassessment and adjustment, and case closure. If the local program flow is not efficient based on the analysis, they should consider changes that would improve efficiency. It is important to also identify how the rapid re-housing program can refer and link to other types of housing assistance like rental assistance programs and permanent supportive housing for households who need and desire such assistance.
- ***How can providers measure the efficiency of a rapid re-housing program?*** The primary measure of the efficiency of a rapid re-housing program is the amount of time it takes to re-house households. Efficient programs typically re-house households in a couple weeks and in most cases in less than 30 days. If it is taking longer, it is possible that the program's policies and procedures need to be streamlined. For example, if it takes several weeks to begin showing apartments to eligible households because of the documentation requirements of the program, the provider should identify ways to reduce or streamline those documentation requirements.

- ***How can providers ensure adequate access to housing and community-based services for rapid re-housing participants?*** Rapid re-housing providers can increase the pool of possible housing and supportive service options for their clients by proactively building relationships, particularly with landlords and community-based housing and service providers. Rapid re-housing providers can and should educate landlords about the types of financial assistance they offer, as well as the role that their services can play in mitigating the risk to landlords of providing housing to households with no or poor housing and credit histories. By being responsive to landlord concerns, rapid re-housing can create a positive experience and perception among them about providing housing to formerly homeless households. Such partnerships help ensure that landlords do not screen out rental applications from persons with extremely low or no income, poverty-related housing and credit histories, etc. Landlords become dedicated, long-term partners when programs provide support to landlords by intervening to resolve concerns about lease, late payments, conflict with tenants, when they provide rental assistance payments promptly, and when they help landlords quickly fill vacant units.

Similarly, rapid re-housing providers can conduct outreach and education to providers of other services households generally need and want (such as subsidized daycare, employment, etc.) by attending community events, leaving brochures at service settings, and meeting with leadership of services organizations. In some instances, memoranda of agreement can be executed between rapid re-housing programs and other services, to outline mutual expectations and responsibilities around how referrals can be provided from rapid re-housing programs to community-based services and vice versa.

### **Useful Resources on Rapid Re-Housing**

#### **U.S. Interagency Council on Homelessness**

[Solutions Database](#) – This database contains short profiles of important practices and programs, including tips for replicating and information about results, as well as links to help you find more information or resources you can use.

#### **National Alliance to End Homelessness**

- ✓ [Rapid Re-Housing – Creating Programs that Work](#) – A guide to assist communities in rapid re-housing implementation.
- ✓ [Rapid Re-Housing Training](#) – Five short modules developed by the Center for Capacity Building that break down the basic elements of the intervention.
- ✓ [Rapid Re-Housing: A History and Core Components](#) – A brief paper describing background, research, and three core components of rapid re-housing.

#### **VA**

- ✓ [SSVF Program: Homelessness Prevention and Rapid Re-Housing Best Practice Standards](#) – Practice standards developed by Abt Associates and the Technical Assistance Collaboration under contract with the U.S. Department of Veterans Affairs (VA) that reflect a growing consensus about what works in homelessness prevention and rapid re-housing programs.
- ✓ [SSVF Rapid Re-Housing Webinar](#) – This power point provides an overview of SSVF, as well as components of high-performing rapid re-housing programs.



## Research

The following research articles and related publications provide supporting evidence for why communities should increase the availability of Rapid Re-housing assistance and the efficacy of the Rapid Re-housing model.

U.S. Department of Housing and Urban Development (2012). [Research on Homelessness Prevention and Rapid Re-Housing.](#)

*This document provides an annotated list of select research on homelessness prevention and Rapid Re-housing. It includes research from the State of Michigan; Hennepin County, MN; and New York, NY.*

Culhane, D. P. & Metraux, S. (2008). [Rearranging the Deck Chairs or Reallocating the Lifeboats? Homelessness Assistance and Its Alternatives.](#) *Journal of the American Planning Association*, 74(1): 111-121.

*This article uses research on homelessness to devise alternative forms of emergency assistance that could reduce the prevalence and/or duration of episodes of homelessness and much of the need for emergency shelter.*

National Alliance to End Homelessness. [Rapid Re-Housing Successes.](#)

*This interactive mapping tool highlights areas in which communities were able to successfully place families in permanent housing at encouraging levels. The map describes the number of families affected, the average cost of assistance, and the positive results stemming from that assistance.*

Rodriguez, J. (2013). [Homelessness Recurrence in Georgia: Descriptive Statistics, Risk Factors, and Contextualized Outcome Measurement.](#)

*This report analyzes risk factors for a later recurrence of homelessness among persons served over a year by programs reporting data into Georgia's Homeless Management Information System (HMIS). The study found that of 21 variables the top risk factors of returning to homelessness were an absence of Rapid Re-housing enrollment and having a history of homelessness in HMIS.*



**Inland Housing Solutions**  
**Self-Paced Orientation Training Materials**  
**Housing First / Rapid Re-Housing**

Videos – Housing First / Rapid Re-housing

- You're Homeless... Now What? <https://www.youtube.com/watch?v=yHXj81DFp3Q>
- The Housing First Approach to Homelessness  
[https://www.ted.com/talks/lloyd\\_pendleton\\_the\\_housing\\_first\\_approach\\_to\\_homelessness](https://www.ted.com/talks/lloyd_pendleton_the_housing_first_approach_to_homelessness)
- Housing First: Principles Into Practice (playlist)  
[https://www.youtube.com/watch?v=iGx3f1PiutI&list=PLn2dcn1mdW4oAhzNDrCrI0AGx11FJ\\_ukC](https://www.youtube.com/watch?v=iGx3f1PiutI&list=PLn2dcn1mdW4oAhzNDrCrI0AGx11FJ_ukC)
- What is Rapid Re-housing? <https://youtu.be/frWexyi6qAk>

Webinars

- Rapid Re-Housing Introduction to Case Management and Services  
[https://www.youtube.com/watch?v=tGq\\_Lq1KEBE](https://www.youtube.com/watch?v=tGq_Lq1KEBE)
- Core Principles of Housing First and Rapid Re-Housing  
<https://www.hudexchange.info/trainings/courses/hud-and-usich-core-principles-of-housing-first-and-rapid-re-housing-webinar/>



# **San Bernardino County Homeless Partnership Rapid Re-Housing Program Standards, Practices & Model Guidelines**

Interagency Council on Homelessness  
Ad Hoc Committee on Rapid Re-Housing

Adopted – January 23, 2019

## GUIDING PRINCIPLES OF RAPID RE-HOUSING

*Rapid Re-Housing: Creating Programs That Work; National Alliance to End Homelessness. July 2009*

The San Bernardino County Homeless Partnership recognizes and seeks to embody the following nationally recognized basic principles in the implementation of Rapid Re-Housing initiatives within our community:

- People move directly from homelessness to housing. There are no required intermediate programs that delay their move to housing.
- The key to successful re-housing is understanding the individual's barriers to getting and keeping housing—then finding ways to eliminate or compensate for those barriers.
- Rapid Re-Housing provides the minimal amount of assistance—amount and length—needed to obtain and retain housing.
- Households are empowered to make their own choices and to respond to the consequences of those decisions. Rapid Re-Housing does not guarantee risk-free housing and some households will fail. But services are voluntary. Choices are “consumer” driven.
- The focus is housing; household problems that are not directly related to housing are addressed only if and when the client chooses.
- This focus on housing does not mean that programs offering time-limited rental assistance have no expectations of the household. Effort or progress towards increasing income enough to remain housed without the rental assistance or obtaining a long-term subsidy is a reasonable program requirement.
- Mainstream resources are a critical part of stability for everyone living in a community. Rapid Re-Housing helps households connect to the supportive, community-based resources they will use long after Rapid Re-Housing services are ended.
- Landlords are a Rapid Re-Housing program's most valued resource. If the Rapid Re-Housing program cannot meet the reasonable expectations of landlords, many clients will not be re-housed. Programs that adopt an adversarial attitude towards landlords are much less likely to succeed.
- The most appropriate housing situation may involve moving in with family members who can provide financial or other support or other alternative options.

In summary, Rapid Re-Housing is a successful community strategy for ending homelessness. The intent is to minimize the length of time an individual or family remains in the limbo of homelessness and to help the household quickly re-establish stability. In the safety and predictability of permanent housing, they are encouraged to choose how, when and where they will address other life problems or goals using mainstream resources. Rapid Re-Housing resolves the crisis of homelessness; the rest is up to the individual or family—and their community support system

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## **I. Rapid Re-Housing: A System wide Response to Solving Homelessness in San Bernardino County**

Rapid Re-Housing (RRH) is a time-limited intervention designed to help individuals and families quickly exit homelessness, return to housing in the community, and not become homeless again in the near term. The three core components of rapid re-housing are housing identification, move-in and rent assistance, and RRH case management and services.

Rapid Re-Housing is a primary solution for ending homelessness. It has been demonstrated to be effective in getting people experiencing homelessness into permanent housing and keeping them there. By connecting people with a home, they are in a better position to address other challenges that may have led to their homelessness, such as obtaining employment or addressing behavioral health issues.

Rapid re-housing is a Housing First intervention meaning that the primary focus is moving households into housing quickly without preconditions. As such, the primary focus of assessments and assistance should be on resolving the current housing crisis by focusing on the circumstances of the crisis, the household's barriers to obtaining and maintaining housing, and the reasons they are unable to solve their housing crisis without the program's help.

Rapid re-housing places a priority on moving a family or individual experiencing homelessness into permanent housing as quickly as possible, ideally within 30 days of a client becoming homeless and entering a program. Although the duration of financial assistance may vary, many programs find that, on average, four to six months of financial assistance is sufficient to stably re-house a participating household.

Rapid Re-Housing is geared to resolve the crisis of homelessness by minimizing the length of time an individual or family remains in the limbo of homelessness and helping the household quickly re-establish housing stability. The household may continue to be extremely low-income and severely rent-burdened and yet be able to pay the rent and follow the terms of the lease. While they have not yet achieved all their life goals or solved all their problems, they have successfully exited from homelessness and the housing crisis is over.

Rapid re-housing can help to make the homelessness system work more efficiently. As such, communities should maximize the number of households they can serve by aligning RRH programs and resources with the local homeless assistance system's coordinated entry and outreach efforts and by not screening out households. The misperception that rapid re-housing is a resource that sets people up to fail can be challenged by the research and by community reports of low returns to homelessness.

The benefits of the model extend beyond the direct impact on the individual household itself. They improve the effectiveness of the entire community's homeless system by increasing the number of people served and reducing the demand for shelter and other temporary solutions.

## A. Purpose of this Document

This “living document” is intended to serve as a guide for service providers, system leaders, local funders and other stakeholder partners involved in providing and supporting Rapid Re-Housing services and activities in San Bernardino County through the San Bernardino County Homeless Partnership (SBCHP).

As our local homeless response system continues to evolve and strengthen its ability to make homelessness rare, brief, and one-time, there is an increased need for system-wide alignment around common goals and outcomes, program models and activities, and performance standards and expectations.

The purpose of these guidelines are to define a systemic approach to implementing rapid re-housing interventions and to promote a unified understanding among our local service providers of the core elements and standardized practices for delivering rapid re-housing services, ultimately helping RRH programs and the SBC CoC system as a whole serve a greater number of households successfully.

The standards and practices outlined in this document are based on what is currently considered best and promising practice by the National Alliance to End Homelessness (NAEH), 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), and a variety of federal technical assistance experts, and nationally recognized, high-performing rapid re-housing providers. Primary sources of the information used in developing these guidelines include the *NAEH Rapid Re-Housing Toolkit and RRH Performance Benchmarks and Program Standards*, the *Seattle-King County Rapid Re-Housing Model Guidelines*, the *SBC CES Housing Search and Stabilization Guidelines* as well as contributions from national Technical Assistance advisor Katharine Gale.

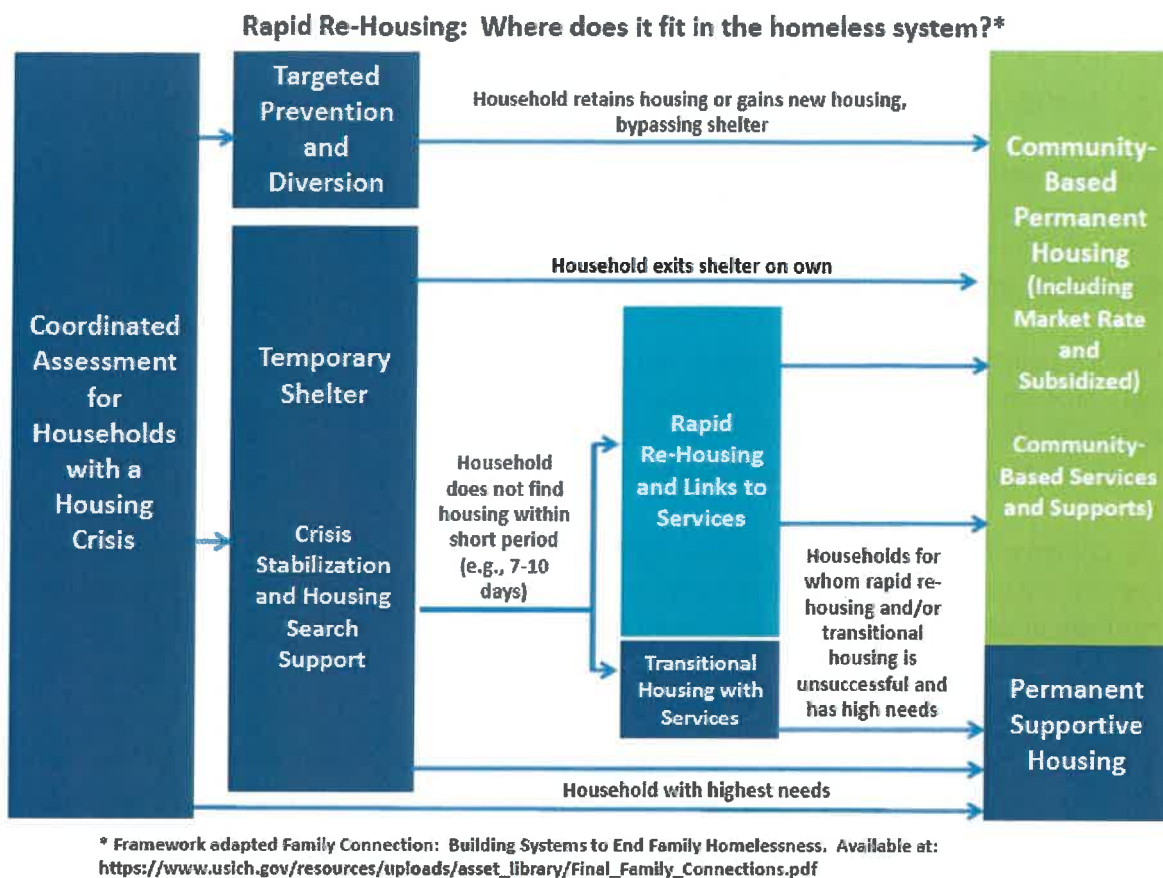
*RRH programs participating in the SBCHP coordinated system of homeless services will be expected to adhere to the RRH model outlined in this document.* Fidelity to this model will help ensure that all clients enrolled in RRH services have similar experiences and opportunities to attain housing regardless of which service provider they work with. Compliance with this model will also facilitate system-wide evaluation and comparisons across programs.

## B. Role of Rapid Re-Housing within the Homeless Services System

Rapid re-housing has become an increasingly important tool in communities’ responses to homelessness. The model has shown success on the individual level – helping households exit and not return to homelessness - and has helped communities across the country decrease the number of people experiencing homelessness and amount of time households spend homeless.

Rapid re-housing has an important role in the homeless services system including reducing the amount of time a household experiences homelessness by focusing on quickly resolving their homeless experience; increasing access to permanent housing for a greater number of households; and alleviating the pressure on more supportive services provided for those who would otherwise be unable to maintain permanent housing.





Beyond ending homelessness for individual households, rapid re-housing plays a key role in a system-wide response to ending homelessness overall. To do so effectively and efficiently, RRH programs must coordinate with the broader homeless system, not screen out large portions of the homeless population, and have a commitment to a Housing First approach.

### **Principles of System-wide Rapid Re-housing**

- Rapid re-housing is not a “program”; it is a critical system-wide intervention to end homelessness. The purpose of the whole system is to RE-HOUSE people RAPIDLY.
- In order to identify, engage, and assist as many households experiencing homelessness as possible, RRH programs should coordinate and fully participate with the broader homeless assistance system.
- Rapid re-housing is an intervention designed for and flexible enough to serve anyone not able to exit homelessness on their own.
- Rapid re-housing programs should not attempt to screen out households based on a score on an assessment tool or criteria that are assumed, but not shown, to predict successful outcomes, such as a minimum income threshold, employment, absence of a criminal history, evidence of “motivation,” etc.
- Rapid re-housing participants should have all the rights and responsibilities of typical tenants and should sign a standard lease agreement.

## C. Who Are the Participants and Stakeholders?

### 1. Families and Individuals Experiencing or at Imminent Risk of Homelessness

**Rapid Re-Housing can be effective for a wide range of people who experience homelessness.** No research has yet been able to identify or predict characteristics that are associated with success or failure in an RRH program. Thus, RRH programs should cast a wide net and target most individuals and families experiencing homelessness in our community.

While originally aimed primarily at people experiencing homelessness due to short-term financial crises, programs across the country have begun to assist individuals and families who are traditionally perceived as more difficult to serve. This includes people with limited or no income, survivors of domestic violence, and those with substance abuse issues.

Thus, communities should seek to have sufficient resources to offer RRH to anyone who is homeless and cannot otherwise exit homelessness quickly, either on their own or through some other form of permanent housing assistance such as permanent supportive housing.

### 2. Rapid Re-Housing Service Providers

The SBCHP shall seek to engage a wide range of public and private entities in a systemic, coordinated approach to delivering the core component services and resources essential to facilitating rapid re-housing success for households experiencing or at risk of becoming homeless in San Bernardino County.

All public and private agencies administering and/or receiving federal, state or local government funding to provide rapid re-housing service interventions shall participate in the collaborative structure facilitated through the SBC CoC Coordinated Entry System (CES). This includes, but is not limited to all RRH programs funded through the Department of Housing and Urban Development (HUD), as well as other government funded RRH initiatives such as the VA SSVF, and the state funded CalWORKS Housing Support Program (HSP) and Family Stabilization Program (FSP), etc.

### 3. Integrated Mainstream Service Partners

Strong connection to internal and external system partners, services, and mainstream agency benefits and networks is a central component of programs, practices and policies aimed at preventing and ending homelessness through rapid re-housing interventions.

Establishing partnerships with a range of public systems and community-based providers is vital to enhancing systemic rapid re-housing policy and implementation to ensure that all participants have streamlined access to employment, training, and supportive services that can help them succeed with time-limited RRH interventions and promote longer term housing stability.



Doing so requires that diverse stakeholders engage in cross-system collaboration, coordination and leveraging of existing resources and work together to share capacity, knowledge, and resources to help ensure that there are clear pathways for RRH participants to achieve quality employment and economic opportunity and longer term housing stability.

In order to establish clear pathways to economic opportunity, quality employment, and essential supportive services, the SBCHP shall seek to establish collaborative partnership agreements with a variety of public and private entities to facilitate systemic linkage and streamlined access to mainstream resources and community-based services critical to facilitating longer-term housing stability for RRH participating households. These shall include but are not limited to:

- **SB County Workforce Development Department (WDD)** – establish cross system collaboration and coordination between the SBC CoC and the Workforce Development Department to facilitate systemic, streamlined access for RRH participants to “Work First Strategies” and other employment development initiatives available through the Workforce Innovation and Opportunities Act (WIOA)
- **SB County Transitional Assistance Department (TAD)** – formalize cross system collaboration and coordination on housing stabilization case management planning to facilitate systemic linkage between RRH program providers and TAD self-sufficiency support programs and resources.
- **Housing Authority of the County of San Bernardino (HACSB)** – integrate rapid re-housing and progressive engagement principles and practices into HACSB Moving-to-Work initiatives including the Term-Limited and Streamlined Lease Assistance programs and No Child Left Unsheltered as well as seek opportunities to create set-aside “backstop vouchers” for RRH participating households who demonstrate a clear need for longer-term housing support.

## CORE COMPONENTS OF RAPID RE-HOUSING

The core components for rapid re-housing were developed by the National Alliance to End Homelessness in collaboration with, and endorsed by, the United States Interagency Council on Homelessness (USICH), the Department of Housing and Urban Development (HUD), and the Department of Veterans Affairs (VA).

While a household that is rapidly rehoused is not required to utilize all three core components, in order to meet the national program standards, rapid re-housing programs must offer program participants all three core components: housing identification, move-in and rent assistance, and rapid re-housing case management and services. The core components can be provided by a single agency or in partnership with other agencies and still meet these program standards.



### 1. Housing Identification

Housing Identification is the first core component of rapid re-housing, the goal of which is to find housing for program participants quickly. Activities under this core component include recruiting landlords with units in the communities and neighborhoods where program participants want to live and negotiating with landlords to help program participants to access housing.

#### *Principles of Housing Identification*

- *Within the limits of the participant's income, a rapid re-housing program should have the ability to help households access units that are desirable and sustainable—those that are in neighborhoods where they want to live in, that have access to transportation, are close to employment, and that are safe.*
- *Housing identification efforts should be designed and implemented to actively recruit and retain landlords and housing managers willing to rent to program participants who may otherwise fail to pass typical tenant screening criteria.*

- *Critical to the formation of landlord-program relationship is the recognition of the landlord as a vital partner. The RRH provider must be responsive to landlords to preserve and develop those partnerships for the purposes of future housing placements.*

## **2. Rent and Move-In Assistance**

Rent and Move-In Assistance is the second core component of rapid re-housing, the goal of which is to provide short-term help to households so they can pay for housing. Activities under this core component include paying for security deposits, move-in expenses, rent, and utilities.

### ***Principles of Rent and Move-in Assistance***

- *Rent and move-in assistance should be flexible and tailored to the varying and changing needs of a household while providing the assistance necessary for households to move immediately out of homelessness and to stabilize in permanent housing.*
- *A rapid re-housing program should make efforts to maximize the number of households it is able to serve by providing households with the financial assistance in a progressive manner, providing only the assistance necessary to stabilize in permanent housing.*

## **3. Rapid Re-housing Case Management and Services**

Rapid re-housing case management and services is the third core component of rapid re-housing. The goals of rapid re-housing case management is to help participants obtain and move into permanent housing, support participants to stabilize in housing, and connect them to community and mainstream services and supports if needed.

### ***Principles of Case Management and Services***

- *Rapid re-housing case management should be client-driven. Case managers should actively engage participants in voluntary case management and service participation by creating an environment in which the participant is driving the case planning and goal-setting based on what they want from the program and services, rather than on what the case manager decides they need to do to be successful.*
- *Rapid re-housing case management should be flexible in intensity—offering only essential assistance until or unless the participant demonstrates the need for or requests additional help. The intensity and duration of case management is based on the needs of individual households and may lessen or increase over time.*
- *Rapid re-housing case management uses a strengths-based approach to empower clients. Case managers identify the inherent strengths of a person or family instead of diagnoses or deficits, then build on those strengths to empower the household to succeed.*
- *Rapid re-housing program case management reflects the short-term nature of the rapid rehousing assistance. It focuses on housing retention and helping a household build a support network outside of the program. It connects the participant with community resources and service options, such as legal services, health care, vocational assistance, transportation, child care, and other forms of assistance, that continue beyond participation in the rapid re-housing program.*

## II. Rapid Re-housing Program Model in San Bernardino County

Rapid re-housing is an intervention designed to help households quickly exit homelessness, return to housing in the community, and not become homeless again in the near term.

The SBCHP encourages all RRH providers to deliver rapid re-housing service interventions following the *progressive engagement model* (see page 10). *Progressive engagement* is a system strategy to provide most or all people with just enough RRH assistance at system entry to help them exit from homelessness while reserving more intensive resources for people who are most in need of longer-term supports. The level of case management and financial assistance provided to all RRH participating households in the SBC CoC should be based on progressive engagement with the minimum amount of services provided before increasing support to meet the household's needs.

Rapid Re-Housing programs can vary in length of time, and may be limited to a single payment for deposit and first month's rent or as long as 18-24 months of subsidy and support. While some RRH programs may provide up to 24 months of rental assistance, the SBC CoC system-wide goal shall be for households participating in RRH programs to achieve housing stability within a 12-month timeframe.

**The SBCHP shall seek to engage a broad range of public and private funding and service partners** in order to have sufficient resources to offer rapid re-housing service interventions to anyone who is homeless and cannot otherwise exit homelessness quickly, either on their own or through some other form of longer-term rent subsidy or permanent housing assistance programs. RRH funding and service partners shall be plugged in to scaled levels of engagement coordinated through the SBC Coordinated Entry System.

Levels of RRH Assistance in the SBC CoC	
<b>Level 1</b>	Housing identification and/or one-time assistance with security deposit and/or move-in costs
<b>Level 2</b>	Housing identification, short-term rental subsidy for 1–3 months, service navigation and direct connections
<b>Level 3</b>	Housing identification, medium-term rental subsidy for up to 12 months, housing stabilization case management
<b>Level 4</b>	Housing identification, longer-term tenant-based or project-based rental subsidy with wrap around supportive services

In some cases, households with more severe barriers to housing may require Critical Time Interventions or other more service-intense resources instead of progressive engagement. RRH participating households determined to require more than 12 months of rental assistance, (at initial assessment or at any point during RRH program participation) shall be prioritized within the CES for longer term options, such as housing voucher programs and subsidized housing units, and connected to the appropriate options as they become available.

## A. Accessing Rapid Re-housing Services

All referrals for rapid re-housing services in San Bernardino County will flow through the SBCHP Coordinated Entry System (CES).

Families and individuals experiencing or at imminent risk of becoming homeless shall complete a CES screening and assessment process where they will be scored and prioritized for available housing services and resources. Households receiving an assessment score prioritizing them for Rapid Re-housing services will be matched to the available services and resources most appropriate to addressing their immediate housing need.

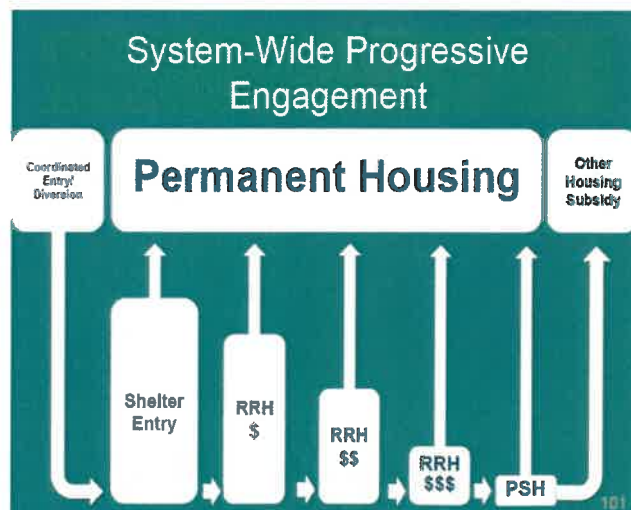
Once assigned by the CES to a RRH program, the receiving program shall conduct their standard eligibility and enrollment process, including documentation of homeless status, and immediately begin case management services. Verification of homelessness is needed prior to receiving financial assistance.

The RRH provider shall also complete the Universal Housing Needs and Tenancy Barriers Assessment in order to initiate the coordinated housing search process. Verification of homelessness and the Universal Housing Needs and Tenancy Barriers Assessment must be uploaded to the participant household's HMIS file to complete the RRH enrollment process.

- ✓ Attachment A. Documenting Homeless Status
- ✓ Attachment B. Universal Housing Needs and Tenancy Barrier Assessment

In some cases, households identified as eligible and prioritized for permanent supportive housing (PSH) shall be offered a PSH option, if available, but may be referred to a rapid re-housing intervention as an initial step toward addressing their immediate housing crisis and establishing housing stability if a PSH option is not available. Under these circumstances, the household eligibility and prioritization for PSH shall be fully documented prior to assignment to a RRH program and they shall retain their eligibility for PSH options should it become necessary and a slot becomes available.

Using a progressive engagement approach, RRH supports are increased only when there is evidence that the program participant is going to need greater assistance on any particular element of their life or housing stability. While intensity can increase, it should also decrease as the person begins to exercise greater independence and personal advocacy.





## THE PROGRESSIVE ENGAGEMENT APPROACH TO RAPID RE-HOUSING

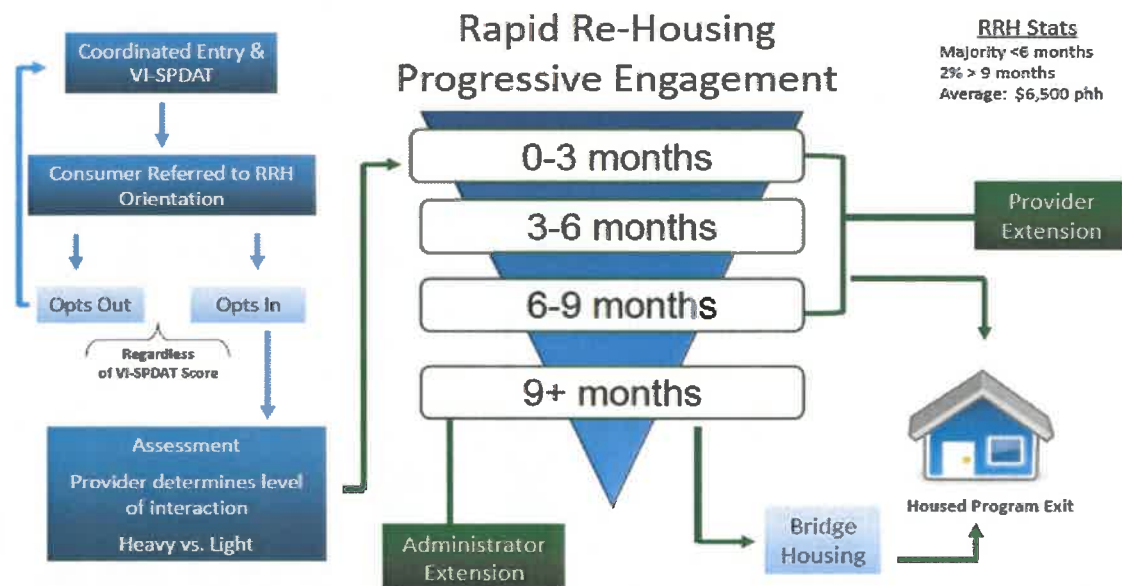
**Progressive Engagement** is an approach to helping households end their homelessness as rapidly as possible, despite barriers, with minimal financial and support resources. More supports are offered to those households who struggle to stabilize and cannot maintain their housing without assistance.

**Progressive Engagement** is a nationally recognized best practice in addressing homelessness, which provides customized levels of assistance to families and preserves the most expensive interventions for households with the most severe barriers to housing success. Progressive Engagement refers to a strategy of starting with a small amount of assistance for a large group of people and then adding more assistance as needed to enable service delivery systems to effectively target limited resources.

In this approach, participants are initially offered “light-touch” assistance, including help creating a reasonable housing placement/stabilization plan, housing information and search assistance, and limited financial assistance for arrears, first month’s rent, and/or security deposit. Programs using Progressive Engagement regularly re-assess housing barriers and seek to close cases as soon as housing retention barriers are resolved.

Assistance is provided on an “as-needed basis” to keep a participant housed and, within funding constraints, programs offer more intensive support, additional rental assistance, or step-up referrals and help to access community-based assistance. This is a paradigm shift to providing services/case management to households experiencing homelessness and therefore, staff may need to be re-trained to be able to successfully make this change.

### Example – Sacramento, CA



Literally homeless at program entry. Re-assessed every three months, and if household income is 30% of Area Median Income or higher, the household is exited from the program.

## **B. Housing Identification and Placement**

The goal of housing identification is to quickly locate affordable housing options for the household experiencing homelessness based on their unique needs, preferences and financial resources. Through the CES, the SBCHP has established a twofold coordinated housing identification and placement component which separates the landlord engagement and case management functions of the housing search process.

### **1. Housing Identification - Landlord Recruitment & Retention**

The SBCHP shall designate a lead “housing search” agency responsible for identifying and recruiting landlords throughout the county and encourage them to rent to households dealing with homelessness and receiving assistance from CES participating programs. Responsibilities include:

- Recruit and maintain relationships with rental property owners and operators and establish a centralized countywide inventory of landlord partners and properties
- Coordinate with RRH providers to assist participant households to identify and select among a variety of housing options.
- Help facilitate the rental application process and negotiate applicant screening concessions and rental lease terms with prospective landlords.
- Administer landlord incentives and facilitate landlord-tenant dispute resolution and/or loss mitigation interventions as appropriate.

One of the primary activities under housing identification is the recruitment of landlords to make the process of housing participants as rapid as possible. Constant landlord recruitment and support is essential to program participants having rapid access to permanent housing from the moment they enter the program.

The more partnerships developed with landlords, the more opportunities RRH program participants have to rapidly obtain permanent housing. Over time, as landlords experience the benefits of a partnership with the SBCHP programs, they may give preference to program participants or even be willing to occasionally consider some reduction in rent or negotiate other terms of the lease that would help program participants obtain and sustain the unit.

The designated lead agency shall create and maintain a centralized, shared database of all property owners and operators that agree to rent to SBCHP program participants. This countywide inventory of landlord partners shall be contributed to and available for use by all RRH provider partners to help match households to appropriate housing.

## 2. Housing Search and Placement

RRH provider partners shall coordinate with the designated housing search agency to assist participants to locate and secure suitable, appropriate housing that meets the household's unique needs, preferences, barriers and financial resources. Responsibilities include:

- Assess participants housing needs and address immediate barriers to obtaining stable housing (such as credit history, legal documents, transportation challenges, etc.)
- Work with participants to develop and pursue their housing search strategy including identifying rental options, arrange viewing of available units, help with transportation issues, assistance with submitting applications and signing lease agreements.
- Provide tenant counseling including education on talking with landlords, understanding rental applications and lease agreements, securing utilities and understanding tenant right and responsibilities and "good neighbor" practices.
- Support households with moving arrangements and securing household furnishings and goods as needed.

The choice of a place to call home is very subjective and personal – where to live, with whom, the size of the apartment, the rent – and should be driven by the participant. RRH program staff can help with these decisions by helping participants consider their available and appropriate housing options. When possible, it is recommended to provide at least two to three housing options to a participant.

RRH program staff can use the following Housing Search Checklist as a guide when helping match participants to housing options:

HOUSING SEARCH CHECKLIST		EXAMPLE
<input type="checkbox"/> How much income is available for rent? <i>(This may require projecting income and developing a tentative monthly budget. Unless the housing is subsidized or shared, rent will almost certainly be more than 50 percent of income.)</i>	<input type="checkbox"/> Are there safety concerns that limit housing options? <i>(For example, the search may need to avoid certain neighborhoods or be limited to buildings with secure entry. This is particularly important for domestic violence survivors and people who are trying to escape past associations with illegal activities.)</i>	
<input type="checkbox"/> Who will live in the housing?	<input type="checkbox"/> Should housing be close to specific supports including family, friends, faith community, child care, children's current school district, employment, or healthcare provider?	
<input type="checkbox"/> What is the minimum number of bedrooms needed?	<input type="checkbox"/> What means of transportation will the participant be using and how does this affect the housing search?	
<input type="checkbox"/> Should the housing allow pets?	<input type="checkbox"/> Does the housing need to be close to a certain school or job site?	
<input type="checkbox"/> Are there any local options for subsidized housing?	<input type="checkbox"/> Is shared housing an option?	



Most landlords will want critical background information on an applicant for housing. Accordingly, RRH programs must have information on a participant's Tenant Screening Barriers before beginning the housing search. Information about Tenant Screening Barriers enables the program to make the best housing match with the appropriate landlord or to know when the program may have to offer additional incentives (such as a double security deposit) to overcome landlord resistance, or to take other steps to address or remediate the barriers.

### **3. Housing Inspections**

When a family or individual identifies a rental housing option, case managers must conduct a housing inspection prior to move-in and financial assistance is provided. Refer to the program funding requirements to determine whether a Housing Quality Standards or Housing Habitability Standards form should be used.

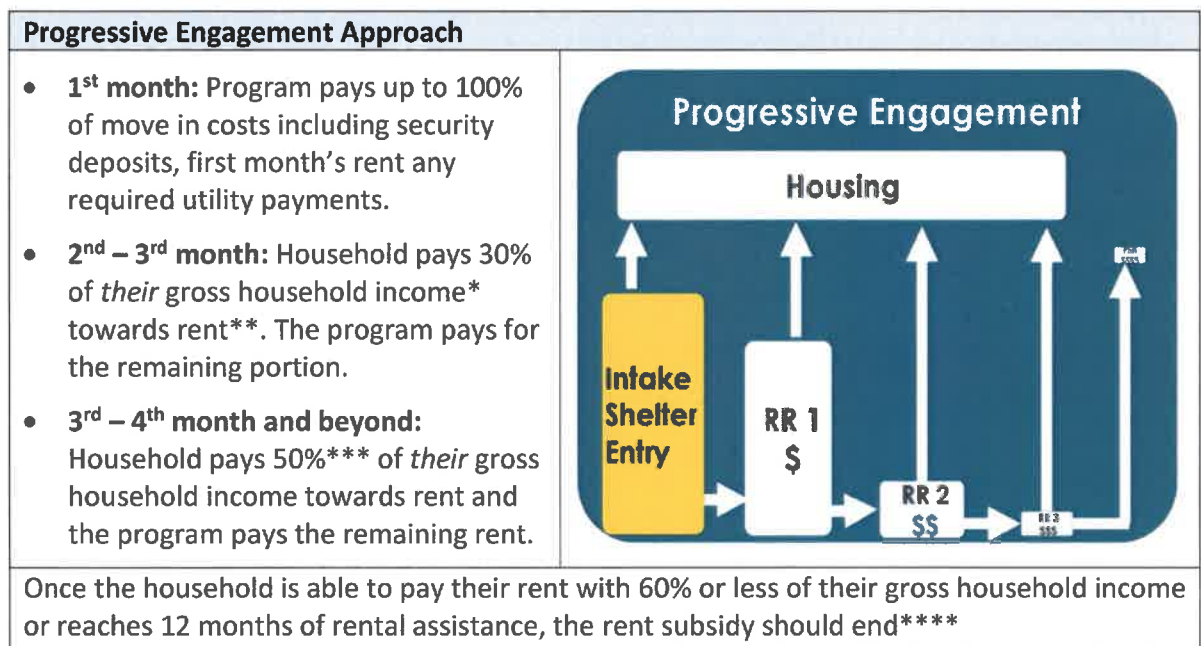
## C. Rent and Move-in Assistance

The goal of RRH financial assistance is to provide short-term support to households so they can quickly obtain housing. Allowable financial assistance may include paying for security deposits, move-in expenses, rental arrears, rent, and utilities.

Financial assistance should be based on the progressive engagement principle of offering the minimum amount of assistance necessary for households to move out of homelessness and stabilize in permanent housing. The role of the case manager is to prepare households for the end of the financial assistance by leveraging resources or working with them to increase household income. Programs should begin by assuming that households, even those with zero income or other barriers, will succeed with a minimal subsidy and support rather than a long subsidy, and extend services and support if/when necessary. (See section D. 2)

### 1. Rental Financial Assistance Calculation

The SBCHP encourages all RRH program providers to apply a progressive engagement approach to determine the rent subsidy amount and household contribution for each participating household using the following example as a guideline.



\*For households entering the program with \$0 income, contributions toward rent should begin as soon as possible after income has been secured.

\*\* "Rent" includes rent and the cost of utilities (if utilities are not included in the rent, a utility allowance schedule should be used for calculating the rental subsidy).

\*\*\* Based on local housing affordability data showing that the majority of low-income households in the region currently pay more than 50% of household income toward rent.

\*\*\*\*Refer to Section II. C. 4. Rental Assistance over 12 months

## 2. Communication with Landlords

To help landlord partners understand the program and to set appropriate expectations, RRH providers should provide a letter or document to the landlord outlining the details of their program. To help facilitate landlord-tenant-provider communications all parties should sign a Landlord-Tenant-Case Manager Communications Agreement.

Critical to the formation of the landlord-program relationship is the recognition of the landlord as a vital partner. The RRH provider must be responsive to landlords to preserve and develop those partnerships for the purposes of future housing placements. Promoting good landlord relations include:

- Ensuring the timely provision of all move-in costs and monthly rent payments.
- Ensuring that participants understand their tenant rights and responsibilities, pay their portion of the rent directly to the landlord on-time each month, and comply with all other provisions of their rental agreement and good tenant standards.
- Provide property owner/manager with a minimum of 30 days written notice of any changes in the amount and/or the on-going provision of tenant-based rental assistance.
- Provide timely response to any client stabilization issues and/or landlord-tenant concerns that may arise during the 12-months following initial housing placement.

- ✓ Attachment C. Landlord-Tenant-Case Management Communication Agreement

## 3. Assessment and Re-Assessment of Housing Needs

Each participating household's service needs must be re-assessed regularly to establish continued eligibility for and amount of continued financial assistance. Re-assessment must be completed at least every three months.

If a household is not housed within 60 days of program enrollment, the case manager and household shall review the household's housing stability plan and address any barriers to achieving the goals. If progress is not occurring, the case manager should initiate a conversation around expectations and limitations of the RRH program.

Once housed, the re-assessment must include at least the following components:

- length of rental financial assistance period to date;
- documentation of household income as a percentage of Area Median Income (AMI);
- percent of income being paid toward rent ratio;
- progress on housing stability and income goals;
- any recent changes in circumstance that will impact income or ability to work; and
- any gaps in resources or support networks inhibiting the household's ability to retain housing while paying 60% of income towards rent without financial assistance.

#### **4. Rental Assistance over 12 Months**

While some RRH programs may provide up to 24 months of rental assistance, the system-wide goal shall be for households participating in RRH programs to achieve housing stability within a 12 month timeframe.

If a determination is made that a participating household may require rental financial assistance exceeding 12 months, the RRH provider shall submit a request to the CES to conduct a system-level re-evaluation of the participant housing status and vulnerability to determine whether a longer term subsidy and/or more intensive services will be necessary for the household to achieve housing stability and the best options available to continue serving the household. Options may include a subsidized housing unit or tenant-based voucher or a continuation of RRH rental assistance with the same or a different RRH provider if allowed by the funding source.

#### **5. Ending Financial Assistance**

Providers may cease providing financial assistance for the following reasons:

- the household is no longer in need of or interested in receiving services;
- the household is able to pay 60% or less of their gross income toward rent;
- the household has utilized the maximum level of financial assistance allowed by the funding source and/or written agency policy;
- there is no (zero) communication in at least 30 days from the household after multiple provider attempts to contact; or
- after re-assessment and attempts to reset expectations of the program by reviewing the housing stability plan, the household is not making progress toward housing goals.

Participating households and their landlords must receive at least 30 days written notice of any changes to and/or before ending rental financial assistance.

The case can remain open and case management may continue for up to 60 days after financial assistance ends, if appropriate or requested by the household. Providers may wish to keep a household enrolled in their program for up to 60 days after their last financial assistance payment, if appropriate or requested by the household, in case circumstances arise that require further case management or additional financial assistance. This is recommended for cases where it is not clear that the household will remain stable, especially for PSH eligible participants to ensure they don't lose their eligibility.

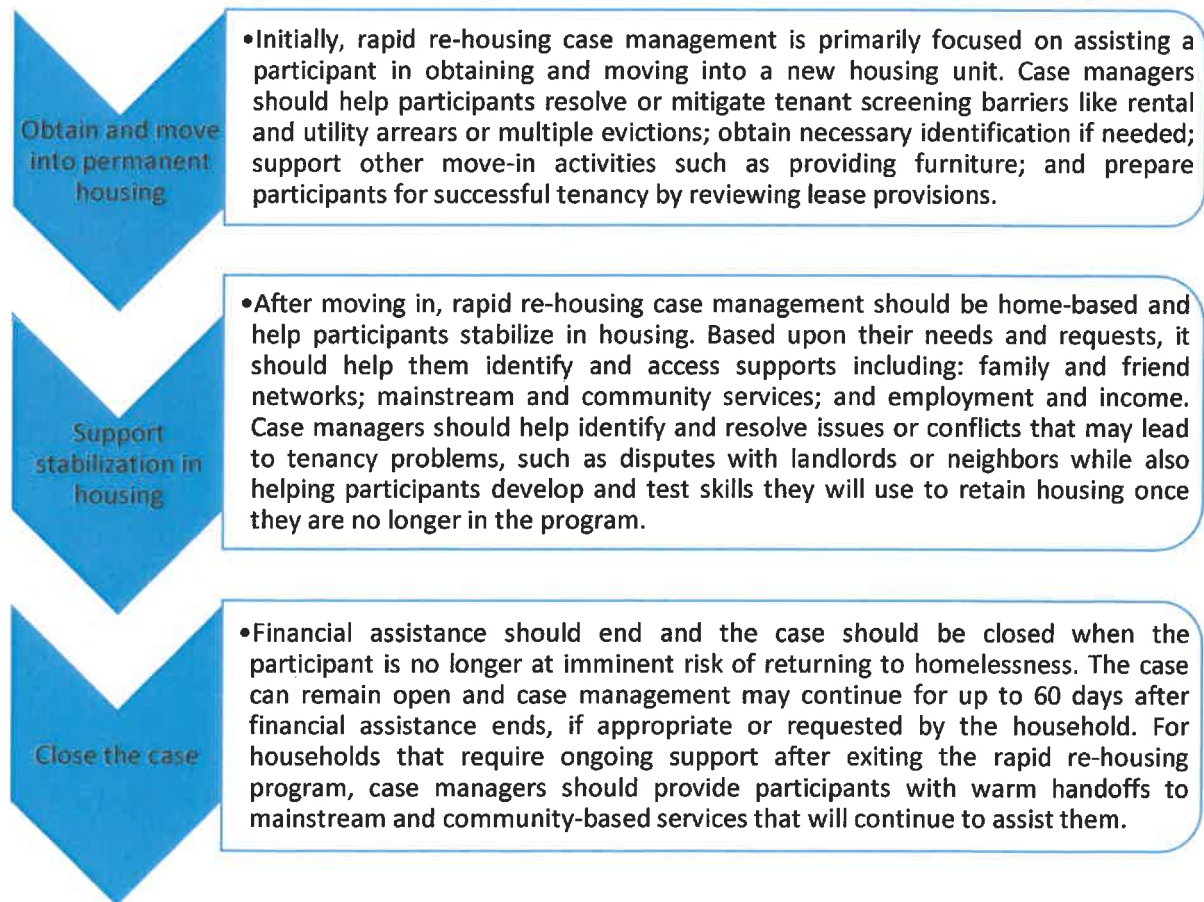
## D. Case Management and Services

The goals of RRH case management are to help households obtain and move into permanent housing, to support households to stabilize in housing, and to connect them to community and mainstream services and supports that can enable them to build on their strengths and meet their needs.

Rapid re-housing is a short-term crisis intervention with the primary goal of helping families and individuals resolve their housing crisis in a short period of time. As such, the intent of rapid re-housing case management is not to build a long-term services relationship, but instead to assist a household in accessing and stabilizing in a housing unit as quickly as possible.

Therefore, case management is focused on navigating barriers to tenancy and helping participants to build a support system. It does the latter by identifying and connecting them with community supports, including services and mainstream resources as well as family and friend networks so they have support to work through issues that may have contributed to their original housing instability.

RRH Case Management can be described in three phases:



## 1. Focus on Resolving the Housing Crisis

One of the primary goals of RRH is to resolve housing crises in a short period of time. The role of a case manager is different in an RRH program than in other types of programs because of the short-term and housing-focused goals of the program. RRH case management requires knowledge and skill sets that are highly specialized and focused on ending a participant's housing crisis in a short period of time.

Resolving the housing crisis requires that case managers place a primary focus on housing-focused activities. The case manager in an RRH program is a specialist in all things related to obtaining and retaining housing. This requires both knowledge and skills, including:

- Knowledge of the types of housing available in the local community, including eligibility requirements and processes, costs, amenities, and services.
- A working knowledge of landlord-tenant rights and responsibilities, and the ability to assess and provide information to participants on tenancy requirements.
- A working knowledge of a wide range of community resources and the ability to assist participants in accessing the resources they will need to secure and retain housing.
- Familiarity with strategies that participants can use to prevent or resolve future housing crises.

RRH case managers should be proactive and prepared to inform participants about services and resources that are available in the community, including those that will help the household stabilize within its new home and improve its economic and overall well-being. This may include connections to employment services, education and recreational programs, quality child care and child development programs, as well as health and behavioral health resources.

Staff should increase supports as needed to help program participants. In instances when households' situations are more complex and they need longer-term supports to retain their housing, a program must be able to connect households to appropriate community and mainstream services available to enable longer-term assistance.

Before services begin, case managers must explain the nature, scope and objectives of the RRH program, including the role of case management, the time-limited nature of the rental assistance, and the objective for achieving housing stability and self-sufficiency within a short period of time, in order to set clear expectations upfront.

## 2. Housing Stability Plan

A housing stability plan is an individualized service plan that is housing-focused and client-driven. Housing stability plans are based on housing needs and preferences as identified by the participating household, and are used to facilitate housing-focused case management with the



goal of obtaining and maintaining housing stability. Engagement in services should be voluntary but must be encouraged and build on the strengths and resources of each household.

Case managers are encouraged to review the Housing Stability Plan with each household on a regular basis to assess progress. This tool may be used for progressive engagement to determine if additional supports are needed to attain the housing goals.

<b>HOUSING STABILITY PLAN</b>	
A Housing Plan is a road map for obtaining and maintaining permanent housing. The case manager and participant discuss and define the end goals, break each into specific action steps to be taken by the case manager and the participant, and set dates for reviewing progress and updating the Housing Plan. The Housing Stability Plan should be	
<b>PARTICIPANT-DRIVEN</b>	The RRH participant's goals and priorities drive the Housing Plan. The case manager provides critical information to help the participant make choices and supports the person's decisions to the extent possible.
<b>HOUSING-FOCUSED</b>	The overarching purpose of the Housing Plan is to obtain permanent housing and to sustain permanent housing. Goals that are not related to getting and keeping housing are deferred unless they are a very high priority for the participant.
<b>REASONABLE</b>	A participant experiencing a housing crisis may feel overwhelmed with too many goals. What is "reasonable" in terms of making progress will be different for each person and can change over time. Housing Plans should reflect this and be flexible and changeable.
<b>S.M.A.R.T.</b>	Housing Plan goals are SMART—Specific, Measurable, Attainable, Realistic, and Timely—and include action steps specific to each goal and specify who is responsible for each step—staff or participant. Action steps include a target date for achievement. Plans also identify when a progress review and update will occur and are revised as needed.
<b>SHORT-TERM</b>	Action steps are those that can be taken in a relatively short period of time. This allows the case manager and participant to continually reassess progress and address remaining barriers.
<b>PROGRESSIVE</b>	The Plan is reviewed and updated frequently. Exit planning should start early in the process of case management so people are not caught off guard when the subsidy is about to end.

✓ Attachment D. Sample Housing Stability Plan

### 3. Assessing Sustainable Housing Options and Maximizing Income for Rent

Housing options are the types of housing a household wants and what rental amount can be reasonably sustained after the RRH program ends. This will inform the housing search process. Case managers must discuss with their participant's, in an open, realistic and nonjudgmental way

- The participant household's current or probable income and how much is available for rent.
- The type, location, and size of housing the participant household would prefer and how their choices match their income, tenant screening barriers, and any relevant eligibility factors.

When considering current and potential income, staff should be aware of the person's income history, the local job market, and the eligibility and amount of any income supports for which the household qualifies. Most RRH participants will have to rely on increasing their income from employment or public benefits to cover rent, so an essential part of the initial assessment should examine what can be done to increase resources from those sources. For those entering the program with little to no income, the participant and case manager must create estimates of likely employment earnings and/or income supports. Include any income that may come from things outside of traditional employment.

When calculating rents a participant can pay, it is important to recognize that unless the participant is able to obtain a permanent rent subsidy (e.g., Housing Choice Voucher or "Section 8") or a subsidized housing unit, it is likely that housing costs will exceed the standard "affordability" limit of 30 percent of income. Participant will most likely be spending more than 50 percent of their income on housing. When assessing, staff should ask: What is the most the household can pay for housing, considering all other necessary costs and likely income?

Housing Affordability Metrics in San Bernardino County					
Unit type	2019 HUD FMR Rent	50% rent-income	Hourly wage	3x income to rent	Hourly wage
studio	\$826	\$1,652	\$9.53	\$2,478	\$14.30
1 bedroom	\$986	\$1,972	\$11.38	\$2,958	\$17.06
2 bedroom	\$1,232	\$2,464	\$14.21	\$3,696	\$21.32
3 bedroom	\$1,747	\$3,494	\$20.16	\$5,241	\$30.24
4 bedroom	\$2,132	\$4,264	\$24.60	\$6,396	\$36.90

- ✓ Attachment E. Housing/Rent affordability chart

Constructing a simple, tentative income and spending plan (budget) will help suggest the target range for rent. It is unlikely that a participant household will be able to spend only 30 percent of their income on rent in unsubsidized housing. In San Bernardino County, the majority of low-income households spend more than 50 percent of their income on housing.



Whether or not enhancing income is a goal, managing spending can improve the household's ability to pay the rent. Case managers can help their participants' budget spending by:

- Developing an honest and realistic household budget.
- Assisting them to apply for mainstream benefit resources such as food supports (Cal Fresh), utility subsidies, free lifeline cellphones, etc.
- Identifying free or reduced-cost goods and services (food pantries, clothing shelves, subsidized child care, etc.)
- Connecting the participant to an accredited consumer credit counselor for debt consolidation or interest rate negotiation to reduce monthly debt payments.

#### 4. Connection to Community Services and Supports

Once the individual or family has moved into housing, the case manager's primary focus shifts to housing stability. Housing stability is defined as the ability to pay the rent and comply with the terms/requirements of the lease. Goals and action steps in the Housing Plan reflect this emphasis.

Case managers employ multiple strategies and referrals to assist their participants with housing stability and offer various direct assistance and linkages to community-based supports. Many housing plan goals can best be achieved by linking the participant or household to a community resource, such as a job search program or public assistance benefits office.

RRH case managers should be prepared to inform participants about services and resources that are available in the community, including those that will help the household stabilize within its new home and improve its economic and overall well-being. This may include connections to quality child care and child development programs, employment services, education and recreational programs, as well as health and behavioral health resources.

Case managers must be very proactive and go far beyond simply offering contact information for referrals and should provide a warm hand-off to other supports whenever possible. RRH case managers should help participants prepare eligibility documentation, assure they can obtain an appointment, and follow up with the participant and service provider to mediate or offer support.



## 5. Closing the Case

There is no bright line to indicate when a person's housing crisis is resolved. The household may continue to be extremely low-income and severely rent-burdened and yet be able to pay the rent and follow the terms of the lease.

While they have not yet achieved all their life goals or solved all their problems, they have successfully exited from homelessness and the housing crisis is over. As they continue to stabilize, their capacity to make and carry out plans for future goals will improve.

The decision to conclude assistance requires the evaluation of a number of factors. It should not be based upon arbitrary deadlines or spending limits. Instead, the case manager should look for indicators that the housing is not at imminent risk due to rental or lease compliance issues or an inability to receive essential community resources.

When is it Time to Complete Services?		
	<i>Indicators for Case Closure</i>	<i>Indicators for Continued Assistance</i>
<b>INCOME</b>	<ul style="list-style-type: none"><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 source available</li></ul>
<b>LEASE</b>	<ul style="list-style-type: none"><li>• In compliance, landlord satisfied</li><li>• Landlord willing to accept loss of programmatic support</li></ul>	<ul style="list-style-type: none"><li>• Currently in violation of lease or subject of serious complaints</li><li>• Landlord accepted client only if longer-term support provided</li></ul>
<b>LINKAGES</b>	<ul style="list-style-type: none"><li>• Connected to resources providing needed assistance</li></ul>	<ul style="list-style-type: none"><li>• No other resources are willing/able to provide assistance</li></ul>
<b>CHOICE</b>	<ul style="list-style-type: none"><li>• Participant wants to complete services/exit program</li></ul>	<ul style="list-style-type: none"><li>• Participant wants (and needs) additional assistance</li></ul>

## 6. No Contact Procedures

Case managers will check-in with the participating household **at least once a month** while enrolled in the program. No matter which stage the household is in the program, it is always the **responsibility of the case manager to make contact with the household**. All possible ways or methods to contacting the household must be explored. A final attempt to contact must be in writing, allowing at least five days to respond.

If there is **no contact after 30 days** of multiple attempts to reach the household, **the case manager should exit the household from the program**. If the household calls after that period

and is still experiencing homelessness, the case manager may help them reconnect with Coordinated Entry.

If the case manager has not been able to have a robust check-in with the household for more than 30 days, but has had contact with the household and they are still in need of services, the case manager should continue to work with the household on their housing goals. If a household still needs and wants services, but missed appointments or communication is not regular, the case manager should initiate a discussion to reset the program expectations by reviewing housing stability plan and the expectations for re-assessment.

The goal is to minimize or eliminate any exits for “non-compliance” or “lack of participation” especially if the homeless situation has not yet been resolved. Instead, the goal is to be clear about the scope of RRH and to determine if it will meet the needs of the household, then continue to work with the household until they are permanently housed or otherwise resolve the housing crisis.

### III. HMIS and Data Collection Requirements

Rapid re-housing providers are required to enter data into the SBCHP Homeless Management Information System (HMIS). Prompt and accurate data collection assists the homeless system to determine which services and programs clients are utilizing, evaluating the impact of RRH services, and make system improvements.

Providers must enter all HUD required data elements for each household enrolled in RRH. Please refer to the SBCHP HMIS Policies and Procedures for more details.

In addition, RRH providers must upload verification of homeless status and the Universal Housing Needs and Tenancy Barriers Assessment to the participant household's HMIS file to complete the RRH enrollment process.

Data Element	Definition
Program Entry Date	This is the date the case manager and household first meet and complete the intake and enrollment process.
Date of Move-in	This is the date the household moves into rental housing leased in their name and begins receiving rent assistance. This date should fall after the Program Entry Date.*
Program Exit Date	This is the date the household stopped receiving financial and case management services. This date should fall after the Date of Move-In (or on the Date of Move-In if the household is only receiving move-in assistance and no ongoing rental assistance). **
Exit Destination	This should reflect where the household is staying immediately after they finish participating in the program. So if the client is staying in the unit with no other subsidy, exit destination should be "Rental by client, no ongoing subsidy."

\* If the household self-resolves their homeless situation or moves into housing without receiving assistance through RRH, do NOT enter a Date of Move-In. The Date of Move-In should only be used for clients who find and move into a unit and receive assistance (financial and/or case management) through the RRH program.

\*\* Providers may wish to keep a household enrolled for up to 60 days after their last financial assistance payment, in case circumstances arise that require further case management or financial assistance. Providers may keep the household enrolled and, if the household does not contact the provider for 60 days after the last payment, may back-date the Exit Date to the date of the last payment or case management meeting.

## IV. Rapid Re-housing Performance Benchmarks

Ultimately the effectiveness of a rapid re-housing program is determined based on a program's ability to accomplish the model's three primary goals:

- Reduce the length of time program participants spend homeless;
- Exit households to permanent housing; and
- Limit returns to homelessness within a year of program exit.

### Performance Benchmark #1: Reduce the Length of Time Program Participants Spend Homeless:

The first goal of rapid re-housing is to reduce the amount of time individuals and families spend homeless. The primary opportunity for a rapid re-housing program to impact how much time a household spends homeless is the speed with which it is able to identify and help households to access appropriate housing options. Activities that contribute to good performance on this outcome are recruiting landlords to have access to units, finding units that are in the communities and neighborhoods that program participants want to live in, and negotiating with landlords to help program participants to access housing.

***To meet this performance benchmark, households served by RRH programs should move into permanent housing in an average of 30 days or less.***

### Performance Benchmark #2: Permanent Housing Success Rates:

The second goal of a rapid re-housing program is to exit households to permanent housing in the community with or without a subsidy. A rapid re-housing program can impact permanent housing success through the combination of an appropriate housing placement, financial assistance, and effective case management and services.

***To meet this performance benchmark, at least 80 percent of households that exit a rapid re-housing program should exit to permanent housing.***

### Performance Benchmark #3: Returns to Homelessness:

The third goal of a rapid re-housing program is to reduce the number of households returning to homelessness following soon after an exit from a rapid re-housing program. The primary opportunities for a rapid re-housing program to impact the success of a household in remaining housed is through the combination of securing appropriate housing and effective case management and services

***To meet this performance benchmark, at least 85 percent of households that exit a rapid re-housing program to permanent housing should not become homeless again within a year.***

All of these performance outcomes can be measured using data collected through the community's Homeless Management Information System (HMIS) and Coordinated Entry System (CES).

## V. Ongoing Training and Learning Opportunities

The San Bernardino County Homeless Partnership (SBCHP) is committed to providing on-going training and learning opportunities for service providers and stakeholders to support the improvement, expansion and standardization of rapid re-housing practices within the SBC CoC.

This shall include sponsoring in-service education and training activities, and providing on-going access to information on national best practice program models, tools and resources. The SBCHP shall also support collective staff development activities, such as the NAEH Rapid Re-housing Learning Collaborative model, for RRH program staff to come together to problem-solve, share best practices, learn from peers, and connect with funders and/or evaluators.

## VI. References and Resources

The standards and practices outlined in this document are based on what is currently considered best and promising practice by the National Alliance to End Homelessness (NAEH), 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), and a variety of federal technical assistance experts, and nationally recognized, high-performing rapid re-housing providers.

Primary sources of the information used in developing these guidelines include the *NAEH Rapid Re-Housing Toolkit and RRH Performance Benchmarks and Program Standards*, the *Seattle-King County Rapid Re-Housing Model Guidelines*, the *SBC CES Housing Search and Stabilization Guidelines* as well as contributions from national Technical Assistance advisor Katharine Gale.

The National Alliance to End Homelessness (NAEH) is a leading national voice on the issue of homelessness that accomplishes its mission through research and education, policy analysis and advocacy, and capacity building.

The ***National Alliance's Rapid Re-Housing Toolkit*** is intended to help current and potential RRH providers design and operate effective RRH programs and offers a comprehensive array of information and resources, along with live web links to sample service tools and instruments, and community examples of best practice models from across the nation. As RRH practice continues to evolve, the toolkit will be updated. Below is a direct link to the RRH Toolkit.

**[National Alliance to End Homelessness Rapid Re-Housing Toolkit](#)**

## VII. Definition of Terms

Additional terms and definitions to be added.

**Case Management:** Housing-focused case management focuses on immediate efforts to attain housing, using the minimum assistance needed to address each household's immediate housing crisis. Staff works with each household to identify and refer households to other resources in the community (e.g., mainstream services, benefit services, food assistance programs, childcare resources, etc.) to support ongoing housing stability. Services are voluntary, housing-focused, person-centered and are provided at the level needed by each household. See also: Progressive Engagement.

**Critical Time Intervention (CTI):** "Critical Time Intervention is a time-limited evidence-based practice that mobilizes support for society's most vulnerable individuals during periods of transition. It facilitates community integration and continuity of care by ensuring that a person has enduring ties to their community and support systems during these critical periods. CTI has been applied in many communities with veterans, people with mental illness, people who have been homeless or in prison, and many other groups. The model has been widely used on four continents. CTI typically lasts for nine months. Services are divided in to three, three-month phases."

**Entries from Homelessness:** Measures the degree to which programs are serving people who are literally homeless, including a place not meant for human habitation, or in an emergency shelter. The measure is calculated in HMIS based on responses to 'immediate prior living situation.'

**Exits to Permanent Housing:** Measures the percentage of households who exit the program into a form of permanent housing (including supportive housing, stable/long term rental housing, subsidized housing, or market rate housing). The exit destination reflects whether a household is stably housed after leaving the RRH program; self-resolving will still be considered an exit to permanent housing.

**Housing First:** "A Housing First orientation means that the program is organized around helping people secure a place to live, without preconditions. While gaining income, self-sufficiency, and improved health are all desirable goals, they are not prerequisites to people being housed. In a system organized around Housing First principles, shelter and housing programs have minimal entry barriers and do not require clients to participate in services or gain skills/income as a condition of receiving housing assistance."

**Housing Location:** Activities related to engaging with and recruiting landlords, property management companies, and housing developers to increase access to permanent housing for homeless and other vulnerable individuals and families. This may include incentives and supports made available to participating landlords and property managers who agree to reduce screening criteria for households with barriers to permanent housing.



**Lengths of Stay:** Measured as the number of days from program enrollment to program exit. For RRH programs, this is defined as the time from initial intake to the end of all RRH services (financial subsidy and case management).

**Progressive Engagement:** “Services start with the least intensive service and amount of subsidy i.e. a “light touch”, and progress to greater service intensity only when necessary. The need for additional support is determined by an assessment of the individual or family’s experience, self-reporting, and the impact of the initial intervention. Client choice, to the extent feasible, drives the housing options and services offered. Participation in services is voluntary.” Progressive engagement fundamentals include:

- Voluntary and flexible participation by household
- Critical thinking and problem solving shared between the family and provider
- Starts with a little bit of support, based on what the household identifies they need
- Connections made to community resources
- Builds on family resiliency and strengths
- Focused goal: to quickly resolve the immediate crisis of homelessness

**Return to Homelessness:** Measures the percentage of households who have exited the program to a permanent housing situation and are subsequently served by another homeless intervention (i.e., emergency shelter, transitional housing, or rapid re-housing) in HMIS within six months.



## Attachment A

### Documenting Homeless Status & Eligibility

HUD requires that each client file contain documentation of homeless status and other program eligibility. Listed below are the approved documentation requirements.

#### HOMELESS STATUS:

1. Third Party: Preferred method of documentation. This step must be attempted first.
  - a. Oral or written verification from a third party verifying current homeless status of client.
  - b. The documentation must include reference to type of homelessness to determine which HUD Category the person meets.
  - c. Third party source can be: case manager, outreach worker, landlord evicting person, or family/friend kicking person out.
  - d. Written verification can include: HMIS report, written letter or other already available documentation.
2. Intake observation: Allowable after unsuccessfully attempting Third Party documentation.
  - a. Homeless program staff self-verifies status based on observation, program record or HMIS record.
  - b. Documentation must be written, include information related to type of homelessness, and include how staff first attempted to obtain Third Party verification.
3. Self-certification: Allowable only after unsuccessfully attempting third party or intake observation.
  - a. Letter written and signed by client briefly explaining homelessness and that they have no resources or safe place to stay.

#### Additional guidance for documenting homeless status for HUD:

1. Intake workers are responsible for obtaining the evidence of homeless status, not client.
2. An intake worker should NOT contact anyone for documentation that the person feels would jeopardize his or her safety.
3. Self-certification from the person that they meet homeless criteria of HUD Category can be accepted in most instances, but Third Party and Intake Observation must first be attempted and documented.
4. When documenting homeless status using Category 4, the intake worker needs to ask only enough questions to understand what is happening.

## **ELIGIBILITY:**

Once homeless status has been verified and documented, the intake worker is then required to document all other eligibility requirements including: CoC preference, program type, agency specific, or funder eligibility criteria. The following are example of additional eligibility criteria: DV, age, disability, length of homelessness, chronic homeless, disability, income or Veteran status. Documentation must be in writing and in most cases come from a third party source.

1. Domestic Violence Status: This is one of two criteria where self-report is acceptable. Take special effort not to re-traumatize client when obtaining either self-report or third party documentation.
  - a. Verbal or written verification from DV provider, law enforcement, outreach staff, medical provider.
  - b. Self-report: Only document basic information that household meets criteria.
2. Age: Youth and Elderly criteria ONLY
  - a. Birth certificate
  - b. YOUTH only: Parental, school, or social services written or verbal certification
3. Disability Status:
  - a. Medical or Mental Health professional certifies disability status. Ideally this would include a written letter from provider, but could include intake worker case notes detailing date, time, care facility, and name of provider who verified disability.
  - b. Social Security award letter or pay stub.
4. Long-term Homeless Status:
  - a. Provide list of each distinct episode of homelessness including: length of time, dates, and location of homelessness.
    - i. Length of time homeless – provide exact or estimated # of days or months homeless.
    - ii. Dates – provide exact or estimated year and month of homeless episode
    - iii. Location – provide exact or estimated place where episode occurred (Site/program, city, state).
  - b. Ideally this should be certified by Third party or HMIS, but self-report is acceptable if documentation includes attempts to verify via HMIS or third party.
5. Chronic Homeless Status:
  - a. Proof of Disability Status AND proof of long-term homeless status.
6. Income Status:
  - a. Written or verbal certification from Social Services.
  - b. Tax statement.
  - c. Pay stub (employment or child support).
  - d. Written or verbal certification from employer.
7. Veteran Status:
  - a. VA provides proof of Veteran status, either honorable or dishonorable.
  - b. Client shows written proof of enlistment, payment or discharge (DD214 Discharge Certificate, pay stub, etc.)

**San Bernardino County Homeless Partnership**  
**CES Universal Housing Needs & Tenancy Barriers Assessment**

Today's Date \_\_\_\_\_ Participant HMIS ID # \_\_\_\_\_  
 Partner Agency \_\_\_\_\_ Phone # \_\_\_\_\_  
 Case Worker/Contact Person \_\_\_\_\_ E-mail \_\_\_\_\_  
 Has participant enrolled in your program? Yes / No Date of enrollment \_\_\_\_\_

**Permanent Housing Program Type:**

\_\_\_ a. CoC PSH \_\_\_ b. CoC RRH \_\_\_ c. ESG RRH \_\_\_ d. HUD VASH  
 \_\_\_ e. VA SSVF \_\_\_ f. CalWorks HSP \_\_\_ g. CalWorks FSP \_\_\_ h. other \_\_\_\_\_

**Participant Household Information:**

HoH Date of Birth \_\_\_\_\_

Head of Household Full Name \_\_\_\_\_ HoH Gender M F T

Contact Phone # \_\_\_\_\_ E-mail address \_\_\_\_\_

Household status: \_\_\_ single adult \_\_\_ 2 or more adults/no children \_\_\_ family w/children under 18

Household size: \_\_\_ # of adults \_\_\_ # of children under 18 Ages of children \_\_\_\_\_

Full name(s) of other adults in the household \_\_\_\_\_

Any pets? Yes / No If yes, what type? \_\_\_\_\_

**Current Living Situation** (may differ from homeless status at time of permanent housing program enrollment):

\_\_\_ A. Unsheltered \_\_\_ B. Bridge Housing/Shelter \_\_\_ C. Bridge Housing/Motel Voucher  
 \_\_\_ D. Hotel/Motel by household \_\_\_ E. temporarily w/family-friends \_\_\_ F. Fleeing domestic violence/abuse  
 \_\_\_ G. Exiting institution \_\_\_ H. Other \_\_\_\_\_

City/Community of residence/currently sleeping in? \_\_\_\_\_

How long has participant been dealing with homelessness? \_\_\_\_\_

Does participant have a valid form of ID? Yes / No Does participant have a vehicle/transportation? Yes / No

**Monthly Household Income \$** \_\_\_\_\_

Source of Income (check all that apply)

\_\_\_ a. Employment \_\_\_ b. Cash Aid \_\_\_ c. Cal Fresh \_\_\_ d. Child/Spousal Support  
 \_\_\_ e. Unemployment \_\_\_ f. Social Security \_\_\_ g. Disability \_\_\_ h. Veterans Benefits  
 \_\_\_ i. Other \_\_\_\_\_

If employed, name of employer \_\_\_\_\_

City/community employment located? \_\_\_\_\_ How long employed? \_\_\_\_\_

How would participant rate their credit history? Good Fair Poor No credit history

Does participant have personal funds to contribute toward applications fees, deposits, etc.? Yes / No

What other sources have been identified / are available to assist participant with application fees, security deposit, etc.?  
 \_\_\_\_\_

**San Bernardino County Homeless Partnership**  
**CES Universal Housing Needs & Tenancy Barriers Assessment**

**Housing History and Preferences:**

Has participant had a rental agreement in their name in the last 10 years? Yes / No

If yes, month and year participant last resided in their own rental unit? \_\_\_\_\_

Does participant have rental evictions on their record? Yes / No If yes, how many/what year(s)? \_\_\_\_\_

City/Community(s) where participant is seeking to live? \_\_\_\_\_

# of bedrooms needed? \_\_\_\_\_ Voucher maximum (if applicable)? \_\_\_\_\_ Maximum rent desired? \_\_\_\_\_

If children in household, where do they attend school (school name / city)? \_\_\_\_\_

Does participant have any physical challenges that require "accessible accommodations"? Yes / No

Does participant have any disabling conditions that require a "reasonable accommodation"? Yes / No

If yes to either, please describe accommodation \_\_\_\_\_

Does participant smoke? Yes / No Does participant have any felony convictions? Yes / No

If yes to felonies, please identify year and type? \_\_\_\_\_

Is participant open to sharing an apartment with another individual or a shared housing environment? Yes / No

Does participant have any other specific needs or preferences related to their choice of housing? \_\_\_\_\_

**What have you identified as this participant's biggest barriers or obstacles to obtaining permanent housing?**

**Subpopulations/Vulnerabilities:**

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> a. Chronically Homeless              | <input type="checkbox"/> b. Veteran                               | <input type="checkbox"/> c. Mental Health condition  |
| <input type="checkbox"/> d. Transitional Aged Youth           | <input type="checkbox"/> e. Senior (62+)                          | <input type="checkbox"/> f. Chronic Health condition |
| <input type="checkbox"/> g. Alcohol/Drug Abuse issues         | <input type="checkbox"/> h. Living w-HIV/AIDS                     | <input type="checkbox"/> i. On Parole or Probation   |
| <input type="checkbox"/> j. Physically disability             | <input type="checkbox"/> k. Domestic Violence/Abuse               | <input type="checkbox"/> l. Currently Pregnant       |
| <input type="checkbox"/> m. Single parent w/children under 18 | <input type="checkbox"/> n. Developmental/Intellectual disability |  |
| Other _____   |   |  |

**Please provide any additional comments or information that might be relevant to identifying permanent housing options for this participant.**

**Homeless Certification and Verification of Income**

By submitting this document, I confirm that certification of homeless status at time of enrollment and documentation of household income is on file for this participant.

Case Worker/Contact Person: \_\_\_\_\_

Participating Agency: \_\_\_\_\_

*The space below is available for Participating Agencies to add questions/collect additional information as required/desired for their program*

DRAFT

## LANDLORD-TENANT-CASE MANAGER COMMUNICATION AGREEMENT

**About this tool:** This communication agreement should be filled out and signed by the tenant, landlord and case manager with copies provided to the all parties to promote open communication. The form can easily be modified, but already includes those communication issues that frequently cause problems. Note that before this agreement is used, you may want to have your client sign an information release authorization form.

My goals are to:

- Fulfill my obligations as outlined in the lease
- Ensure rental payments are received on time
- Maintain the rental unit in good condition
- Help maintain a safe, pleasant and decent housing community

One way to achieve these goals is to help maintain a positive and communicative landlord-tenant-case manager relationship. Therefore, I will immediately inform the signors of this agreement (unless otherwise indicated), both verbally and in writing, if any of the following occurs (initial next to all that apply):

### Landlord

\_\_\_\_\_ I have not received full rent by the 3<sup>rd</sup> day of the month.

\_\_\_\_\_ I have received a complaint that there is too much noise from the tenant's apartment.

\_\_\_\_\_ I have significant concerns about the condition of the tenant's unit. (Examples: Landlord has seen damage or received complaints about bad smells that could be related to garbage.)

\_\_\_\_\_ I think someone is living in the tenant's unit who is not named on the lease.

\_\_\_\_\_ I think someone in the tenant's unit may be doing something illegal.

\_\_\_\_\_ The behavior of someone living in or visiting the tenant's unit is causing other tenants to complain.

\_\_\_\_\_ Provide the tenant with 24 hours notice prior to entering the unit.

\_\_\_\_\_ Follow up / Respond quickly to inquiries and concerns.

\_\_\_\_\_ I see something that is a violation of the lease. Describe: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_ Other: \_\_\_\_\_

**Tenant**

- \_\_\_\_\_ A rare, but serious emergency occurs that will impact my ability to pay rent on time
- \_\_\_\_\_ I will be away from the unit for an extended time period (Examples: 30, 60, 90 days)
- \_\_\_\_\_ Inform the landlord of maintenance issues
- \_\_\_\_\_ I observe or experience an issue or event that impacts the safety of the community
- \_\_\_\_\_ Follow up / Respond quickly to inquiries and concerns.

**Case Manager and/or Housing Coordinator**

- \_\_\_\_\_ Inform the landlord if I become aware of a situation that will impact the tenant's ability to pay rent on time
- \_\_\_\_\_ Inform the landlord if I become aware of a circumstance that will impact the tenant's occupancy of the unit (Examples: tenant is hospitalized for 60, 90 days)
- \_\_\_\_\_ I observe a maintenance issue
- \_\_\_\_\_ I observe or experience an issue or event that impacts the safety of the community
- \_\_\_\_\_ Participate in problem solving / trouble shooting only in the event that the tenant and landlord are unable to resolve an issue without my assistance
- \_\_\_\_\_ Follow up / Respond quickly to inquiries and concerns

Please contact me using any of the following:

	Phone 1	Phone 2	Email	Address
<b>Landlord Name:</b>				
<b>Tenant Name:</b>				
<b>Case Manager Name:</b>				

\_\_\_\_\_  
(Signature of Landlord)

\_\_\_\_\_  
(Date)

\_\_\_\_\_  
(Signature of Tenant)

\_\_\_\_\_  
(Date)

\_\_\_\_\_  
(Signature of Case Worker)

\_\_\_\_\_  
(Date)

### Sample Housing Stabilization Plan for Elaine Jones

NAME: <i>Elaine Jones</i> ADDRESS: <i>Houston Family Shelter</i>	ID: <i>XXX5551234</i> DATE of BIRTH: <i>99-99-9999</i>	DATE of PLAN: <i>September 1, 2009</i> REVIEW DATE: <i>November 1, 2009</i>	
	LEGAL STATUS:	PROGRAM: <i>ESG- Rapid Re-housing</i>	
1. Service/Treatment Goal: <i>Obtain housing and address factors that threaten housing stability.</i>			
2. ESG Eligibility:                      Short-term rental assistance <input checked="" type="checkbox"/> Medium-term rental assistance			
HOUSING BARRIERS: <i>Sister's boyfriend asking her to leave; no immediate housing options or means to pay for housing or utilities.</i> FACTORS THAT THREATEN HOUSING STABILITY: <i>Unemployment, history of domestic violence, no childcare, child with medical needs.</i>			
STRENGTHS and RESOURCES: <i>"I am not afraid to work; I had a good job for five years. I can take care of myself and Betsy, if you will give me a chance."</i>			
OBJECTIVE 1. <i>Secure Housing</i> <ul style="list-style-type: none"> <li>• <i>Secure income to support housing unit</i></li> <li>• <i>Find and obtain an affordable 2-bedroom apartment</i></li> </ul>			
WHAT	PURPOSE	WHO	BY WHEN
<i>Sign up for ESG deposit and rental assistance.</i>	<i>Financial assistance</i>	<i>Elaine Case Manager</i>	<i>This Friday</i>
<i>Contact PHA to confirm she has a good housing record with them.</i>	<i>If yes, could be useful in obtaining housing. If no, clearing this record could be helpful in obtaining housing.</i>	<i>Elaine Case Manager</i>	<i>End of next week.</i>
<i>Develop a preliminary household budget.</i>	<i>Determine the level of financial assistance that will be needed to move-in and sustain housing</i>	<i>Elaine Case Manager</i>	<i>End of month</i>
<i>Look on-line at housing locator and identify 5 possible units that fit within budget</i>	<i>Assess housing market within Elaine's budget.</i>	<i>Elaine Case Manager</i>	<i>Next month</i>
<i>Visit possible housing units, meet with landlords</i>	<i>Select housing unit</i>	<i>Elaine Case Manager</i>	<i>End of next month</i>
OBJECTIVE 2. <i>Address benefits issues that threaten housing stability</i>			
WHAT	PURPOSE	WHO	BY WHEN
<i>Contact Medicaid agency to start benefits.</i>	<i>Provides access to health care for Elaine and the baby.</i>	<i>Elaine</i>	<i>This Friday</i>
<i>Sign up for Food Stamps.</i>	<i>Secure resources that will be needed at move-in</i>	<i>Elaine</i>	<i>End of month</i>



OBJECTIVE 3. Secure employment to promote long-term housing stability			
WHAT	PURPOSE	WHO	BY WHEN
Establish account on-line with One-Stop Career Center; make initial appointment	Secure employment to support this household	Elaine	This Friday
Contact previous employer for reference	Be prepared for job search	Elaine	This Friday
Investigate subsidized child care options for job search and eventual employment	Support ability to look for job and work	Case Manager Elaine	End of next month

OBJECTIVE 4. Connect Elaine with mainstream resources to promote long-term housing stability			
WHAT	PURPOSE	WHO	BY WHEN
Provide referral to Women's Resource Center for counseling	Support longer-term issues that may impact Elaine's long-term housing stability	Case Manager	End of month

<input checked="" type="checkbox"/> I agree with this Housing Stabilization Plan <input type="checkbox"/> I have been offered a copy of this Housing Stabilization Plan. + <input checked="" type="checkbox"/> accepted <input type="checkbox"/> declined my own copy of the plan.  SIGNATURE: <i>Elaine Jones</i> DATE: <i>9/01/09</i> COMMENT:	<input checked="" type="checkbox"/> I agree with this Housing Stabilization Plan SIGNATURE: <i>Liza Stewart</i> TITLE: <i>Case Manager</i> DATE: <i>9/01/09</i> <input type="checkbox"/> I agree with this Housing Stabilization Plan. SIGNATURE: TITLE: DATE:
--	---

Attachment E

**Housing Affordability Chart**

Housing Affordability Metrics in San Bernardino County					
Unit type	2019 HUD FMR Rent	50% rent-income	Hourly wage	3x income to rent	Hourly wage
Studio	\$826	\$1,652	\$9.53	\$2,478	\$14.30
1 bedroom	\$986	\$1,972	\$11.38	\$2,958	\$17.06
2 bedroom	\$1,232	\$2,464	\$14.21	\$3,696	\$21.32
3 bedroom	\$1,747	\$3,494	\$20.16	\$5,241	\$30.24
4 bedroom	\$2,132	\$4,264	\$24.60	\$6,396	\$36.90

Expanded version of Housing Affordability Chart under development.