

Web-based Guide to Securing and Maintaining Community Based Housing For People with Mental Illnesses

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Developed through a partnership between:



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Table of Contents

[NOTE: Place cursor over chapter name, then Ctrl + click to go to Chapter.]

[Chapter 1 - Introduction](#)

[Chapter 2 - Defining Permanent Supportive Housing](#)

[Chapter3 - Guidance for Potential Funders and Program Managers](#)

[Chapter 4 - Guidance for Mental Health Agency Management](#)

[Chapter5 - Guidance for Case Managers](#)

[Chapter 6 - Roles for Tenants and Consumers Seeking Community-Based Housing](#)

[Chapter7 - Working With Private Landlords](#)



Chapter 1: Introduction

This Guide provides support, resource information and advice to those most involved in creating and accessing community-based permanent supportive housing and related housing programs. Each chapter is focused on a different audience: funders, mental health agency professionals, case managers, tenants, and landlords. The structure of the Guide allows a reader to get summary information at a glance with the option of drilling deeper for more background and detail through carefully selected links to other online resources.

Core assumptions used to develop this Guide include:

1. the availability of stable, affordable, safe and supported housing is key to the recovery of most people with serious mental illnesses;
2. the impact of providing treatment services to people with mental illnesses is diminished without stable housing;
3. permanent supportive housing is the evidence based practice that is appropriate for the majority of people with mental illnesses who are homeless or living in substandard unsafe conditions or being released from psychiatric hospitals;
4. new development of housing reserved for people with mental illnesses is necessary in most communities but takes multiple years to produce, and requires capital resources that are currently scarce or nonexistent;
5. for people who need housing now, the quickest approach can be to link consumers to existing public and private housing in the community and in conjunction to provide the appropriate services and obtain rent subsidies or other ways to make housing affordable.
6. successful community based permanent supportive housing for people with mental illnesses requires cooperation among planning and funding organizations, mental health agencies, case managers and other direct service staff, and landlords and the engagement of consumers as tenants, advisors and advocates.

This Guide is intended to be a user-friendly stand alone resource for leasing existing housing by and for people with mental illnesses. It can also be used as a tool for trainings on the design, delivery, and funding of permanent supportive housing and related housing access programs for people with mental illnesses. This Guide complements other valuable resource and planning reports – also sponsored by the Washington State Department of Social and Health Services, and prepared by Common Ground:

- [The Washington State Resource Guide for Housing for Homeless People with Mental Illness and Co-Occurring Disorders](#); and, [The Washington State Mental Health Housing Action Plan](#)

The initial chapter of this Guide describes the key elements of successful permanent supportive housing for people with mental illnesses. It is followed by four chapters that provide specific guidance to: Potential funders, Mental health agency directors, Case managers and peer support staff, and Tenants.

The final chapter will describe the key elements and examples of programs that support landlords and tenants to expand access to community based supportive housing.



Chapter 2: Defining Permanent Supportive Housing

The Chapter offers authoritative and current information on the following subjects:

- The definition of permanent supportive housing, and a description of different models of permanent supportive housing;
- An introduction to best practices and services philosophies that result in successful supportive housing efforts; and
- An introduction to information that documents the effectiveness – and cost effectiveness – of permanent supportive housing.

Defining Permanent Supportive Housing & PSH Models

Everyone needs a safe and affordable place to live. For many people with mental illnesses, whether they are working or receiving public benefits, market rate housing is not affordable, and they need access to subsidized housing opportunities or a rental subsidy, such as Section 8 Housing Choice Vouchers or Shelter Plus Care Rental Assistance. Even when provided access to housing that is affordable, many people also need access to appropriate and individualized supportive services in order to retain housing, to pursue their goals, and achieve greater independence.

Permanent supportive housing (PSH) opportunities provide access both to affordable housing and to a flexible and comprehensive array of supportive services designed to help tenants to achieve and sustain housing stability and to move toward recovery. PSH is an evidence-based practice for people with mental illnesses and is typically defined by the following features:

- Tenant households execute leases (or sub-lease) agreements with the same rights and responsibilities as other households renting housing in the community;
- Supportive services are readily available to tenants, are designed to promote housing stability, and include access to crisis services 24 hours per day, 7 days a week;
- Supportive services are flexible and individualized, adjusted to meet the tenants' evolving needs and preferences;
- On-going participation in supportive services is not required in order for tenants to retain their housing; and
- Access to the housing opportunity and the services is not time-limited.

There is no single preferred model for the design, creation and/or provision of supportive housing; in fact, it is important to create a range of supportive housing types and models within communities in order to address the diverse needs and preferences of individuals and families, and to offer meaningful choices for prospective tenants of supportive housing. The determination of appropriate strategies for creating and providing such opportunities vary dramatically based on a range of factors, including:

- Tenant preferences;
- Community standards;
- Types of housing stock available;
- Expertise and capacities of all involved organizations; and
- Available funding

Regardless of the strategy pursued, it is critical that the focus of providers be on supportive housing that promotes tenant stability and responsibility; and also promotes the tenant’s sense of permanency, of being at home, and of community. Successful, high-quality supportive housing can be created through a variety of strategies and in a variety of settings¹, including:

- Apartments, single-room occupancy (SRO) buildings, or townhouses that mix units providing supportive housing with units providing other affordable housing models;
- Apartment, SRO buildings, townhouses, or single-family homes that exclusively include units providing supportive housing;
- Scattered site supportive housing units dispersed throughout a community;
- Rent-subsidized apartments leased in the open market – from private landlords, either through master-leasing or through tenant-based subsidies; and
- Long-term set-asides of units within privately owned buildings.

This Guide emphasizes and describes strategies that create PSH in community-based settings, primarily through leasing strategies and through relationships with private landlords, in Washington State.

Best Practices and Services Philosophies that Lead to Success

As with housing models, there is not one, uniform set of service delivery strategies for permanent supportive housing. There are a variety of models for the approach to supportive services delivery - the mix of services will vary depending on who is being housed and their individualized service needs. Services philosophies and practices generally fall into one of two categories: “Housing Readiness” and “Housing First”.

Housing Readiness. Housing Readiness strategies may condition access to permanent housing upon requirements such as: sobriety or treatment participation; basic living skills and personal hygiene; or motivation to participate in treatment or case management services and manage symptoms of mental illness.

Housing First. Housing First projects operate with a philosophy that safe, affordable housing is a basic human right and a prerequisite for effective psychiatric and substance abuse services. The goals of Housing First programs are to house people who are homeless in permanent housing settings as quickly as possible, to provide services as needed to promote and sustain housing stability, and to assist persons on their path toward recovery and independence.

¹ At a minimum, all such units utilized for providing supportive housing opportunities should comply with HUD’s Housing Quality Standards. See CSH’s document [Housing Quality Standards Checklist](http://www.csh.org/toolkit2maintenance), available at www.csh.org/toolkit2maintenance, for more information.

Housing First program models feature tenant screening processes and eligibility criteria to facilitate easy entry into housing, and are therefore often referred to as “low-barrier housing” programs. Generally, such projects avoid the use of complex application processes, and have no or few requirements for tenants beyond the normal conditions of tenancy (which typically include expectations regarding paying the rent, not destroying property, and refraining from behavior that would harm other tenants or staff.)

For Housing First supportive housing programs to be most effective, the supportive services provided must anticipate the needs of the target population, but must also be flexible and responsive to the needs of each tenant household. Providers may deliver services directly and also facilitate connections to services in the community, such as: individual and family counseling; mental health services; alcohol and substance use services; crisis intervention; childcare; medical care; employment services, including vocational counseling, job placement, and retention services; and many other supportive services.

In planning and implementing supportive housing opportunities, all supportive services strategies should be designed to support tenants’ ability to:

- Retain their housing and comply with terms and conditions of their lease agreement (including paying their rent, maintaining a safe and healthy living environment, and allowing other tenants the peaceful enjoyment of their homes);
- Sustain good health and manage on-going health and disability-related concerns;
- Access and retain meaningful employment, and increase their skills and income;
- Make connections to the larger community; and
- Achieve greater self-reliance.

For Further Information:

For more comprehensive definitions and descriptions of practices for implementing successful supportive housing strategies refer to any of the following resources:

- [The Substance Abuse and Mental Health Services Administration \(SAMHSA\) and its Center for Mental Health Services \(CMHS\) Evidence-Based Practice KIT \(Knowledge Informing Transformation\) for Permanent Supportive Housing](#)
This Evidence-Based Practice Report by the Center for Mental Health Services, Substance Abuse and Mental Health Services Administration, U.S. Department of Health and Human Services includes a Manual on Permanent Supportive Housing with eight distinct booklets on subjects including: Getting Started with Evidence-Based Practices, Building Your Program, Training Frontline Staff, Evaluating Your Program, The Evidence, Tools for Tenants, Using Multimedia to Introduce Your EBP.
- [Seven Dimensions of Quality for Supportive Housing](#)
The Corporation for Supportive Housing developed *The Seven Dimensions of Quality for Supportive Housing* in 2009 through a dialogue with supportive housing tenants, providers, funders, and other stakeholders – and through involvement in successful

supportive housing initiatives around the country. CSH made available a set of three publications to assist organizations to understand and implement *The Seven Dimensions of Quality for Supportive Housing*, intended to provide a common framework for the supportive housing industry and to allow developers, property managers, service providers, and funders to assess the quality of supportive housing units and to make sound investments in high-quality supportive housing.

- [Washington State Mental Health Housing Action Plan](#). Common Ground developed the Housing Action Plan for the state's Department of Social and Health Services in 2007. It estimates needs for permanent supportive housing, describes models, sets unit goals for 2010 and for 2015, estimates costs, and recommends local and state policies for implementation. It is the primary document guiding state activities related to housing for people with mental illnesses.

The Evidence for Permanent Supportive Housing

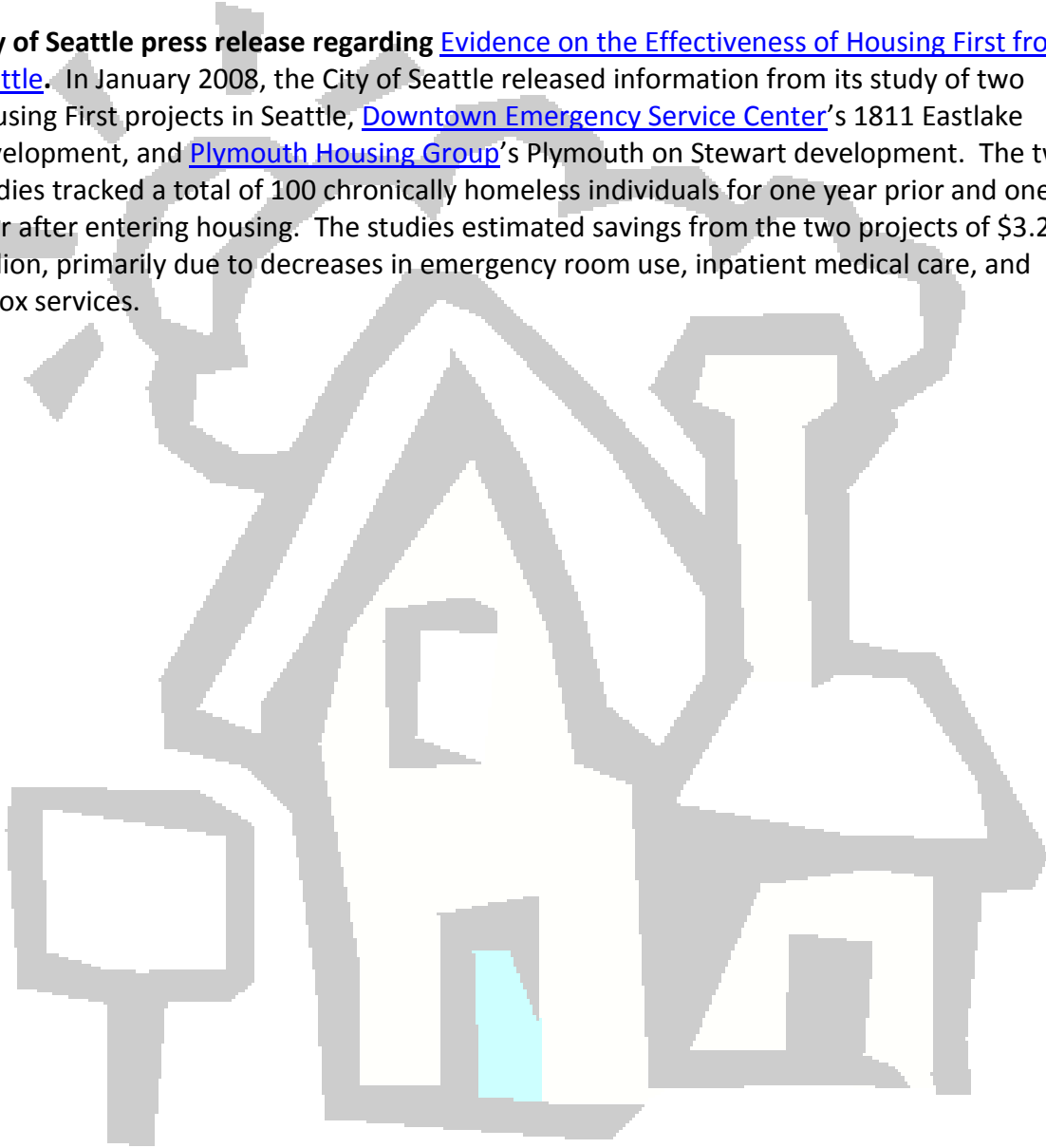
Supportive housing has been proven to help people who face the most complex challenges to live more stable, productive lives. Research and evaluation activities in a wide variety of communities have demonstrated the effectiveness of permanent supportive housing in: improving housing retention and stability among persons with serious and persistent mental illnesses, substance use disorders, and/or other disabilities; and fostering successful participation in supportive services and achieving improved outcomes. Research activities have also demonstrated that supportive housing is a cost-effective strategy, reducing costs associated with homelessness and with repeated utilization of emergency systems of care or institutional settings, such as use of emergency health care services, jail stays, and psychiatric hospitalizations for people with mental illnesses.

For Further Information:

For more information about the effectiveness – and cost effectiveness – of permanent supportive housing strategies, please review the following resources:

- **The Corporation for Supportive Housing's [Supportive Housing FAQs webpage](#)**
This webpage provides access to a series of brief documents that summarize important research findings from key evaluations of supportive housing. These documents are designed to introduce key stakeholders (policymakers, public agency administrators, provider staff, and others) to the evidence regarding the effectiveness of supportive housing, and include brief documents addressing a variety of topics, including: Is Supportive Housing Cost Effective?; Is Supportive Housing Effective for Families?; How Long Do People Stay in Supportive Housing and What Happens When They Leave?; Are Housing First Models Effective?; Do Voluntary Services Work?; How Does Supportive Housing Affect Tenant Service Utilization?; and How Effective Are Employment Services in Supportive Housing?

- **The Corporation for Supportive Housing's [Toolkit for Advancing Systems Change](#)** documents approaches to - and successes at - influencing and changing public systems to help communities create and operate an expanded supply of supportive housing and links users to more than 175 discrete informational pieces, tools, sample documents, and relevant websites. The [Credible Data](#) section of this Toolkit provides access to a variety of research and evaluation materials that document the effectiveness and/or cost-effectiveness of supportive housing efforts from communities across the United States.
- **City of Seattle press release regarding [Evidence on the Effectiveness of Housing First from Seattle](#)**. In January 2008, the City of Seattle released information from its study of two Housing First projects in Seattle, [Downtown Emergency Service Center's](#) 1811 Eastlake development, and [Plymouth Housing Group's](#) Plymouth on Stewart development. The two studies tracked a total of 100 chronically homeless individuals for one year prior and one year after entering housing. The studies estimated savings from the two projects of \$3.2 million, primarily due to decreases in emergency room use, inpatient medical care, and detox services.



Chapter 3: Guidance For Potential Funders and Program Managers

The Goals of this chapter include:

- Provide guidance to public officials at all levels on developing programs that support the ongoing operating or service costs of community-based permanent supportive housing for people with mental illnesses; and,
- Provide practitioners and advocates with information on the funding environment for PSH, and strategies that funders employ in developing community-based PSH strategies for their communities.

This chapter provides useful guidance to funders of both operating and services funding for PSH. Funders that provide operating assistance include: the United States Department of Housing and Urban Development, the Washington State Department of Commerce, Public Housing Authorities, and local public agencies. Funders that provide Services Funding Assistance include: the United States Department of Health and Human Services/Substance Abuse and Mental Health Services Administration, the Washington State Department of Social and Health Services/Behavioral Health and Recovery Services, Regional Support Networks, local City and County agencies, and public/private partnerships like the Washington Families Fund. For a comprehensive description of potential funding sources and contact information, see the [Washington State Resource Guide for Housing Homeless Persons With Mental Illnesses and Co-Occurring Disorders](#).

Read this chapter of the Guide if you are a funder with any of the following objectives:

- Meet goals established by county and State 10-year plans to end homelessness;
- Achieve public policy outcomes related to recovery for people receiving mental health services;
- Reduce costs related to psychiatric hospitalization within the public mental health system; and,
- Reduce the number and length of jail stays for people with mental illnesses.

Top Ten Practices for Funders of PSH

If followed closely, and flexibly adapted to local conditions, the following ten practices for building effective programs will help funders to build capacity to support PSH in their communities:

1. Align your goals and timelines with other funders – you will achieve significantly better results with your investments;

2. Focus your contracts on measurable outcomes rather than contacts or services — make sure your contractors are accountable for achieving results;
3. Require complete, accurate, and timely reporting from contractors and regularly share results with all who collect the data;
4. Stay on top of current knowledge and provide tools, trainings, and/or technical assistance to your contractors on best practices;
5. Understand the capacity of your pool of contractors — match contract expectations to capacity to deliver;
6. Understand what it costs for what you want and don't ask contractors to do it for less — you will get less;
7. Publish the results of your investments throughout the community to educate and build support, to celebrate success, to hold contractors accountable;
8. Promote partnerships at the delivery level to assure your housing programs tap the best local expertise in both housing and service delivery;
9. Build a collaborative relationship with your contractors, you can learn from each other and that will mean better results over the long term;
10. Build peer supports into the housing programs you fund.

Six Steps to Funding Permanent Supportive Housing

A step-by-step process follows - that potential funders may use to most effectively allocate resources to increase PSH in their communities.

[Step 1: Identify the Need](#)

[Step 2: Identify and Promote Best Practices for securing/maintaining affordable housing](#)

[Step 3: Identify the Appropriate Funding Partners](#)

[Step 4: Establish Contract Outcomes and Performance Indicators](#)

[Step 5: Create Process to Allocate Funds for Contractors](#)

[Step 6: Publish Results of Investment](#)

Step 1.

Identify the need for housing for people with mental illnesses, including those who are homeless and those who are living in inappropriate or unsustainable housing, in the geographic area you fund.

RSN Housing Plans. Many Regional Support Networks (RSN) in Washington State have developed Mental Health Housing Plans that compile data on housing needs. If an RSN

Housing Plan is not available, most RSNs will have a housing coordinator or staff person who may be a valuable resource in your effort to define mental health housing needs in your community. **RSN Mental Health Housing Plans** (scroll down this page to heading, “Regional Support Network Action Plans”.)

Other potential sources of information on the need for supportive housing in your community include:

- State and Local Consolidated Plans: These plans are required for federal funding and establish local priorities. They are updated every five years with annual action plans. Not only is the data valuable, but participating in the planning process provides an opportunity to impact priorities. (see: [HUD listing of Washington State Consolidated Plans](#)).
- State and County 10-Year Plans to End Homelessness: These plans were required by the 2006 Washington State Homeless Housing and Assistance Act and are necessary to access dedicated revenues from document recording fees. These plans include specific data and goals for people who meet HUD’s definition of chronically homelessness ([State of Washington Ten Year Homeless Plan](#), [Local and County Ten Year Plans to End Homelessness](#)).
- Current Homeless Management Information System (HMIS) data: this HUD defined basic data set must be collected by all programs using federal or state dollars by Washington State Homeless Housing and Assistance Act ([Dept of Commerce Homeless Management Information System \(HMIS\)](#) and/or [Persons Served by Washington State Housing Assistance and Social Service Programs](#)).
- RSN data on housing status: all contractors are required to collect information on housing status for enrolled consumers. Check with your RSN housing staff to determine what kind of housing status data is available.
- Data from local housing locator/assistance or crisis line sources: most communities have crisis lines which produce regular data on calls and several have housing locator or landlord liaison programs that may provide good data on demand. The [Washington Information Network 2-1-1](#) is a statewide resource that may be able to provide local data on housing related calls. Examples of local crisis referral resources and housing locators include:
 - Spokane: [One Stop Housing locator](#)
 - Seattle Housing Authority: [Rental Listings](#)
 - City of Tacoma: [The City of Tacoma Landlord-Tenant Program](#)
 - King County: [King County Landlord Liaison Program](#)
 - Seattle: [Solid Ground Tenant Services](#)
 - Portland: [Housing Connections](#).

Step 2.

Identify and promote current best practices for securing and maintaining affordable housing for people with mental illnesses.

Evidence-based practices

- Permanent Supportive Housing is the evidence-based practice that is effective for a significant proportion of people with chronic mental illnesses and/or people who are chronically homeless. [The Substance Abuse and Mental Health Services Administration \(SAMHSA\) and its Center for Mental Health Services \(CMHS\) Evidence-Based Practice KIT \(Knowledge Informing Transformation\) for Permanent Supportive Housing](#)
- See pages 8 & 9 of this Guide for information on and links to additional Evidence-based Practices tools and studies from the Corporation for Supportive Housing and studies commissioned by the City of Seattle.

Other promising practices

There are a number of successful programs that can help connect consumers and/or case managers with landlords.

- Coordinated entry programs.
Common elements in coordinated entry are structures and protocols that streamline and improve screening, assessment, and referrals, and electronic information systems that help agencies and clients share information. Coordinated entry can serve the interests of: clients, by helping them locate the housing and services they need; providers, by minimizing time spent assessing people that are not right for their programs; and funders, by ensuring that the right housing and services and right people are connected at a community-wide level.
 - [Alameda County Rentry Network](#)
 - [King County Committee to End Homelessness, Coordinated Entry Report](#)
- Housing locator programs.
Residents with low to moderate income levels can locate affordable housing that meets their needs through locator websites. Landlords and property managers can use the sites to list detailed descriptions of available rental properties with comprehensive descriptions of their available properties to be viewed by prospective renters. This can include photos, rental forms, and more.
 - [Washington Information Network 2-1-1](#)
 - [One Stop Housing locator](#) (Spokane)
 - [Public Housing Authorities listing](#)
 - [HUD subsidized apartment finder](#)

- [USDA rural rental housing](#)
 - [Aptfinder.org](#)
 - Solid Ground - [Tenant Services](#)
 - Seattle Housing Authority - [Rental Listings](#)
 - [GoSection8.com](#)
 - [Housing Connections](#) (Portland and Clark County)
- Landlord Liaison programs. The goal of Landlord Liaison Programs is to offer assistance to individuals and families who were previously denied housing by landlords. Assistance includes accessing permanent housing, signing leases and moving into otherwise vacant units. Participating landlords agree to apply alternative screening criteria to applicants and in exchange receive rapid response to concerns, access to a 24-hour call-in line and risk reduction funds. Tenants are connected to ongoing case management from human service agencies for one year to ensure stability
 - King County's [Landlord Liaison Project](#).
 - YWCA's [King County Landlord Liaison Program](#).
 - Ready-to-Rent programs. Ready-To-Rent programs offer tenant readiness education trainings and that teaches participants how to: repair credit, prioritize their own housing needs, understand the application and rental process, and coordinate effectively with landlords and property managers.
 - Transitions (Spokane) - [Responsible Renter Program](#)
 - Housing Authority of Portland - [Rent Well Program](#)
 - Longview Housing Authority - [Ready to Rent Program](#)
 - Second Step Housing - [Tenant Education Program of Clark County](#)
 - Volunteers of America Western Washington - [Renter Certification](#)
 - Peer-supported housing examples. Consumer-run housing support and housing referral programs have the potential to address housing needs and access community resources appropriate for individuals and families living with mental illnesses. Example programs include:
 - Capital Clubhouse (Olympia) [Capital ClubHouse](#)
 - Housing Options Made Easy - H.O.M.E.(NY) [Housing Options](#)
 - Master Leasing & Unit Set-Aside Strategies
 Master leasing is a legal contract in which a third party (other than the actual tenant) enters into a lease agreement and is responsible for tenant selection and rental payments. Under "master leasing" a nonprofit or public agency leases multiple units of housing (could be scattered site units or a whole apartment building) from a landlord, and subleases the units to homeless or low-income tenants. By assuming the tenancy burden, the agency facilitates housing of clients

who may not be able to maintain a lease on their own due to poor credit, evictions, or lack of sufficient income. The landlord receives a certain monthly payment whether or not the units are occupied. Resources that describe Master Leasing strategies include:

- [Forms of Property Management in Supportive Housing](#): This informational piece provides further detail regarding the various ways a project can provide property management (in house models versus partnerships), identifying advantages and disadvantages of each approach.
- [Master Leasing Program Description](#), developed by Homebase for the National Alliance to End Homelessness.

Step 3.

Identify appropriate funding partners and coordinate resources to maximize impact.

Permanent supportive housing almost always requires multiple funding sources – close coordination among funders can be a powerful tool for building capacity, establishing effective local partnerships, and creating new models for PSH. For community-based PSH, funders should look to collaborate with agencies providing rental assistance subsidies and with agencies able to fund supportive services.

Rent Assistance Collaborations:

Rent Subsidies fill the gap between what tenants can pay in rent and the cost to operate and maintain the housing units. Collaborations with the following agencies – and their rental assistance resources - are essential:

- a. Federal housing vouchers distributed through public housing authorities, including several varieties of Section 8 vouchers; these are vouchers available to people who make less than 30% AREA MEDIUM INCOME with allocation based on local priorities, or vouchers targeted toward specific populations, such as people with disabilities or veterans. Relevant resources include:
 - [CSH Guide to Financing Supportive Housing - Housing Choice Voucher Program \[Section 8\]](#),
 - HUD – VASH Vouchers - [HUD Veterans Affairs Supportive Housing \(HUD-VASH\)](#)
 - Washington State housing authorities ([Association of Washington Housing Authorities](#)).
- b. Washington State’s document recording fees created by the state legislature to support affordable housing and homeless housing and services at the local level and allocated by counties in Washington State. Relevant resources include:

- [Department of Commerce Operating & Maintenance Fund](#)
 - [\(2060\)Homeless Plan - ESSHB 2163 and 1359](#)
- c. Tenant Based Rental Assistance (TBRA) is an element of the federal HOME program which is administered directly by larger counties and by the Washington Department of Commerce in its “Balance of State” Program. TBRA vouchers are limited to 24 months and are administered by housing authorities or community action agencies. Relevant Resources include:
- [Department of Commerce Tenant Based Rental Assistance \(TBRA\)](#)
(includes links to local programs).
- d. Transitional Housing Operating and Rent (THOR) funds administered directly in larger counties and by the Washington Department of Commerce for Balance of State. These funds are limited to 24 months and include both a housing voucher and service dollars for case management. They are available solely for homeless people, primarily homeless families, but was recently expanded to include individuals with mental illness and particularly those leaving institutional care. THOR funds are administered locally by public housing authorities or community action agencies. Relevant Resources includes:
- [Dept. of Commerce, THOR Program Information](#)
- e. Disability Lifeline Program housing vouchers are a central element of the restructured GAU program. Vouchers are limited to 24 months and require tenants with mental illnesses or chemical dependency to be enrolled in treatment. Relevant resources include:
- [Department of Social and Health Services - Disability Lifeline.](#)
 - Disability Lifeline Program Summary:
http://www.dshs.wa.gov/manuals/eaz/sections/PS_GAU.shtml
- f. Rent Subsidies tied to Capital Funding. For dedicated housing units built with public capital dollars, there are additional sources of operating subsidy that are tied directly to the unit rather than the tenant. These include federal project based Section 8, state Operating and Maintenance Funds, Seattle Operating and Maintenance Funds, and in some counties document recording fees or .1% sales tax to support people with chemical dependencies and/or mental illnesses.
- [Washington State Operations and Maintenance Fund](#)
 - [HUD's Project-based Voucher Program](#)
 - [City of Seattle Operations and Maintenance Subsidy Programs](#)

NOTE: Public Agency homeless policies and programs change frequently. Check with public agency program administrators to make sure that current program requirements and guidelines are posted at the websites listed in this Guide. For example, as of the date of the

publication of this Guide, the Department of Commerce is revising its process for allocation state homeless program assistance. Check the following resource for most current information on this process or contact Tedd Kelleher at the Department of Commerce (360/725-2930, tedd.kelleher@commerce.wa.gov) :

- [Department of Commerce-Homelessness Program Resource Center](#).

Supportive Services Funding Collaborations:

Supportive services provide the necessary supports for tenants to maintain housing stability and access other services. Collaborations with the following agencies – and their supportive services funding resources - should be explored:

- a. Behavioral Health and Recovery Division of DSHS for federally funded and state funded specialty housing programs:
 - [DSHS, Behavioral Health and Recovery Division](#)
- b. Regional Support Networks for mainstream state and federally funded services for people with mental illnesses through Medicaid and state only funding RSN:
 - [RSN Directory](#).
- c. Counties that fund mental health services directly through the 0.1% local option sales tax revenue or other local sources, such as:
 - [King County Veterans and Human Services Levy](#)
 - [Transformation Grant Study of Counties Implementing Sales Tax Option for Mental Health Services](#)
- d. Building Changes for the Washington Families Fund serving homeless families including those with family members who have mental illnesses:
 - [Washington Families Fund](#)
- e. United Way (varies by county)
 - [United Way, Washington State](#)
- f. Direct corporate, foundation, and individual fund raising.

Step 4.

Establish contract outcomes and performance indicators to determine the impact of your investments and the rationale for continued financing.

Best practices for funders suggest that performance based contracting with measureable indicators is the most effective way to achieve funder objectives. Outcomes must be measureable within available data sets. It is much more valuable to get complete and accurate data on the vital few elements related to housing than incomplete data on a larger

number. Contractor performance must be reported and shared with case management staff and all partners.

For permanent supportive housing for people with mental illnesses, examples of common performance measures include:

3. # of people who are homeless who secure PSH in the contract year;
4. # of people who are discharged directly from residential treatment facilities or inpatient care to PSH within the contract year;
5. # of people discharged directly from jail or prison to PSH within the contract year;
6. # of people living in substandard housing who secure PSH in the contract year;
7. # of people in PSH who have maintained stable housing for 1 year; for 2 years; for 3 years or more in the contract year;
8. # of people in PSH who have not had a psychiatric hospitalization in the contract year; and
9. # of people in PSH who have been employed (part or full time) for a minimum number of months within the contract year.

The data elements required to report all of these measures are part of the Washington State DBHR/RSN [Encounter Data Reporting Guide](#).

DSHS is also working with the Department of Commerce to link homeless data from the Homeless Management and Information System and from service data from the DBHR/RSN system to provide more information to RSNs on the housing status of enrolled consumers.

Step 5.

Create a fair and consistent process to allocate funds sufficient for contractors to meet expected outcomes as defined by evidence based practice guidelines.

Permanent Supportive Housing is not cheap. However, it is less expensive than the alternatives of homelessness, incarceration; and/or hospitalization facing many people with mental illnesses. The average cost for rental subsidies in PSH for consumers is \$3500 per unit per year. Average costs of case management services designed to maintain housing stability for individual consumers in PSH is \$8000/year (families = \$10,000/year) (see [The Washington State Mental Health Housing Action Plan](#) for a more detailed review of PSH costs).

Given limited public and philanthropic resources, it is important that funders prioritize resources for people with the greatest needs for the housing models that are the most costly. PSH is an evidenced base practice for people with mental illnesses. There is significant advantage in funding programs for mental health consumers that link operating/rent subsidies with supporting service dollars.

To better support recovery, meet consumer preferences, and more cost effectively use resources, some RSNs are moving to replace licensed boarding home beds in larger congregate facilities with PSH. For example, in 2005 the King County RSN began an initiative to downsize the number of licensed boarding home beds and shift those savings to increase permanent supportive housing options for RSN consumers. Four supportive housing case management teams were funded to provide services to consumers discharged from residential facilities, Western State Hospital and local psychiatric hospitals. A Summary of the King County RSN's efforts to focus resources on PSH is provided at the link below (contact Walt Adam for more information, (206)263-8978, walt.adam@kingcounty.gov).

- [King County RSN Presentation Outline](#)

Step 6.

Publish the results of your investments broadly within your community.

Successful funders publish broadly and transparently the results of their investments. Poor performance results are as important as good results. There are many advantages, including building the confidence of the public, securing new housing and service partners, securing additional resources, holding contractors accountable, celebrating and sharing successes, reducing stigma.

Examples of funders who have published their program results and evaluations:

- [Gates Foundation, Sound Families Program](#)
- [Washington Families Fund Five-Year Evaluation Report](#)
- [Clark County Mentally Ill Re-Arrest Prevention Program Evaluation](#)

For Further Information:

[HUD's Supportive Housing Program development Curriculum](#)

A six-hour training that provides administrative and supervisory level staff with information needed to develop and maintain a services program in a supportive housing project. This

training provides an overview of the steps involved in designing and implementing an effective services program from conceptualization to developing a service menu.

Veterans Housing:

[Homeless Veterans Action Plan](#), Washington State Department of Veteran Affairs. This plan presents a multi-agency coordinated plan – including goals, objectives and timelines for meeting federal and state goals for ending veterans homelessness.

[Washington State Call to Action](#). A Powerpoint presentation presented at the Washington State Housing Finance Commission's 2008 Housing Washington Conference, summarizing the State and federal response to Veteran's Homelessness.

Needs Assessment:

- [Estimating the Need: Projecting from Point-in-Time to Annual Estimates of the Number of Homeless People in a Community and Using this Information to Plan for Permanent Supportive Housing](#)

Date Completed: March 2005

Author/Organization: Martha R. Burt and Carol Wilkins

Abstract: This guide is meant to help communities that want or need to do three different but related things: 1) calculate an expected number of homeless people over a year's time when you only have data from a point-in-time (PIT) count; 2) use both PIT information and projections to annual levels of homelessness to figure out how many chronically homeless people you are likely to have, now and in the future; and 3) plan and develop appropriate levels of permanent supportive housing to a) end long-term homelessness for people who currently are chronically homeless, b) end homelessness for people with special needs who are currently homeless and at risk of long-term homelessness, and c) prevent homelessness for people with special needs who are at high risk of homelessness if their housing and support needs are not met.

Jail Diversion / Re-Entry:

- [Reentry Supportive Housing Fact Sheet \(2009\)](#)
Date Completed : 2009
Author: Corporation for Supportive Housing
- [A Review of the Data: Making the Case for Reentry Supportive Housing \(2009\)](#)
Date Completed : 2009
- Author: Corporation for Supportive Housing
- [Reentry Supportive Housing Concept Paper \(2009\)](#)
Date Completed : 2009
- Author: Corporation for Supportive Housing
- [CSH Pamphlet on Promoting Supportive Housing for Ex-Offenders "Getting Out: With Nowhere to Go"](#)

Date Completed : 2009
Author: Corporation for Supportive Housing

Shelter Plus Care:

- [Continuum of Care 101](#)

Date Completed: May 2010

Author/Organization: ICF International

Abstract: This guidebook provides an overview of the Continuum of Care (CoC) homeless assistance system. It covers what a Continuum of Care is, why it is important, and how a system is organized and includes program resources, tools for effectively managing Continuum of Care and guidance for developing the Annual Funding Request. The guidebook also describes the McKinney-Vento programs that are funded through its competitive grants process and explains how funds are allocated. This guidebook is designed for prospective grantees, new staff of existing grantees, and potential partners, such as mainstream service providers, who want to learn more about the CoC process.

- [Shelter Plus Care Resource Manual](#)

Author: HUD

This resource manual is primarily designed to assist grantees, non-profit sponsors, and supportive service providers to administer the S+C program effectively. This manual presents the statutory requirements, Federal regulations, and other HUD policy guidance that local program operators must know to meet the requirements of their S+C grants and the needs of program participants.

- [Enhancing Shelter Plus Care Operations](#)

Date Completed: January 2001

Author/Organization: Abt Associates

Abstract: This resource is intended for Shelter Plus Care (S+C) program operators seeking advice about effective S+C program management. The booklet includes general information on the program and deals with a range of issues, including: strategies for meeting project goals and complying with HUD requirements, strategies for participant outreach and retention, property acquisition and financing strategies, and overcoming community resistance. It also provides sample document templates that service providers may use.

Accessing Mainstream Resources:

- [Using Mainstream Services to End Homelessness](#)

Date Completed: 2003-2004

Author: HUD

This toolkit highlights promising efforts by states, providers, and local governments to provide access to mainstream services for people who are homeless. The toolkit includes resources from several states with active Policy Academies that have pursued diverse strategies in their approach to accessing mainstream services. The toolkit

presents tools in four categories: changes to mainstream systems, discharge planning, funding resources, and data collection.

- [Defining and Funding the Support in Permanent Supportive Housing: Recommendations of Health Centers Serving Homeless People](#)

Date Completed: February 2008

Author/Organization: Patricia A. Post, Policy Analyst for the National Health Care for the Homeless Council, on behalf of the Corporation for Supportive Housing

Abstract: This report is the result of a collaborative partnership between the National Health Care for the Homeless Council (National Council) and the Corporation for Supportive Housing (CSH). The goals of this project were:

- To identify and document how Health Care for the Homeless (HCH) providers and Community Health Centers (CHCs) have connected to supportive housing;
- To identify policy opportunities and obstacles encountered in financing and delivering health care in supportive housing;
- To document and share promising practices in permanent supportive housing; and
- To recommend strategies for increasing the capacity of Federally Qualified Health Centers to participate in supportive housing.

To accomplish these goals, the National Council convened a working group comprised of HCH/CHC providers and supportive housing experts whose charge was to identify program models and health service delivery and financing approaches in permanent supportive housing (PSH). The recommendations contained in this report were derived from discussions involving members of this working group which occurred over a 10-month period, November 2006 through August 2007.

- [Demonstrating the Quality and Impact of Supportive Housing: Key Project-Level Outcome Measures](#)

Date Completed: October 2007

Author: Corporation for Supportive Housing

- [Sample Goals for Supportive Housing](#)

Date Completed: March 2006

Author: Corporation for Supportive Housing

Measuring Performance:

- **What Gets Measured, Gets Done: A Toolkit on Performance Measurement for Ending Homelessness**

[What Gets Measured Gets Done, including Exhibits](#)

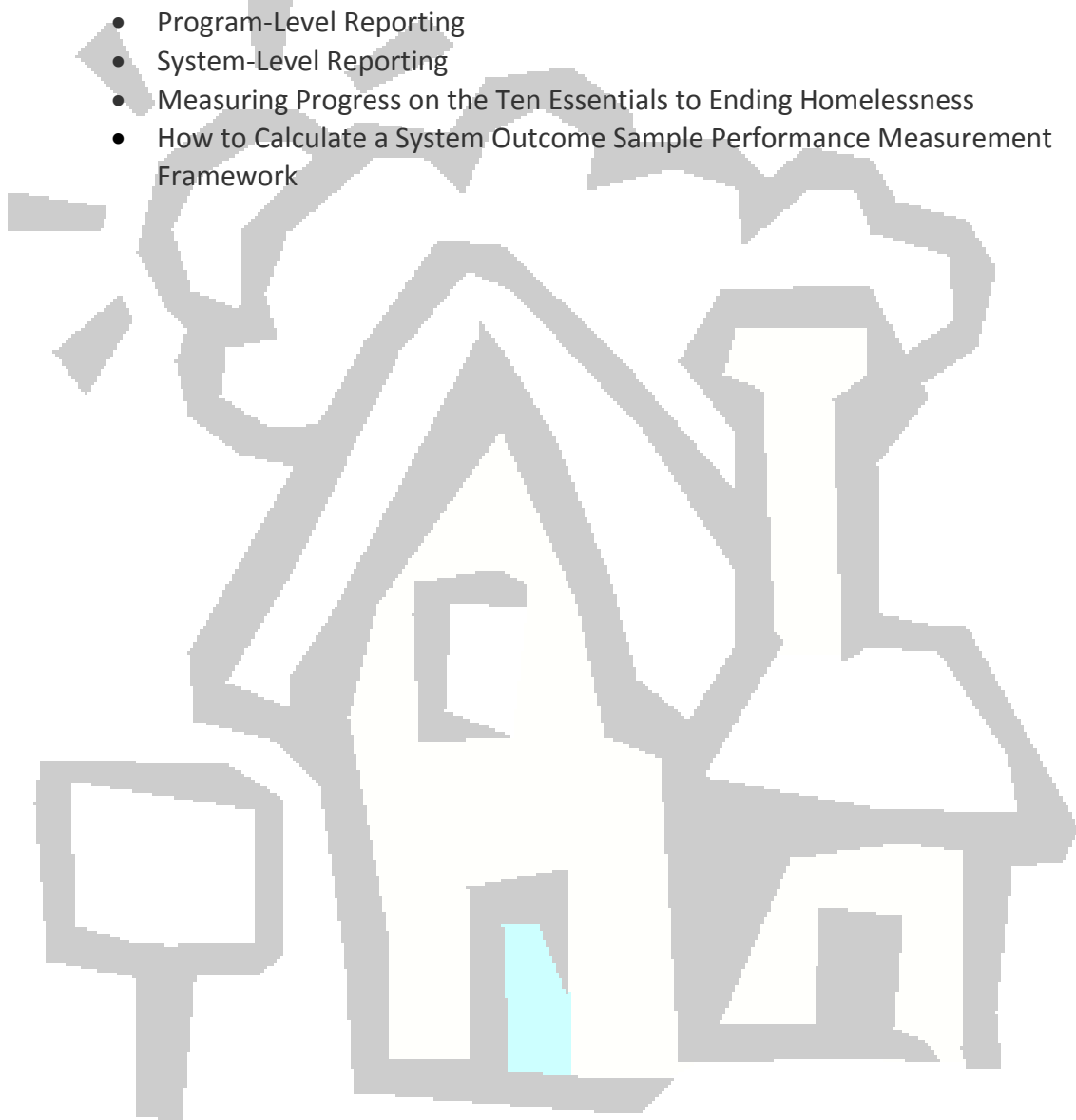
Date Completed: July 2008

Author/Organization: Brooke Spellman And Michelle Abbenante, Abt Associates, Inc.

Abstract: This toolkit provides an overview of performance measurement, including how to design a system and build it from scratch, using data to manage or change a homeless system, and understanding and implementing system-level performance measurement.

Specific tools include:

- Performance Measurement "Cheat Sheet"
- Sample Program Logic Model
- Black One-Year Logic Model Template
- Blank Multiyear Logic Model
- Program-Level Reporting
- System-Level Reporting
- Measuring Progress on the Ten Essentials to Ending Homelessness
- How to Calculate a System Outcome Sample Performance Measurement Framework



Chapter 4: Guidance for Mental Health Agency Management

The goal of this Chapter is to inform senior staff of community mental health agencies about strategies for PSH program design and implementation. Engaged agency leadership is key to successful PSH. Agency leaders should be interested in this chapter if they want to:

- support consumers to advance their recovery by securing and maintaining stable, safe, affordable housing;
- reduce episodes of hospitalization, incarceration, or homelessness for consumers enrolled in their services;
- secure necessary partners and revenues to cost effectively design and deliver PSH.

Roles of MH Agency Leadership

1. Identify appropriate partners to participate in the funding and delivery of housing programs;
2. Collaborate in the design of PSH housing programs based on consumer needs, expected outcomes, capacities of partners including funders, and best practices;
3. Negotiate contracts and memoranda necessary for implementation;
4. Assure agency staff and partner staff have the skills, experience, and resources for successful PSH;
5. Assure regular reports on PSH activities and outcomes;
6. Advocate for aligned policies and additional resources for operating support and services.

PSH Program Design Tasks and Tools

Mental Health Agency leadership may pursue the following five steps in order to develop and design effective supportive housing programs.

1. Creating Community Partnerships

PSH cannot be successfully implemented without partnerships. The following roles are critical for successful implementation of PSH. A mental health provider will, at the minimum, be a key service provider and partner with others for the remaining roles. In some models the mental health provider plays other roles too, including the owner/landlord and/or the property manager.

- i. Landlord/owner

- ii. Property Manager
- iii. Tenant
 - 1. Consumer or
 - 2. MH agency through master lease with subleases to individual consumers/tenants
- iv. Service providers
 - 3. Agency case management
 - 4. Peer support
 - 5. Links to clinical, employment, education, child care, legal, and other services
- v. Funders (see Chapter 3)

Resources Related to PSH Partnerships

[Overview of roles in PSH](#), prepared by the Corporation for Supportive Housing, offers a summary view of each of the roles in PSH described above.

[Operating PSH and Programmatic Functions](#), prepared by the Housing Development Center of Portland – includes a matrix of property management responsibilities in PSH.

The [Washington State Resource Guide for Housing for Homeless People with Mental Illness and Co-Occurring Disorders](#) – contains directories and specific guidance on potential community-based partners for PSH serving people with mental illnesses.

[Property Management and Supportive Services - Roles and Responsibilities in Supportive Housing](#) is a guide to partnering prepared by the Corporation for Supportive Housing.

2. Deciding what roles to play in PSH

Ownership. Mental health providers may own housing that they have developed or purchased for use as PSH. Like all real estate investments there are both opportunities and risks in owning property. The advantages are you have more control over the location and design of the property. You can also control, within the limits of fair housing, who will live in your units. Finally, you can assure the units will remain affordable and accessible to your clients over time. Units owned by others do not have these advantages. The risks are that you will have to raise significant amounts of money in order to purchase or develop your own housing and you will have the responsibility to maintain properties to meet the standards of your lenders, your tenants, and your

community. Most mental health agencies choose to own housing when they cannot find enough reliable housing partners to meet the PSH needs of their clients and when they have the size and financial strength to raise the necessary capital through loans, grants, and gifts. Ownership also brings higher levels of liability. Finally if one organization owns, manages, and provides services to residents, some advocates and consumers believe there may be a risk of coercion of residents in order to maintain housing.

Property management. Few mental health providers have the expertise or capacity to provide property management services. Mental Health Agencies find it difficult to cover the costs of property management internally unless they have a very large portfolio of rental units (a rule of thumb is at least 750), or very few (one small property or under 10 scattered units). Many mental health agencies that own housing contract out their property management services to property management companies. The challenge, particularly outside of major urban centers, is in finding property managers experienced with subsidized PSH. If you can find one, it is often more cost effective and offers more clarity in roles, to contract out property management.

Select a Program Model. [For detailed descriptions – and links to resources – of PSH Program Models, see Chapter 3 of this Guide.]

There are a variety of housing programs that are designed to assure that people with mental illnesses (and others) are linked to appropriate affordable housing that includes PSH. Depending on your community size and resources, one or more of these programs may be an appropriate and necessary element of your housing plan for people with mental illnesses.

3. Program Outcomes and Reporting

Examples of contract performance indicators related to outcomes that are typically used to measure the success of PSH are:

- a. # of consumers who secure PSH in the contract year;
- b. # of consumers who meet HUD's definition of chronic homelessness and were homeless when they secured PSH within the contract year;
- c. # of consumers who were discharged directly from inpatient or intensive residential treatment facilities to PSH within the contract year;
- d. # of consumers in PSH who have maintained stable housing for 1 year; for 2 years; for 3 years or more in the contract year;
- e. # of consumers in PSH who have not had a psychiatric hospitalization in the contract year;

- f. # of consumers in PSH who have been employed (part or full time) for a pre-established number of months within the contract year.

While the data elements required to report these measurables are part of the Washington State DBHR data dictionary, not all mental health agencies reliably collect this data, as required, quarterly. In order for a PSH program to be successful, data need to be collected regularly and the reports generated and shared with all partners. Most important is the sharing of the reports with the staff that generate the data. That step not only holds people accountable for data entry, but gives them the opportunity to improve service delivery and outcomes.

4. Partnerships: Contracts and Memoranda of Agreement

All partners in a PSH program should have either contracts of memoranda of agreement that define roles, establish a communication plan, as well as protocols and policies for working together - including dispute resolution, expected outcomes and reporting requirements, and, if appropriate, compensation. These documents should be reviewed regularly and updated if necessary. All direct service staff should understand commitments made and have access to copies of these documents.

[Common Ground - Sample MOU for PSH](#)

[Common Ground - Sample PSH MOU](#)

5. Providing Necessary Resources

Page 21 of the [The Washington State Mental Health Housing Action Plan](#) includes a detailed PSH Financing Plan that mental health agency staff may use to calculate the level of resources need to implement local PSH strategies and plans.

Additional Information on PSH Program Design

- [Housing First Services for People Who Are Homeless With Co-Occurring Serious Mental Illness and Substance Abuse](#)

Deborah K. Padgett, New York University School of Social Work

Leyla Gulcur, Sam Tsemberis, Pathways to Housing

The literature on homeless adults with severe mental illness is generally silent on a critical issue surrounding service delivery—the contrast between housing first and treatment first program philosophies. This study draws on data from a longitudinal experiment contrasting a housing first program (which offers immediate permanent housing without requiring treatment compliance or abstinence) and treatment first (standard care) programs for 225 adults who were homeless with mental illness in New York City. After 48 months, results showed no significant group differences in alcohol and drug use. Treatment first participants were significantly more likely to use

treatment services. These findings, in combination with previous reports of much higher rates of housing stability in the housing first group, show that “dual diagnosed” adults can remain stably housed without increasing their substance use. Thus, housing first programs favoring immediate housing and consumer choice deserve consideration as a viable alternative to standard care.

- [Outreach to People Experiencing Homelessness: A Curriculum for Training Health Care for the Homeless Outreach Workers](#)

The purpose of this outreach curriculum is to provide a comprehensive overview of the principles, knowledge, and issues relevant to doing outreach in the Health Care for the Homeless context. In addition to providing information, it is intended to engage the participant by using various modalities and activities that appeal to different learning styles.

As with any curriculum, this particular one won't meet "all the needs of all the people all the time." In HCH projects throughout the country, outreach activities are practiced by clinicians with differing backgrounds and experience, in settings that are varied geographically and culturally, and that provide an array of services targeted to different sub-populations of homeless people. Thus, the training needs of workers in each program will differ and must be tailored to the individual worker as well as to the specific goals of that program.

- [SAMHSA's Homelessness Resource Center Announces New Special Issue on the Future of Homeless Services](#)

The Homelessness Resource Center (HRC) has released a special issue of the Open Health Services and Policy Journal on “The Future of Homeless Services.” Guest edited by the HRC, the special issue describes the services and supports needed to help individuals and families exit homelessness and maintain housing. The electronic full-text of the articles in the special issue are available through free open access.

Chapter 5: Guidance for Case Managers

The goal of this Chapter of the Guide is to assist Case Managers in their efforts to support the stability of people with mental illnesses living in community-based housing, including supportive housing. This Chapter should not be used as a comprehensive guide regarding all aspects of the planning and provision of case management services.

The primary focus of this Chapter is on the key roles and responsibilities Case Managers must perform in order to help mental health consumers to achieve housing stability. Effective performance in these roles is emphasized because of the critical importance of safe, secure, and stable housing for the recovery and quality of life for people with mental illnesses, for the integration of people with mental illnesses into our communities, and for fostering the development of strong networks of support.

This Chapter is organized according to the following five primary roles and responsibilities for case managers; the tools and materials described within each of the five areas can assist case management staff to strengthen their skills and their performance in the following roles and responsibilities:

1. Performing outreach and engagement activities;
 2. Assessing housing and services needs;
 3. Developing individualized services plans that focus on housing stability;
 4. Responding to crises and preventing evictions; and
 5. Addressing the concerns of landlords and property managers.
-
- 1. Performing outreach and engagement activities to foster trust and rapport, to develop an effective working relationship, and to ensure understanding of, and access to, housing options and supportive services available.**

Resources to help case managers enhance their ability to effectively engage consumers both before and after entering housing are presented below.

Documents from the Corporation for Supportive Housing:

- [Effective Engagement in Supportive Housing](#)
- [Effective Communication Techniques](#)
- [Case Studies: Finding Common Ground and Engagement Strategies](#)

[Outreach to People Experiencing Homelessness: A Curriculum for Training Health Care for the Homeless Outreach Workers \(National Health Care for the Homeless Council Curriculum\)](#)

The purpose of this outreach curriculum is to provide a comprehensive overview of the principles, knowledge, and issues relevant to doing outreach in the Health Care for the Homeless context, but it is widely applicable to staff performing outreach to homeless persons in a variety of roles and contexts.

Projects for Assistance in Transition from Homelessness (PATH). PATH services are for people with serious mental illness, including those with co-occurring substance use disorders, who are experiencing homelessness or at risk of becoming homeless. PATH services include community-based outreach, mental health, substance abuse, case management and other support services, as well as a limited set of housing services. Virtually all states use PATH funds to provide outreach services to contact and engage people who are disconnected from mainstream resources. PATH is administered by the Substance Abuse and Mental Health Services Administration (SAMHSA). PATH was originally authorized by the Stewart B. McKinney Homeless Assistance Amendments Act of 1990.

PATH funds are worth more than their face value because they are matched with state and local resources. For every \$3 in federal funds, state or local agencies must put forward \$1 in cash or in-kind services. At a minimum, a \$52 million federal allocation would result in a \$17 million match from local communities. In Washington State, the PATH program is a wide network of State and local agencies that contribute comprehensive community-based services for people who are homeless with serious mental illness. For a list of PATH grantees in Washington State, and more information on the PATH program, go to: [PATH Grantees & Program Information](#).

Program of Assertive Community Treatment (PACT). PACT is an effective, evidenced-based, recovery-oriented mental health service. PACT utilizes a trans-disciplinary team approach to provide intensive outreach-oriented treatment and services to individuals with severe and persistent mental illnesses and co-occurring disorders. PACT is for individuals who have high use of psychiatric hospitalization and crisis services, have difficulty benefiting from traditional services, and may have a high risk or history of arrest and incarceration. In Washington State, Western and Eastern State Hospital patients, who meet discharge criteria, have priority for PACT services.

In July 2007 six western Regional Support Networks (RSNs) began serving clients in seven [PACT teams](#) and three eastern RSNs began serving clients in October 2007. In a [2008 Survey of PACT teams](#), all of the PACT teams indicated that they have spent substantial amounts of their valuable treatment capacity creating housing alternatives. A [2008 FACT sheet on the PACT Program](#), prepared by DSHS, includes a higher level summary of the Program, its funding sources, and successes to date.

Making the Transition to Permanent Housing (HUD-Funded Training Curriculum)

This curriculum is aimed at direct service staff and managers who are helping people with histories of homelessness transition into permanent housing (including scattered site housing and congregate models). [Curriculum and Handouts](#)

Issues in the First Year (HUD-Funded Training Curriculum)

Strategies for managing the transition to supportive housing, including: understanding the stress individuals face when moving into permanent housing and the impact of the homeless experience on new tenants; defining case management and establishing effective boundaries; developing basic policies, procedures and house rules; and developing a service philosophy and menu. [Curriculum and Handouts](#)

2. Assessing housing and services needs and linking consumers to appropriate housing options.

Tools and strategies for assessing the housing and services needs of consumers are presented in the following resources. Additional resources are then presented that will help case managers to identify appropriate housing for their clients.

[DESC's Vulnerability Assessment Tool](#)

[Arizona Self-Sufficiency Matrix and Assessment Tool](#)

[Charlene Flaherty - Self-Sufficiency Matrix](#)

HRC's Homelessness and Traumatic Stress Training Package

The Homelessness and Traumatic Stress Training Package is a resource for service providers to train their staff on the relationship between homelessness and traumatic stress and how to apply trauma concepts to their day-to-day work with people experiencing homelessness. This package includes a Trainer's Guide, which provides an overview and instructions for using this package, as well as training materials.

[TraumaticStressTraining_Final.pdf](#)

<http://homelessness.samhsa.gov/Resource/HRCs-Homelessness-and-Traumatic-Stress-Training-Package-33070.aspx?search=volk&orgSearchString=volk>

Housing Search Tools for Washington State

3. [Washington Information Network 2-1-1](#)

4. [One Stop Housing locator](#)

5. [Public Housing Authorities listing](#)

6. [HUD subsidized apartment finder](#)
7. [USDA rural rental housing](#)
8. [Aptfinder.org](#)
9. Solid Ground - [Tenant Services](#)
10. Seattle Housing Authority - [Rental Listings](#)
11. [GoSection8.com](#)
12. [Housing Connections](#) (Portland and Clark County)
13. [Washington State Coalition for the Homeless Housing Resources](#)
14. [USDA rural rental housing locator](#)
15. [RSN Crisis lines](#)

3. Developing individualized services plans that focus on housing stability, that are collaboratively developed with consumers, and reflect their needs and preferences.

Resources to assist case managers with the development of individualized services plans are presented below.

Documents from the Corporation for Supportive Housing:

- [Role of the Case Manager](#)
- [The Process of Goal Setting](#)
- [Motivational Interviewing](#)
- [Developing an Individual Service Plan](#)
- [Sample Individual Service Plan Form](#)
- [Sample Goal Setting Worksheet](#)

Case Management Services (HUD-Funded Training Curriculum)

An introduction to the clinical skills needed to help tenants with special needs sustain themselves in supportive housing, including building trust, setting goals, motivating tenants, using referral services and documentation. [Curriculum and Handouts](#)

Housing and Employment

Washington State Institute on Public Policy entitled, [Housing Outcomes of Public Mental Health Consumers in Washington State \(August 2010\)](#).

The Washington State Institute on Public Policy was directed by the 2001 Washington State Legislature to “conduct a longitudinal study of long-term [mental health] client outcomes to

assess any changes in client status at two, five, and ten years.” This latest report discusses supported employment and housing outcomes for Washington’s public mental health consumers. The Study found that employment history, diagnosis, and functioning all predict the likelihood of employment after treatment; earnings for employed adults remain low; and supported employment and housing programs can improve outcomes for clients if implemented according to recommended guidelines.

Successfully Housing People with Substance Use Issues (SHPSUI)

The purpose of the curriculum is to provide case managers and property managers working in supportive housing with an overview of substance use and the tools participants might use to assist tenants in increasing their housing stability.

<http://www.csh.org/index.cfm?fuseaction=Page.viewPage&pageId=593&nodeID=81>

4. Responding to crises and preventing evictions by assisting consumers to resolve housing issues and sustain compliance with the terms and conditions of their lease agreements.

Crisis Management and Eviction Prevention resources for case managers are presented below.

Documents from the Corporation for Supportive Housing:

- [Profile of the Eviction Prevention Plans and Practices of Deborah’s Place](#), a supportive housing provider in Chicago, IL
- [Sample Housing Retention Conference Guidelines and Policy](#) which includes a sample Housing Retention Contract from the Tenderloin Housing Clinic in San Francisco, California
- [Coordinated Responses to Inappropriate Behavior by a Tenant](#) for property management and supportive services staff to plan how they will coordinate their efforts when tenants are engaging in disruptive behavior which could lead to lease violations.

5. Addressing the concerns of landlords and property managers, in order to foster effective working partnerships, to be seen as a valued problem-solver, and to be able to effectively advocate for your clients to help them sustain their tenancy.

Tools and strategies that case managers may use to effectively work with landlords and property managers are included in the report presented below.

[Strategies for Working with Landlords](#) and Finding Housing for Clients (National Alliance to End Homelessness Training Curriculum)

This interactive, web-based training provides participants with an overview of how to find landlords and track and document the success of your landlord outreach strategies, as well as tools for maintaining your partnership with landlords for the long-term. The training includes both an audio and visual component.

[Overcoming Obstacles to Housing](#), a SAMHSA Guide to Working with Consumers and Landlords in Supportive Housing.

Bond and Levstek article on housing choice - [Housing Cost, Quality, Resident Satisfaction Survey for Homeless Mentally Ill Persons](#).

[Pennsylvania Housing Choices - Working with Landlords](#) – includes in depth resources for landlords, agencies and consumers.

Chapter 6:

Roles for Tenants and Consumers Seeking Community-Based Housing

The goal of this chapter is to suggest a set of roles for consumers in seeking and maintaining community-based PSH – and in being active partners in the management of their housing and in the delivery of supportive services.

Objectives for Supportive Housing Tenants and Consumers Seeking Housing

1. Secure community-based housing that is stable, safe, and affordable, and supports well-being and recovery.
2. Access appropriate level of supportive services to support housing stability, foster well-being and recovery, and improve quality of life.
3. Increase personal income through employment and/or benefits.
4. Achieve greater integration into the community, such as through peer support, volunteering, serving on tenant councils, and other ways to connect with friends, colleagues, and family members.

Roles for Consumers

1. When possible, take an active role in partnering with case managers and other appropriate staff to search for available units, and complete the necessary paperwork, on the consumer's choice for housing.
2. Understand leases and house rules and follow them. If rules or lease requirements negatively effect quality of life, offer suggestions to property management about changing any provisions to meet both the landlords needs and the tenants satisfaction. When appropriate, support other consumers living in your community to maintain their housing.
3. Collaborate in the design or improvement of housing policies or programs, through participation on tenants' councils, advisory groups, or through direct dialogue with case managers and property management staff.
4. Increase personal contributions to subsidized rent by finding employment or securing public benefits thereby stretching scarce subsidy resources so other consumers may have access to affordable housing.

Resources for Consumers

1. Housing search tools in Washington State
 - Statewide crisis assistance service - <http://www.win211.org/>
 - www.OneStopHousing.org
 - <http://www.endhomelessnesswa.org/resources/>
 - PHAs - <http://www.awha.org/contact.html>

- HUD subsidized apartment finder - <http://www.hud.gov/apps/section8/step2.cfm?state=WA,Washington>
 - USDA rural rental housing - http://rdmfhrentals.sc.egov.usda.gov/RDMFHRentals/select_county.jsp?st=WA&state_name=Washington&st_cd=53
 - <http://aptfinder.org/>
 - RSN crisis lines - <http://www.mentalhealthaction.org/Resources/RegionalSupportNetworksRSN.aspx>
 - Solid Ground - <http://www.solid-ground.org/Tenant/Pages/HousingSearch.aspx>
2. Tenant Rights and Responsibilities
- a. WA Attorney General : Landlord-tenant law publication
 - b. Northwest Justice Project
<http://www.washingtonlawhelp.org/documents/1593216300EN.pdf?stateabbrev=/WA/>
 - c. Columbia Legal Services <http://www.columbialegal.org/>
 - d. Solid Ground <http://www.solid-ground.org/Tenant/Pages/HousingSearch.aspx>
 - e. [Fair Housing Center of Washington](#)
3. Creating Tenant Councils & Giving Input as Tenants
- [Community Building in Supportive Housing Developments](#)
 - [Preparing a Plan for Community Building Efforts](#)
 - [Social Norms and Organizing Issues Worksheet](#)
 - [Tenant Participation in Supportive Housing Settings](#)
 - [Involving Tenants in the Decision-Making Process](#)
4. Finding and Maintaining Employment
- [Employment Support provided by the DSHS Division of Vocational Rehabilitation](#)
 - Selections from CSH Toolkit on Employment Services
<http://www.csh.org/index.cfm?fuseaction=Page.viewPage&pageId=4283&parentID=10>
 - [Worksource Employment Search Support](#)
 - [SAMHSA Toolkit on Supported Employment](#)

Chapter 7: Working With Private Landlords

The goal of this Chapter is to offer guidance to consumers, mental health agencies, funders and others on working with private landlords who own and manage community-based housing. The resources included in this Chapter will be particularly useful to those seeking:

- To identify private landlords who will rent to consumers;
- To sustain long term relationships with private landlords; or
- To assist consumers to be successful tenants.

Roles and Strategies that Support PSH Partnerships with Private Landlords

Mental health agencies, housing authorities, and case managers all have important roles to play in building local collaborations with landlords interested in PSH for people with mental illnesses. These roles include:

1. **Connect with Landlords.** Outreach and engagement activities for landlords are needed in order to ensure that landlords understand PSH and the resources & services available to them and tenants;
2. **Landlord Education.** For Landlords not experienced with PSH, materials, workshops and community forums that explain the mechanics and benefits of PSH can be an effective first step in creating connections and collaborations with landlords;
3. **Landlord Incentives and Support.** Incentives are often needed in order to attract and retain private landlords in mental health housing;
4. **Housing Advocacy.** Housing advocacy and case management with consumers – helping them to resolve issues that with their housing to avoid eviction.

Resources for Working with Landlords

1. **Connect with Landlords.** Finding landlords who are willing to learn about PSH and work with you to assure the successful tenancy of your client can be challenging. Creating outreach plans and establishing relationships with local landlord associations builds connections to available units.
 - a. State and Local Landlord Associations
 - [Washington Landlord Association](#)
 - [Washington Apartment Association](#)
 - [Landlord Association of The Inland NW](#)
 - [Rental Housing Association of Puget Sound](#)

- b. Housing Locator (search) programs assist with searching for a home. They can also be a way to find landlords interested in providing affordable housing to be included in an outreach plan.
 - [Washington Information Network 2-1-1](#)
 - [One Stop Housing locator](#)
 - [Public Housing Authorities listing](#)
 - [HUD subsidized apartment finder](#)
 - [USDA rural rental housing](#)
 - [Aptfinder.org](#)
 - Solid Ground - [Tenant Services](#)
 - Seattle Housing Authority - [Rental Listings](#)
 - [GoSection8.com](#)
 - [Housing Connections](#) (Portland and Clark County)
2. **Landlord Education.** Reaching out to landlords and providing them with information and resources about PSH will ensure understanding of what it is, how they can participate and services available to them as property managers. In turn, this will foster trust and rapport with you and your clients, allowing better access to housing and stabilizing the tenancy for mental health consumers.
 - a. Models of outreach:
 - Bridgeways - [Partnering with Landlords](#)
 - b. PSH Information Toolkit-
[Housing Operations: Introduction to Property Management in Supportive Housing](#)
3. **Landlord Incentives and Support.** Landlords often need reassurances and support that will give them confidence in renting their unit to people with mental illness. In addition to rent subsidies, damage guarantees, renter education programs, and close coordination with housing advocates and case managers are often needed when working with landlords. Resources that can be used to help develop a plan for working with Landlords in your community include:
 - a. Programs create incentives for landlords
 - [Salvation Army Spokane](#)
 - Department of Commerce – [Landlord Incentives and Protections](#)
 - Bridgeways - [Partnering with Landlords](#)
 - b. Information about PSH for landlords and property managers
 - [Corporation for Supportive Housing - Understanding Permanent Supportive Housing](#)
 - c. Fair Housing, Tenant Rights and Responsibilities
 - WA Attorney General : [Residential Landlord-Tenant Resources & Links](#)

- Northwest Justice Project [Washington Law Help](#)
- [Columbia Legal Services](#)
- [Fair Housing Center of Washington](#)

4. **Housing Advocacy.** Assisting consumers with finding resources to resolve housing issues with their landlord *before* they are evicted or other problems arise is a key component to maintaining their stable housing. You will find below examples of programs that are available to help the consumer before and after finding their home. Some assist the tenant with their current living situation and to better understand the landlord's perspective. Other programs are geared toward reassuring landlords that there are reasons to rent to mental health consumers. You will also find resources to help find pathways to conflict resolution.

a. Ready to Rent programs

- Transitions (Spokane) [Responsible Renter Program](#)
- Housing Authority of Portland - [Rent Well Program](#)
- Longview Housing Authority - [Ready to Rent Program](#)
- Second Step Housing - [Tenant Education Program of Clark County](#)
- Volunteers of America Western Washington – [Renter Certification](#)

b. Landlord-Tenant Advocacy programs

- [The City of Tacoma Landlord-Tenant Program](#)
- [King County Landlord Liaison Program](#)
- [WSHFC Landlord/Tenant Resources](#) (Listing of Dispute Resolution)
- [Solid Ground Tenant Services](#)
- [Tenants Union of Washington State](#)
- [Disability Rights Washington](#)
- DSHS Division of Developmental Disabilities, links to advocacy organizations in Washington State: [Division of Developmental Disabilities, Advocacy Organizations.](#)

c. Rental Subsidies and Trainings

- Housing Authorities - [Association of Washington Housing Authorities](#)
- Finance Commission - [Manager's Training Schedule](#)
- Rental Housing On Line - [Listing of local landlord associations](#)

d. Payee Services

- i. [Washington Information Network 211 - Search List of Payee Services](#) Other examples of successful landlord programs useful for people with mental illnesses
- ii. YWCA [Housing Stability Project of Snohomish/King County](#)

For Additional Information:

A model program designed to attract private landlords to housing, prepared by the Housing Authority of Portland, is available here:

<http://www.hapdx.org/landlords/>

