

American Recovery and Reinvestment Act Homelessness Prevention and Rapid Re-housing Program



Homelessness Prevention & Rapid Re-housing: Community Perspectives

2009 REGIONAL HPRP TRAINING



Sponsored by:
Office of Special Needs Assistance Programs (SNAPS)
U.S. Department of Housing and Urban Development

Introduction

Homelessness prevention in New York City

- New York City Department of Homeless Services
- CAMBA Homebase

Planning: Goals

- Make homelessness prevention the cornerstone of system transformation
- Create a continuum of prevention services
- Establish public/private partnerships to enhance innovation and shape systems change
- Mayoral commitment to continual quality improvement

Planning: Stakeholders

- Public sector: Mayoral support combined with sister agency cooperation, including local housing authority and housing court administration
- Private: Non-profit community experts and Continuum of Care input
- Researchers and academics
- Community voices

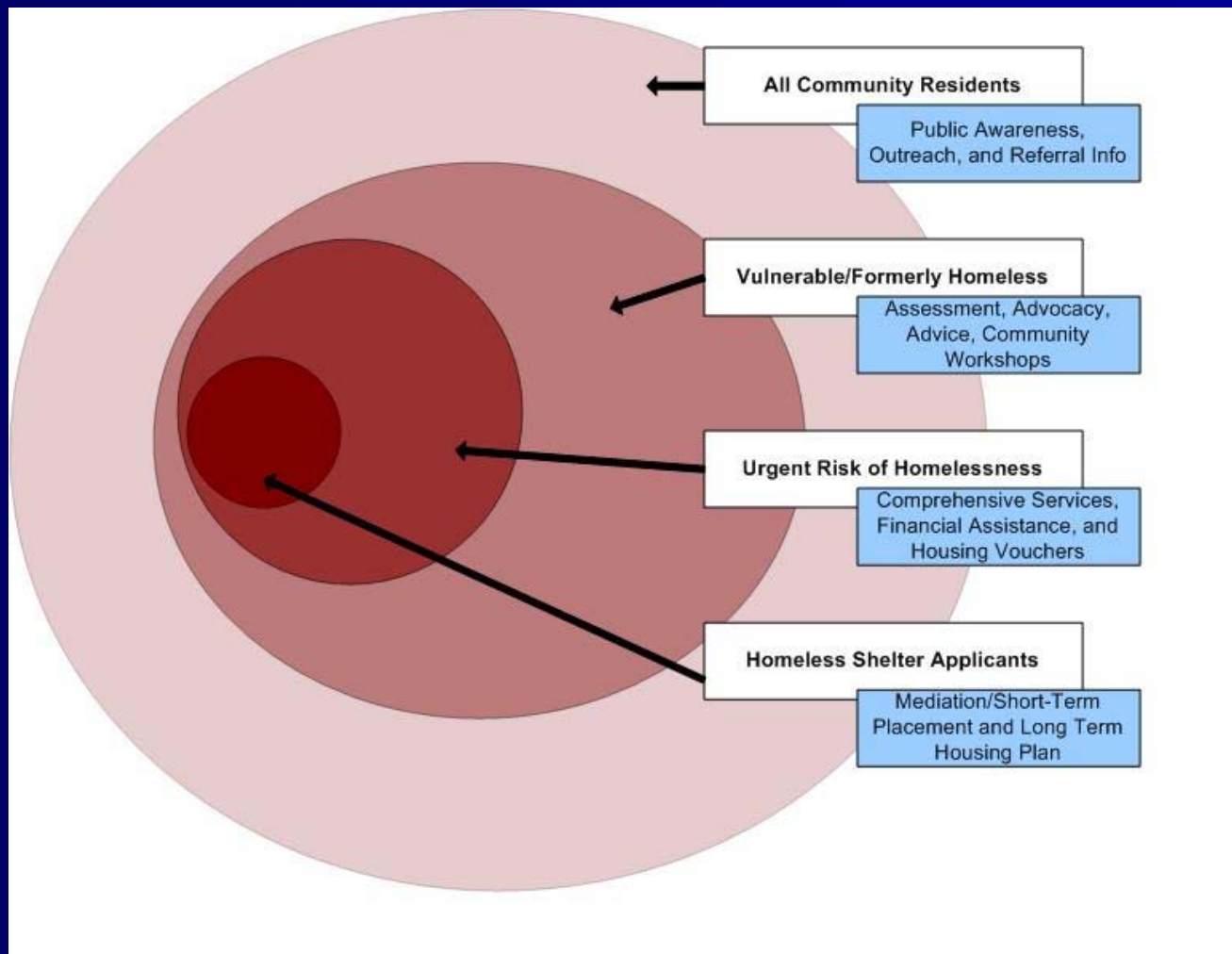
Planning: Data Groundwork

- Partnered with Vera Institute of Justice to identify prior housing sources, conditions and precipitating events that lead to family homelessness
- Performed data matches with other city agencies
- Established geographic analysis of poverty and shelter entry

Implementation: Service Continuum

- Anti-Eviction Legal Services
 - City-wide legal assistance
- Human Resources Administration (TANF administering agency) Diversion Units
 - Homeless diversion units at Job Centers
 - Housing Court assistance
 - Specialized unit at homeless intake

Implementation: Service Continuum



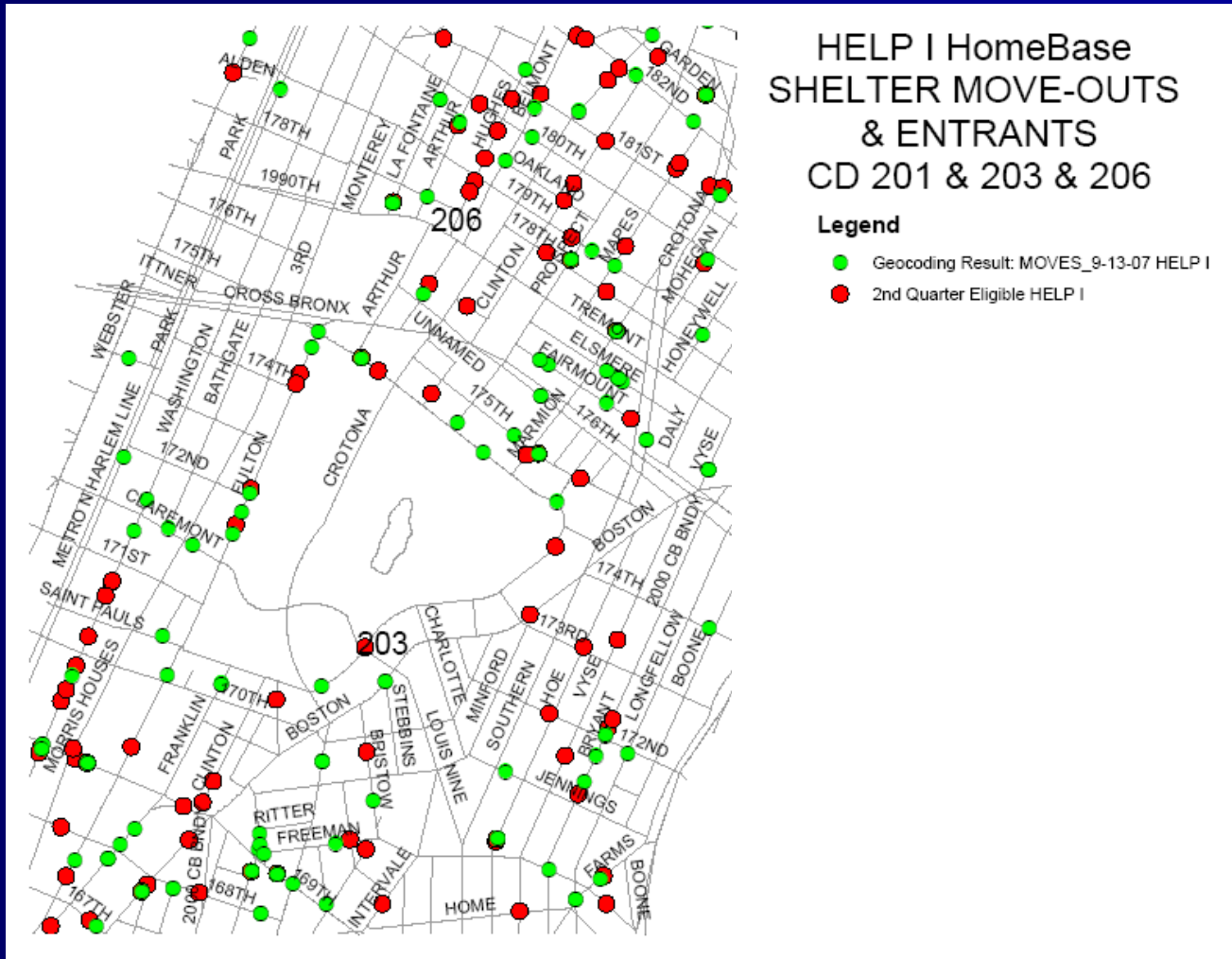
Implementation: Program Model

- 6 community pilot
- Combination of casework and financial assistance
- Flexible model with customized services
- Intensive screening to find "at risk" of shelter entry, including home visits
- Outreach to service resistant

Implementation: Targeting

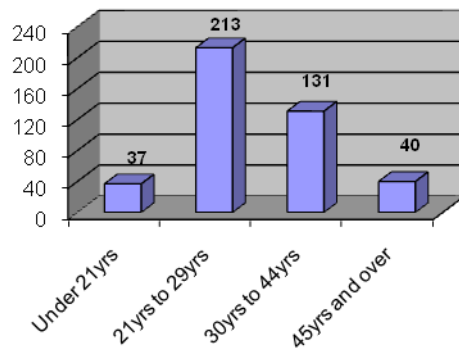
- Created assessment tool with input from leading researchers and practitioners
- Created community-specific profiles and maps of shelter entrants
- Established performance measures
 - Targeting
 - Client outcomes
 - Community Impact

Implementation: Community Maps

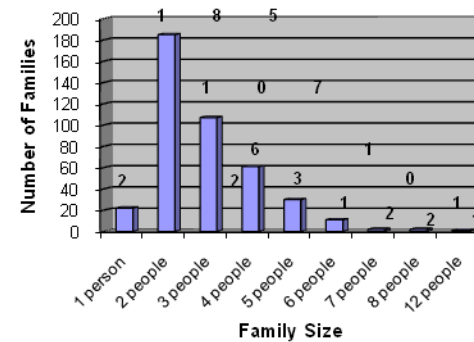


Implementation: Community Profile

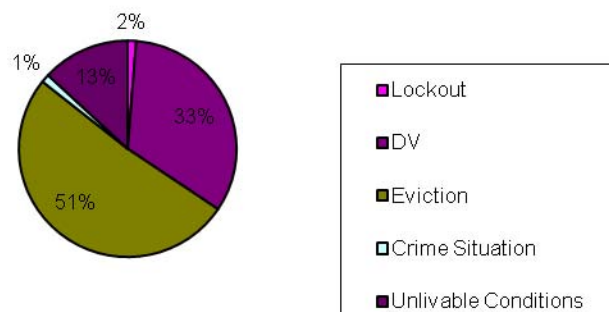
Age of Head of Household



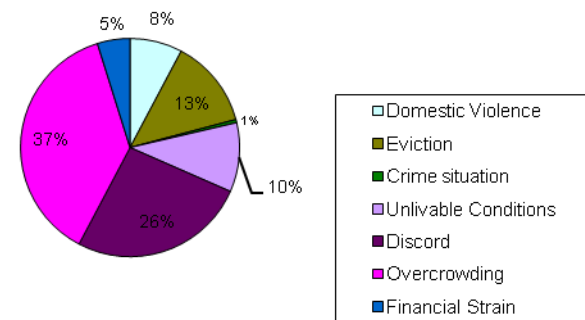
Family Size (Number of Individuals)



Primary Tenant Reason for Homelessness



Secondary Tenant Reason for Homelessness



Implementation: Shelter Applicants

DEPARTMENT OF HOMELESS SERVICES

HOMELESS FAMILY EMERGENCY SHELTER SYSTEM

4/11/2006

INTAKE CENTER ARRIVALS

Referral Date : 04/10/2006

Referral Source: All Intake Centers

Sorted By: Prevention Community Districts: (111,201,206,303,304,412)

Head of Household Name		Case #	Soc Sec #	Birth Date	Fam Comp	Org CD	Intake Center	Actual Arrv Date/Time
Last Name X	First Name X	905055600Z	XXX-XX XXXX	5/14/1978	1/1	111	PATH	4/10/2006 17:03
Last Name X	First Name X	6331657001	XXX-XX XXXX	12/5/1976	1/1	111	PATH	4/10/2006 20:16
Last Name X	First Name X	2662322001	XXX-XX XXXX	1/22/1965	2/0	111	AFIC	4/10/2006 12:24
Last Name X	First Name X	905054600Z	XXX-XX XXXX	7/30/1956	1/1	111	PATH	4/10/2006 14:26
Last Name X	First Name X	905031600Z	XXX-XX XXXX	9/10/1980	2/1	111	PATH	4/10/2006 20:50
Last Name X	First Name X	499315001	XXX-XX XXXX	1/26/1982	1/1	201	PATH	4/10/2006 15:39
Last Name X	First Name X	9834592001	XXX-XX XXXX	7/15/1982	3/1	201	PreApp	4/10/2006 22:04
Last Name X	First Name X	904509600Z	XXX-XX XXXX	1/22/1982	2/0	201	PATH	4/10/2006 12:42
Last Name X	First Name X	904105400Z	XXX-XX XXXX	8/28/1984	1/1	1201	PATH	4/10/2006 18:43

Implementation: Expansion

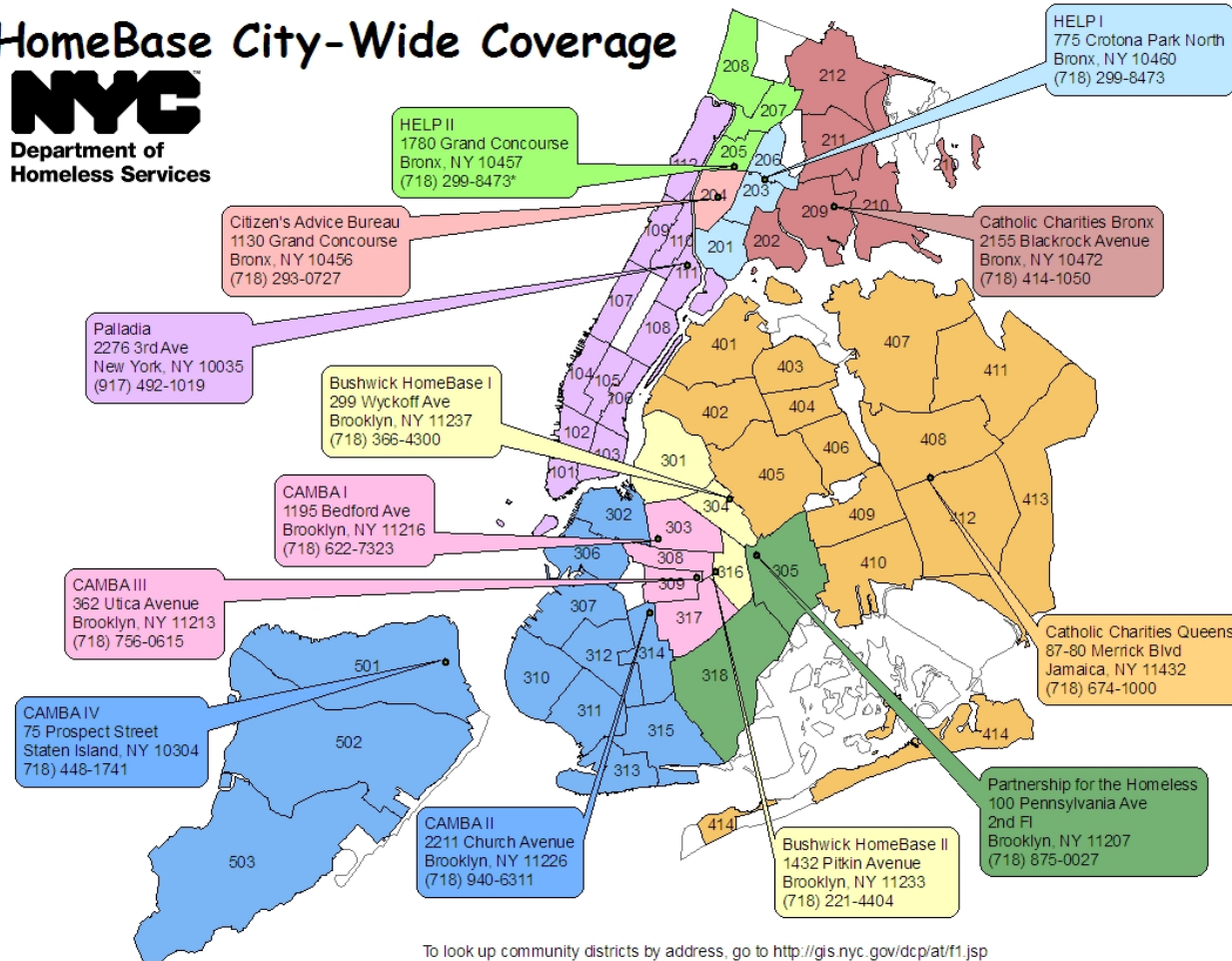
- After success of initial pilot, DHS expanded Homebase city-wide in 2008.
- Four additional contracts were added, resulting in 10 service areas and 13 centers across the city.
- Funding increased from 12 million to over 20 million dollars.
- Services were expanded to include aftercare and rapid re-housing at the shelter door.
- Contracts increased from 10% to 50% performance-based.

Implementation: Expansion

HomeBase City-Wide Coverage

NYC

Department of
Homeless Services



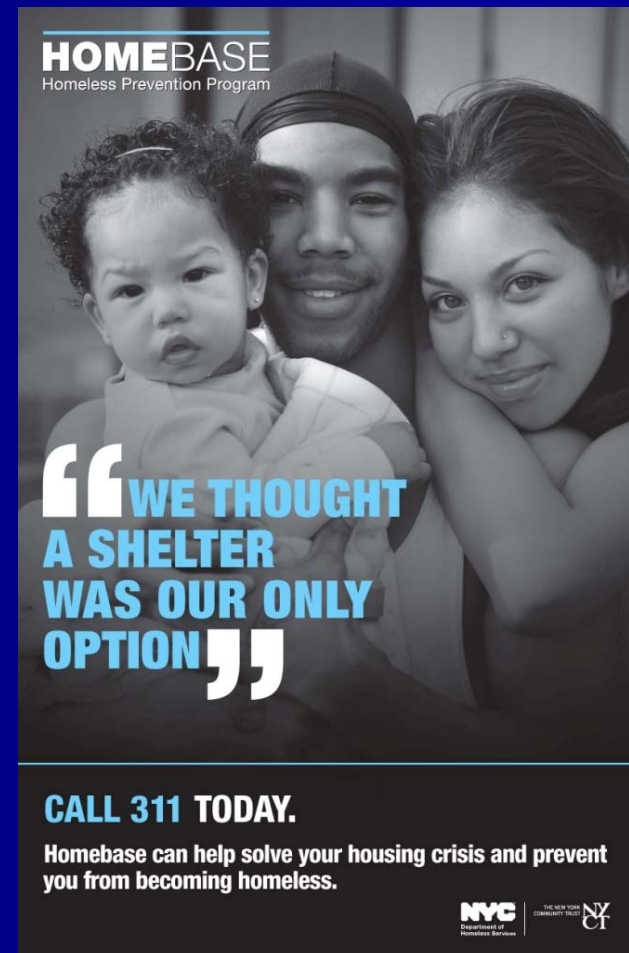
To look up community districts by address, go to <http://gis.nyc.gov/dcp/at/f1.jsp>

Lessons: Summary

- Improving Targeting
 - Public Awareness and 311 screening
 - Brief/full services
 - Aftercare
 - Move services to shelter door
- Continue to leverage mainstream resources to offer housing options in the community
- Enhance performance-based contracting & cost effectiveness

Lessons: Improving Targeting

- Targeted public education campaign in high-demand communities
- Developed screening and referral service through 311
- Established referral system with courts and sister agencies



HOMEBASE
Homeless Prevention Program

“WE THOUGHT
A SHELTER
WAS OUR ONLY
OPTION”

CALL 311 TODAY.
Homebase can help solve your housing crisis and prevent you from becoming homeless.

NYC Department of Homeless Services
THE NEW YORK COMMUNITY TRUST

Lessons: Improving Targeting

"Brief" Services

- Addressing service gap
- "Open House" service model, short consultation
- No wrong door to services
- Seamless transition to full services if necessary

Aftercare

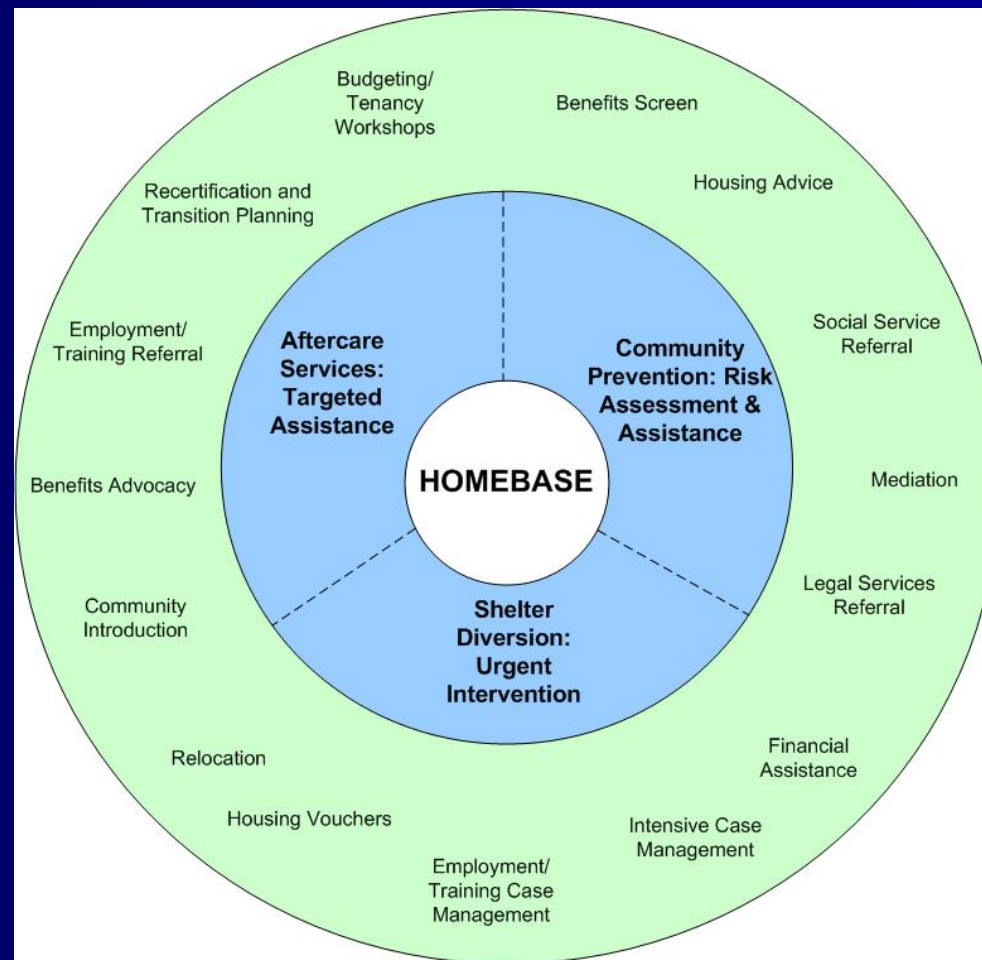
- Universal availability, client/landlord initiated
- Targeting augmented by outreach, early warning systems, landlord hotline, and assistance for re-applicants
- Services: subsidy remediation and renewal, converting to Section 8, employment, landlord mediation, relocation, legal assistance.

Lessons: Improving Targeting

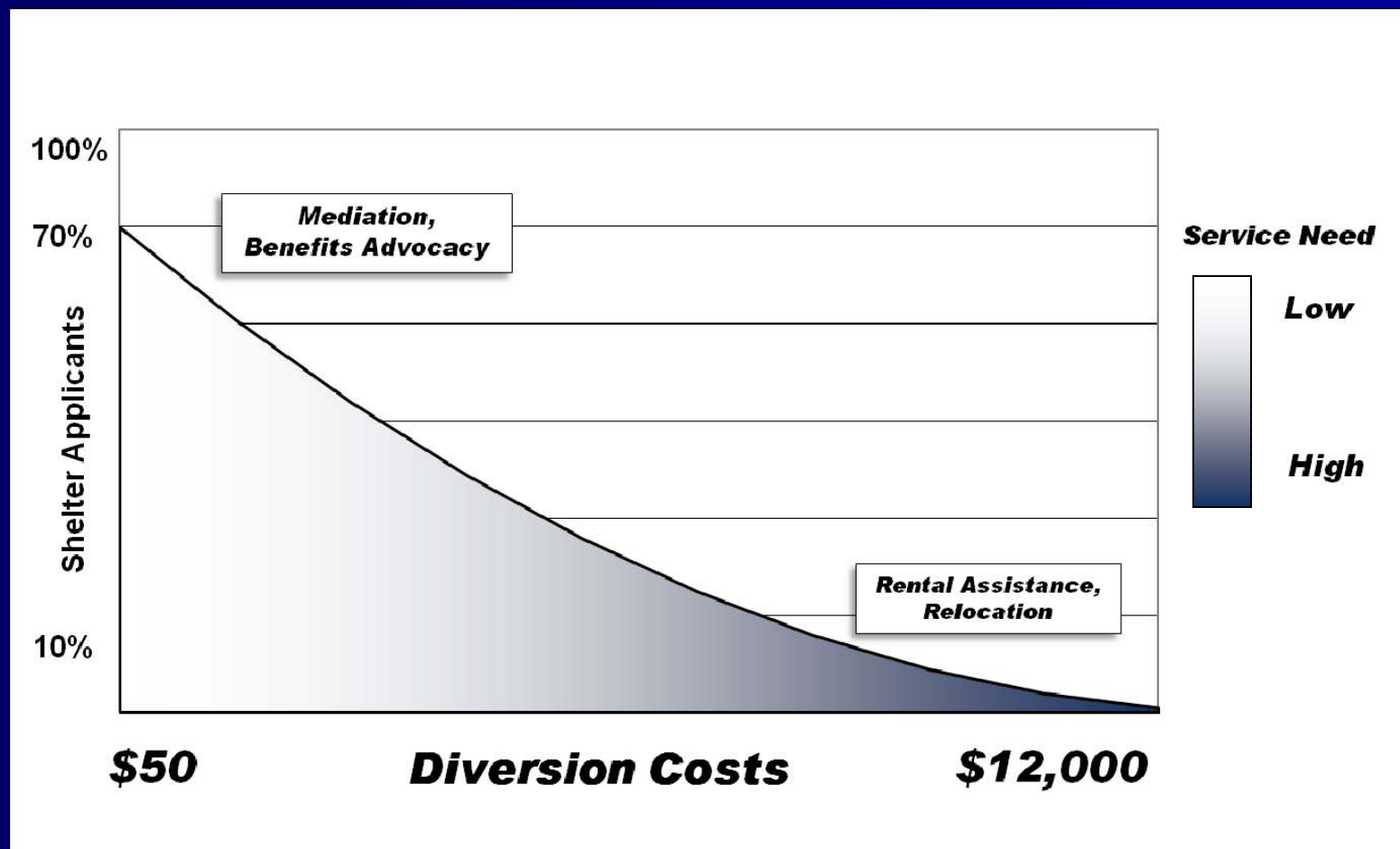
Shelter Diversion

- Some applicants need some assistance, but don't necessarily need shelter
- Instituted mandatory referrals to diversion team at shelter intake
- Homebase staff also targets applicants in temporary shelter placements
 - Temporarily returning family
 - Restoring housing
 - Rapid relocation
 - Targeting applicants have no immediate option but do have resources

■ Lessons: Improving Targeting



Lessons: Improving Targeting



Lessons: Leveraging Mainstream Resources

The provision and maintenance of affordable, stable housing is essential to the achievement of a broad range of social service goals

- **Service Provision**

- Cast the widest possible service net
- Provide “future ability” to pay & targeted long-term social services

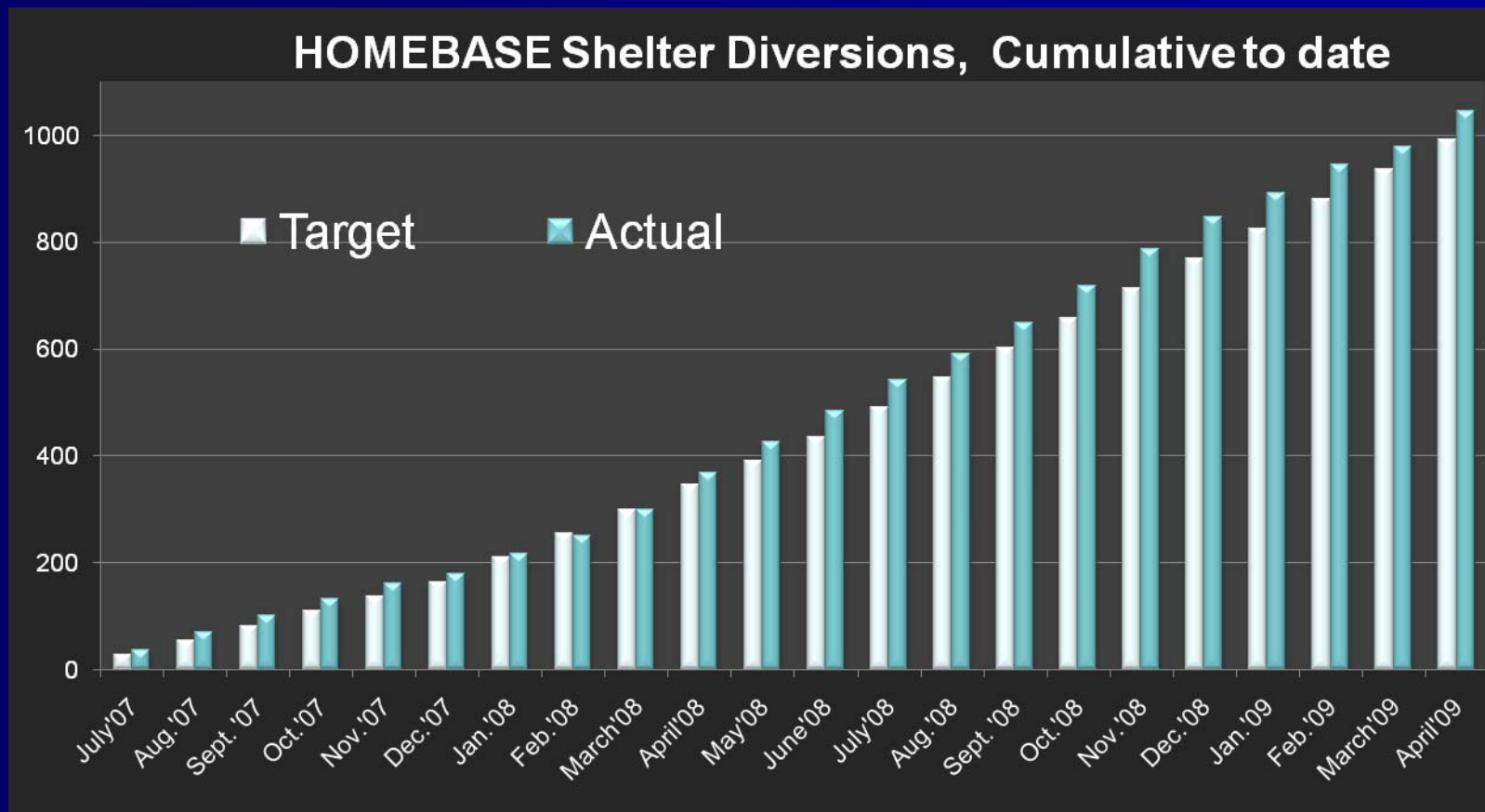
- **Maximum funding flexibility & Cost Effectiveness**

- Leverage dollars, expand range of allowable expenditures
- Build full range of services, from shallow to deep

- **Two key resources:**

- TANF funding for moving expenses and short-term subsidies
- Priority Section 8 vouchers from housing authority for at-risk in community

Lessons: Performance-Based Contracting



Program: Community Assessment

- Fits shelter profile
 - Young head of household, young children, frequent moves, shelter history, little work and educational experience, foster care involvement
- At-risk of shelter entry
 - Discord, loss of benefits, pending eviction, recent shelter application/stay
- Full or brief service

Program: Data Collection

- Prescreen
- Housing History
- Foster Care
- Financial
- Criminal Justice
- Work Experience
- Health
- Household Discord

Program: Diversion Assessment

- Income
 - PA, SSI, Employment
- Education/Employment history
 - Employed or able to quickly be placed in job
- No serious barriers to immediate re-housing
 - Imminent birth, recent criminal history
- Motivation and expectations
 - Willingness to put in immediate effort to achieve housing goals

Program: Staffing & Roles

Program Director

Managers for Rapid Re-housing, Community & Aftercare

5 Program Supervisors

2 Housing Specialists

2 Subsidy Specialists

3 Senior Case Managers

19 Case Managers

1 Community Liaison

2 Job Developers

1 Legal Counsel

2 Support Staff

Program: Services

- Resolve underlying risk factors
 - Develop an individualized short-term service strategy
 - Develop long-term plan for assisting clients in achieving housing stability
- Empower and Enhance ability to live independently through HOUSEHOLD LEADERS Training
- Tenant's rights and responsibilities training
- Education
- Employment Services
- Baby Buggy
- Entitlements Review
- Advocacy
- Informal/Formal landlord Tenant Mediation

Program: Outreach

Invest in making presence known in the community, particularly to service resistant households

- Advertisements: Target people who might not identify as at risk
- Community Settings: Barbershops, stores, meetings places, public assistance centers, schools, churches, check cashing facilities etc.
- Community Events: Baby shower, Halloween party, movie night, Section 8 and tenancy workshops, financial empowerment services

Key Lessons & Policies: Summary

- Using Data/Technology
- Financial Assistance
- Home Visiting
- Engagement & Retention
- Housing Assistance/Landlords

Key Lessons & Policies: Data

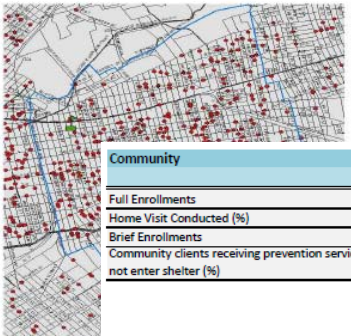
- Using Data/Technology
 - Query specific reports
 - Manage Case Manager case loads
 - Assist with targeting
 - Case Reviews
 - Evaluate Service Plan Goals

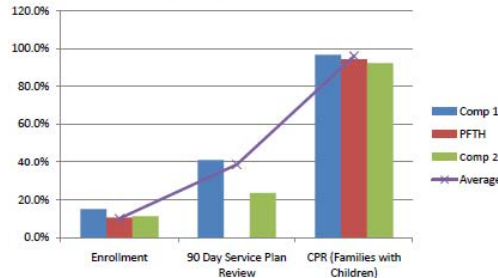
Key Lessons & Policies: Data

HOMEBASE PerformanceStat **PARTNERSHIP FOR THE HOMELESS**

Overall Performance	FY'09		
	FY'08	YTD	3rd Qrt
Total Homebase enrollments	251	405	154
Adults receiving prevention services who did not reside 21 days or more in the shelter system (%)	95.0%	97.8%	100.0%
Adult Families receiving prevention services who did not enter shelter system (%)	100.0%	98.0%	100.0%
Families with children receiving prevention services who did not enter the shelter system (%)	85.1%	92.9%	93.7%
90 Day Service Plan Review (%)	0%	0%	N/A
Clients who received service referral/s within the first 90 days of enrollment (%)	2.4%	5.9%	4.5%
YTD Financial Assistance in Database (\$)	\$ 201,626	\$ 247,976	\$ 19,281
YTD Financial Assistance Invoiced (\$)*			

* figure does not include June 08 Financial Assistance Expenditures

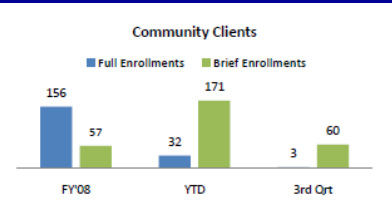




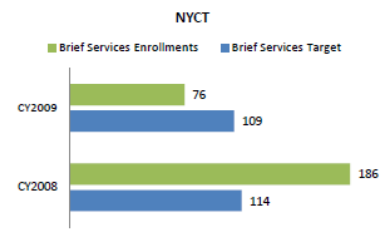
Indicator	Comp 1	PFTH	Comp 2	Average
Enrollment	~15%	~10%	~10%	~12%
90 Day Service Plan Review	~40%	~10%	~25%	~25%
CPR (Families with Children)	~95%	~90%	~90%	~92%

Household Type	FY'09		
	FY'08	YTD	3rd Qrt
Families with Children			
Adult Families			
Singles			

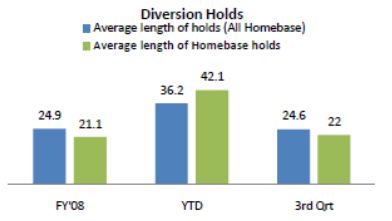
Community	FY'09		
	FY'08	YTD	3rd Qrt
Full Enrollments	156	32	3
Home Visit Conducted (%)	10.3%	28.1%	0.0%
Brief Enrollments	57	171	60
Community clients receiving prevention services who did not enter shelter (%)	91.5%	94.1%	96.8%



Aftercare	FY'09		
	FY'08	YTD	3rd Qrt
Advantage Move-outs	579	475	160
Advantage Recidivism within 1 year	0	3	0
Total Advantage Re-entrants	7	3	0
Full Enrollments	10	120	73
Home Visit Conducted (%)	10.0%	14.2%	6.8%
Brief Enrollments	0	26	15
Aftercare clients receiving prevention services who did not enter shelter (%)	100.0%	97.3%	96.6%



Diversion	FY'09		
	FY'08	YTD	3rd Qrt
Diversion Target	36	40	12
Diversion Enrollments	26	56	6
Average length of Homebase holds	21.1	42.1	22
Clients who received Short Term Advantage (%)	100%	82.1%	66.7%
Home Visit Conducted (%)	42.3%	41.1%	16.7%
Diversion clients receiving prevention services who did not enter shelter (%)	80.8%	87.5%	66.7%



Key Lessons & Policies: Financial Assistance

- Financial assistance
- Types of financial assistance
- Procedures for distribution
 - Case Manager makes the case
 - No direct client payments
 - Mandatory financial literacy course
 - Home visit

Key Policies & Lessons: Home Visiting

Home Visiting

- Partnership in Action
- Levels the playing field
- Allows Case manager to see realistic environment
- Opportunity for individualized services
- Better understanding of client stressors/strengths
- More realistic treatment plans
- Actually see results of advocacy

Key Policies & Lessons: Engagement & Retention

- Engagement & Retention
 - Relationship = Retention
 - Incentivize Behaviors that will assist the clients to become good tenants and good neighbors
 - Honest Communication
 - Contact daily, weekly and bi-monthly
 - Case Conferences

Key Policies & Lessons: Landlords

Housing Assistance/Landlords

- Need a large database of brokers and landlords who understand your mission and you can call on at anytime
- Real Estate agencies are more comfortable renting to our clients once they understand that the social services are ongoing
- Need a Housing Specialist or a full-time staff person dedicated to making contacts on a higher level with brokers, real estate, and private landlords
- Landlords need to understand we are not desperate and have standards
- Pictures & Apartment Inspection Form

Replication

- Data is vital to targeting and service success.
- Bring mainstream resources to the table
- Create multiple access points, and multi-layered financial assistance and service approach

Outcomes

- Over 14,000 households served since October 2004. Over 90 percent of these households did not enter shelter within one year of service
- Since the beginning of the diversion program, over 1,100 households have been diverted from shelter, and over 98% have remained housed for at least one year
- Over 4,400 priority Section 8 applications have been filed for families most at risk of shelter entry
- DHS Advantage aftercare recidivism is less than one percent after one full year in the community

Future of Homebase

- Restore cuts and add dollars where demand has increased
- Foreclosure initiative
- Implementing rigorous external evaluation