



# AFTER MAKING IT HOME

A 4-STEP PROCEDURE TO PROMOTE HOUSING STABILITY





# Introduction Activity (5 mins)



- Using the index card, briefly describe a scenario where a household's tenancy is in jeopardy.
- Is the tenant living in scattered site or project-based PSH (Permanent Supportive Housing)?
- What type of lease violation occurred? (nonpayment of rent/ housekeeping/ aggression towards neighbors/ etc.)?
- Share any relevant general demographic of the tenant (age, race, sex, family composition).





# About PATH

- Founded in 1984, PATH is the largest homeless nonprofit organization working to **end homelessness for individuals, families, and communities in California.**
- We do this by building affordable supportive housing and providing supportive services statewide.
- PATH provides housing and homeless services in 150 California cities and **serves 20% of the state's population experiencing homelessness.**
- In the last five years, PATH has helped **more than 10,000 people** move into permanent homes.





# About PATH Ventures



- Non-profit, PATH affiliate
- Founded in 2007
- Develop, own, and operate affordable and supportive rental homes
- Emphasis on serving people moving out of homelessness



# What is Supportive Housing?



- Permanent Supportive Housing is:
  - Lease-Based – as long as lease is being followed, housing is guaranteed
  - Voluntary Services – service participation is not a requirement of housing
  - Person-centered and tenant-driven – housing goals should be determined by the tenant and not services
- Supportive housing augments affordable rental homes with support services to help residents regain their health and independence.
  - Homes + Support = Stability
  - 90% retention rate



# Services Approach

- PATH knows many of our tenants have been unsuccessful in other housing environments.
- Ending homelessness means working with our tenants to address behaviors that can jeopardize housing stability.
- In collaboration with Property Management, PATH staff create opportunities for tenants to gain, practice, and implement new skills to improve chances of remaining stably housed.
- Use of evidence-based practices, including harm reduction strategies, allow staff to start “where the person is at” and address the individual’s identified needs, allowing trust and rapport to develop between staff and tenants





# A Successful Housing Team

- Are committed to the team approach and prioritizing tenants' housing retention.
- Educate and orient staff and tenants regarding the role and responsibilities of Supportive Services and the Property Management
- Have mutual respect for one another's professional boundaries, roles and areas of expertise
- Establish a team process for problem and conflict resolution
- Respect and maintain tenant confidentiality regarding treatment planning
- Share relevant written materials, memos, lease violations, notices and updates on a regular basis, with current signed consents to release information on file.
- Meet and communicate regularly to review challenges, address problems, create solutions, and coordinate housing retention efforts.
- Establish clear housing retention policies and work together to provide appropriate support to tenants in violation of lease and/or house rules.
- Work to improve policies and procedures within the apartment community.





# Roles and Responsibilities of a Housing Team



- A successful supportive housing community demands a commitment to a collaborative relationship by the Property Management and Supportive Services teams.
- It is imperative that these Housing Team parties work closely together and have effective and regular communication.
- It is essential that they understand and respect the roles and responsibilities of each party, and trust in each other's judgement.





# Roles and Responsibilities

## Property Management:

- Assure physical maintenance of the property
- Assure safety and security of the property
- Manage the property according to property management contract and plan
- Process new admissions from applicants and manage paperwork
- Collect rent
- Manage occupancy issues
- Enforce the lease



## Supportive Services:

- Coordinate with Property Manager on issues related to the health and safety of residents and building/unit maintenance
- Be the primary contact person with providers to verify homeless/disability certifications and coordinate support plans
- Create housing retention plan in conjunction with tenant to address lease violations
- Educate and coach tenant to implement tools to manage those behaviors that may negatively impact housing or wellness.
- Support problem solving and mediation attempts between residents
- Coordinate the delivery of prevention programs for residents such as; safety and wellness programs
- Promote community-building activities



# Shared Responsibilities

- Orientation and welcoming new tenants
  - Property Management reviews and signs lease with tenant with support from services staff
  - Supportive Services advises tenants of supportive services' role and personally invites to upcoming events
- Support rent collection and housing stability
  - Property Manager enforces the lease and collects rent
  - Supportive Services assist in developing a payment plan with residents who are late or fall behind on rent payment
- Promote health and safety of tenants
  - Property Manager identifies changes of behaviors or other concerning items and refers information to property management. Issues lease violations and enforces the lease as pertains to health and safety
  - Supportive Services assesses for potential harm to self or others and conducts necessary coordination with mental health and emergency responders, as needed. Supportive Services also proactively develops and implements tenant wellness planning, including WRAP, Advanced Directives, etc.
- Building maintenance and security:
  - Property Management responds to issues as they arise
  - Supportive Services notifies Property Management of observed problems or issues and empowers tenants to report.
- Tenant grievance process and follow-up
  - Both Property Management and Supportive Service clearly post their respective agency grievance policy procedures to educate tenants on opportunities to constructively express their concerns.
- Emergency procedures during crisis
  - Both property Management and Supportive Services coordinate and educate tenants on emergency response procedures.





# Partners in Housing Retention





# 4-Step Housing Retention Procedure



- Based on the idea of escalating responses to disruptive behaviors
- Designed to capitalize on the strengths of each player in the housing team.
- Dependent upon quick response times





# Step 1:

## Potential lease violation, display of atypical behavior.

### Property Management:

- PM completes universal referral form and brings to weekly meeting
- Within 72 hours of noticed violation, coordinate a meeting with tenant, services, and PM.
  - As a housing team, verbally discuss with tenant.
  - Review with tenant verbally the lease and show the rule that is being violated while tying in how the behavior they are exhibiting is a lease infraction.
  - Ensure tenant understands the connection between behavior and lease infraction
- Brings item to weekly meeting
- Notes warning in PM chart
- PM follows up with a written memo

### Supportive Services:

- Universal Referral form is discussed in site meeting
- Within 72 hours of noticed violation, coordinate a meeting with tenant, services, PM,).
  - As a housing team, verbally discuss with tenant.
  - Review with tenant verbally the lease and show the rule that is being violated while tying in how the behavior they are exhibiting is a lease infraction.
  - Ensure tenant understands the connection between behavior and lease infraction
- Follows up with casual conversation, one to one
- Assesses for ongoing challenges to follow rule
- Identify supports to meet expectation
- Review house rules



## Step 2:

A reasonable time period passes with no change or issue resolution. Clear lease violation.

### Property Management:

- Updates Universal Referral form and brings to weekly meeting
- Issues written lease violation
  - States specific item of lease that is violated
- Notifies supportive services team with CC of notice before issued to tenant
- Brings item to weekly meeting



### Supportive Services:

- Review Universal Referral Form in site meeting
- File notice in tenant file
- Meet with tenant one on one and include partners
- Verbally create housing retention plan
- Explore situational factors and assess barriers
- Identify community resources
- Connect to necessary supports to follow lease





## Step 3:

The tenant issue remains unresolved. Designated time period for correction has passed. (In cases where tenant or staff safety is at risk, plans may immediately escalate to a step 3.)

### Property Management:

- Updates Universal Referral Form and brings to weekly site meeting
  - Must be signed by PM regional manager to get to step 3
- Issues additional notice
- Notice to Cure or Quit
- Notifies PV with CC of notice
- Brings item to weekly meeting
- Coordinate meeting with tenant and SS



### Supportive Services:

- Reviews Universal Referral Form in weekly site meeting
- Creates Housing Retention Plan, with date to review intended plan and results
  - Note: will create updates if needed, upon plan review date
- Identifies barrier and 3 support items to resolve.
- Coordinates enhanced support with partners as applicable
- Bring plan to meeting with tenant and PM
- Set regular meetings to support in plan details



## Step 4:

The time period designated by the Housing Retention Plan has passed and there has been no reasonable update in the concern.

### Property Management:

- Updates Universal Referral Form for weekly site meeting
- Sends tenant file to partner/owner for unlawful detainer recommendation.
  - Partner/Owner will review and approve eviction.
- Will not accept rent.
- Notifies PV through copy of notice

### Supportive Services:

- Reviews Universal Referral Form during weekly site meeting
- Respond in the designated time frame.
- Look for community resources and supports.
- Connect to legal supports if tenant wants to dispute eviction.
- Explores tenant's housing options.
- Identifies alternative housing
- Assists tenant with relinquishing to avoid eviction
- Problem solves potential issues to obtaining apartment (budgeting, etc)



# Case Studies Debrief



- What observations do you make?
- What strengths and supports may the tenant already have?
- What challenges can you anticipate?
- How do you plan to gain tenant's buy-in in developing a Housing Retention Plan?
- How do you plan to gain Property Management buy-in?
- What hands-on housing retention interventions may you recommend?





# Considerations for Future

- Some people are still engaged in retention planning with active lease violations.
- Some people declined Housing Retention efforts
- In some cases, opportunities for Housing Retention Plans were declined by ownership and property management due to severity of issue.
- Are there additional partners to involve in Housing Retention dialogues?
- What if there are multiple violations occurring simultaneously?
- What if a significant period of time has passed since a HRP was created?
- How is (or isn't) a Retention Plan used for potential safety threats?
- When are notices given/not given? What about holidays and weekends?





# Outcomes

## *Findings from 4 step process:*

- Reviewed 548 unduplicated households across 9 sites from a 24 month period (July 1, 2017 – July 1, 2019).
  - Of the 548 unduplicated households, 105 (19%) participated in the housing retention process (any of the 4 steps)
  - Of those who participated in the housing retention process, 76 (72%) retained housing
  - Of those who participated in the housing retention process, 6 (6%) went straight to level 4 due to violence/safety concerns
  - Of all who went through the housing retention process and did not retain housing, Director of Supportive Services reviewed each case to ensure that “Whatever It Takes” model was used in addition to utilizing external resources such as DHS program manager, DMH clinicians, and internal clinicians.
- ***#1 success – an individual who was part of the Hollywood Top 14 was determined by professionals in the field that he was “not a candidate for PSH.” He has been successfully housed for 2 years due to ongoing interventions with the 4-step process***



# Outcomes

- Of the folks exited:
  - 29 (38%) retained housing longer than 1 year
  - 17 (22%) Retained housing longer than 2 years
- Common themes in those who did not retain housing:
  - TAY (3)
  - Hoarding (3)
- Analyzing common themes identified training opportunities for our agency to better support high barrier tenants:
  - Buried In Treasure
  - Motivational Interviewing
  - Seeking Safety
  - Cross training property management with MHFA and NVCI
- Created new referral template for property management and services to document and verify each of the steps has been followed



# Q&A



- Would this procedure work in your settings?
- Are there community or partnership considerations to implement this procedure?
- Are there political, or systemic considerations for your communities?
- Are there other potential limitations that may create implementation barriers? Funding? Rental Market?



**THANK YOU!**

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