

**Rebuilding Lives Plan Best Practice Research Summary**

## Introduction

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This report describes “best practice” programs and promising approaches to address homelessness in the United States related to strategies developed within the Rebuilding Lives II Plan for Columbus and Franklin County, Ohio. The research process included:

- Field Visit – Staff members from CSB and consultants toured Project H.O.M.E. in Philadelphia’s Outreach Coordination Center.
- Interviews – Telephone interviews were conducted primarily with units of local government and outreach, shelter, and supportive housing program providers.
- Literature Review – Research was conducted using Internet and printed materials.

The research was not intended to be an exhaustive search, but rather a starting place for ongoing investigation by strategy conveners and provider agencies. Local best practices are not included, but are recognized in the new Rebuilding Lives Plan. Each new strategy is presented with a brief summary of the “best practice” programs discovered.

### 1. Coordinate emergency aid from community-based assistance programs.

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- A. Winston-Salem, North Carolina has been able to leverage significant resources for emergency assistance. Four local agencies—Crisis Control Ministries, Sunnyside Moravian Ministry, the Salvation Army, and Forsyth County Department of Social Services — provide emergency financial assistance to individuals and families to help prevent homelessness. Agencies use an internet-based network to share information on funding provided for rent, utility bills, automobile repairs, and healthcare bills. Federal TANF dollars were used to pay back rent to the local housing authority or private landlords (this program was subsequently discontinued).
- B. Philadelphia’s Housing Support Center coordinates housing and service resources from various City social service departments through one central gateway. Pulling together resources such as Family Unification Program Vouchers, TANF dollars, and other mainstream and homeless program funds, the Center serves as a "one-stop shop" for housing resources -- providing both prevention and back-door mechanisms to decrease the actual number of people experiencing homelessness while helping to reduce the length of time others have to remain homeless. The Center serves mainly families experiencing or at risk of homelessness. The Center also accommodates people who do not fit neatly into other housing program models, such as those facing barriers to being housed by public housing authorities due to former criminal convictions or substantial debt.
- C. Montgomery County, Maryland has been able to obtain funding from a variety of sources to implement a comprehensive prevention plan. Three regional Montgomery County Department of Health and Human Services (DHHS) Crisis Intervention Units that administer state and county rental assistance programs are located throughout the county. In addition, Montgomery County has 20 eviction prevention programs offering a wide range of emergency assistance and orchestrated through the Emergency Assistance Coalition. The program is supported with county funds, Federal Emergency Management Agency funds, state homeless assistance grants, and donations from local congregations.
- D. Hennepin County, Minnesota is promoting efforts that will keep families in sustainable housing and preventing them from ever requiring emergency shelter. The state Family Homelessness Prevention and

Assistance Program provides the financing for homelessness prevention activities. The county subcontracts with eighteen nonprofit agencies to deliver services that include financial assistance, case management and other assistance to eligible families to prevent the loss of housing.

**Best Practice Research Contact Information**

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2. Philadelphia Housing Support Center  
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3. Montgomery County Department of Health and Human Services (DHHS) Crisis Intervention Units  
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## 2. Provide immediate and systematic access to mainstream benefits and services for persons who are homeless and served by the homeless service system.

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- A. The Benefit Bank (TBB) connects communities to resources by providing a practical technological solution to the complex and cumbersome process of gaining access to tax credits and public benefit programs like Food Stamps and Medicaid. Developed for use by a wide range of community based and government agencies, TBB can be part of a community-wide response to poverty for low income residents. Trained counselors use TBB to assist clients with federal tax returns and state tax returns as well as applications for a range of federal and public sponsored health and social service benefits. TBB is free for clients.
- B. The Maryland SSI Outreach Project in Baltimore helps homeless mentally ill people become enrolled in the Supplemental Security Income (SSI) program by providing outreach, help with record gathering and application completion, and advocacy. The SSI Outreach Project is geared toward severely mentally ill people who are living on the streets. In addition to the street outreach done by the staff, the SSI Outreach Project takes referrals from all over the city. In Columbus, the RLPTI program adopted the Maryland SSI Outreach model to expedite access to Social Security, Medicaid, and other benefits.
- C. *Washington, DC's FirstStep* is an on-line tool for assisting individuals who are homeless with accessing Federal mainstream benefit programs. Useful information is provided on each benefit program to make enrolling individuals into these programs a more efficient process. *FirstStep* focuses on the following major mainstream benefit programs: Food Stamps, Medicaid, Medicare, One-Stop Career Center System, Social Security, Social Security Disability Insurance (SSDI), State Children's Health Insurance Program (SCHIP), Supplemental Security Income (SSI), Temporary Assistance for Needy Families (TANF), and Veterans Affairs Health Care (VA). Veterans Affairs Compensation (VA).
- D. The Colorado Department of Human Services Supportive Housing Council established a Mainstream Service Committee that includes representatives from various metro area county mainstream community providers and homeless service providers. The committee focuses on the planning and facilitation of quarterly networking events to take place in each of the seven metro Denver counties. Meetings and communications promote mainstream benefit and service coordination. Once every three months, an event is held that includes presentations from mainstream providers and homeless service providers that work in that county. Current program and referral information is shared between public and private providers. Concepts that have worked well in other counties and areas are shared. Events include networking time to allow agencies to build relationships and share ideas that will improve homeless persons' access to services.

## Best Practice Research Contact Information

1. The Benefit Bank - <http://www.thebenefitbank.com>
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3. US Department of Health and Human Services FirstStep Benefits Program  
<http://www.cms.hhs.gov/apps/firststep/index.html>
4. The Colorado Department of Human Services Supportive Housing Council  
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### 3. Develop a single point of contact system, with stronger linkage to community resources, for adults experiencing a housing crisis.

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- A. New York City's Department of Homeless Services (DHS) operates a large and comprehensive shelter system for single adults. To enter a shelter, homeless single adults must first visit an intake center, which provide intake, assessment, triage, and diversion options. There is one intake center for men and three intake centers for women. The "311" telephone service provides directions and information about the intake centers. Upon arriving at an intake center, trained social services and professional staff assess each person's unique needs and assign them to shelters with expertise in addressing those needs.
- B. The Boston Homelessness Prevention Clearinghouse (BHPC) is a 3-year program to strengthen homelessness prevention services citywide. The BHPC seeks to move from a silo-based system to a coordinated network of prevention programs. MBHP is working with 35 partner agencies to serve residents with common intake, assessment, and referrals practices. The BHPC also provides emergency funds for individuals and families at-risk of homelessness. Goals are to preserve tenancies by providing resources and referrals to tenants at-risk of losing their housing; help residents unable to retain their housing to find their next homes, change and enhance the existing network of homelessness prevention service delivery resulting in 'no wrong door' for homelessness prevention, and facilitate timely and targeted client access to services and resources.
- C. Miami-Dade Homelessness Trust - Miami-Dade County's Homelessness Trust (MDHT) was formed to administer and implement the *Community Homeless Plan* plan. MDHT receives about \$5 million annually in HUD grants plus receipts from a one percent local sales tax on restaurant meals and beverages that currently produces about \$8.5 million a year. A central feature of the plan was the construction of two

Homeless Assistance Centers (HACs) to provide a range of housing and other services to homeless clients. The Community Partnership for Homelessness (CPHI), which is a private sector partner of the Miami-Dade Homelessness Trust, operates both centers. In addition to temporary housing, the centers provide case management, vocational education, health care, childcare, legal aid, and an array of other social services to assist residents' return as productive members of the community. The centers have received nearly \$50 million in gifts from individual donors, corporations, religious organizations, and non-profits in addition to HUD and other federal funds.

#### Best Practice Research Contact Information

1. New York City's Department of Homeless Services (DHS)  
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2. Boston Homelessness Prevention Clearinghouse  
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3. Miami-Dade Homelessness Trust  
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4. **Create a unified system to better respond to homeless persons who are not accessing shelter, including a coordinated call and dispatch system, common documentation, and shared outcomes for outreach programs.**

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  - A. Philadelphia's Project H.O.M.E. Outreach Coordination Center (OCC) was developed in 1998 as part of the city's commitment to develop systematic approaches to ending street homelessness. Its innovative aspects include a single entity coordinating outreach teams and agencies 24/7; hotline to respond to individual and community concerns; daytime rather than nighttime outreach; direct access to safe havens and other low demand housing; full cooperation from city health, mental health, and substance abuse agencies; and a comprehensive database. The OCC serves about 2,000 unduplicated individuals annually, and about 25% are chronic street homeless people, the primary target group for housing and services. Outreach workers record about 9,000 contacts per year (duplicated) on outreach. The main funder is Philadelphia Department of Behavioral Health, which is a city department but uses state money funneled through counties. The program receives some additional funding from private donors and from the city Office of Supportive

Housing which fund one or two positions for weekend coverage and case management through the city shelter system. There are 4 other agencies providing outreach that are not in this budget.

- B. New York's Manhattan Outreach Consortium includes seven agencies that came together using the "housing first" model, with Goddard Riverside as the lead agency and the Center for Urban Community Services (CUCS) providing technical support and training. Agency contracts with the city are performance-based using housing outcomes. Agencies use a common database to reduce duplication, and respond to "311" calls for assistance. The new contract with the New York City Department of Homeless Services (DHS), which started in August of 2007, is based on housing outcomes and reducing duplication among service providers. There is 24/7 coverage of the city with response to "3-1-1" calls within one hour. A key strategy is to identify the "anchor" persons in homeless camps and focus on housing them first. Agencies use a shared database developed by DHS. Providers will use hand-held computers that are like palm pilots to do progress notes in the field. Agencies also use MOCAP (Manhattan Outreach Consortium Application), a secure website with a program log to share information. MOCAPP can take shift notes so everyone can follow where teams have been in real time. Agencies receive \$850 for each transitional placement (e.g. shelter), and \$2,750 for each permanent placement. If the person moves on to permanent housing from a shelter, they receive the extra funding. A total of 25% of contract revenue based on earned money from incentives. As an example, CUCS receives \$575,000 for the performance contract section based on placing 676 people in transitional housing.
  
- C. The City of Riverside California's Homeless Street Outreach Team conducts mobile outreach and direct client services to the "hardest-to-reach" populations on the streets of Riverside. Working in partnership with local service providers, law enforcement, city staff, local businesses, community residents, and others, the Outreach Team helps homeless individuals and families to secure shelter, housing, employment, benefits assistance, behavioral health services, transportation back to their hometown and other assistance they need to exit life on the streets and become more self-sufficient. The four-person Street Outreach Team is available for service from 6:00 a.m. – 9:00 p.m. every Monday – Friday with additional hours on weekends on an on-call basis. Staff from local service providers and community volunteers assists with the street outreach effort through "ride-alongs" conducted throughout the week.
  
- D. San Diego's Police-Based Outreach Teams - San Diego city has two innovative outreach programs developed by and located in the San Diego Police Department—the Serial Inebriate Program (SIP) and the Homeless Outreach Team (HOT). Both can offer housing options that bypass emergency shelter, connecting street homeless people directly to safe havens, transitional housing programs, or residential treatment settings. SIP comes into play for chronic inebriates who do not voluntarily accept treatment. SIP is a collaboration of four city and five county agencies, including law enforcement, the city attorney's office, the public defender, the Superior Court, health care, and homeless agencies working as a team in a court context. SIP follows the Drug Court model in offering addicts a choice of jail or treatment. A study found that hospital and EMS contacts were reduced 53%, and inpatient costs were reduced over \$55,000 per month. The HOT program combines a police officer, a mental health worker, and a benefits eligibility technician in outreach teams operating during the day and evening hours to engage mentally ill street people and connect them to services. Because they combine police and mental health expertise and authority, they have the ability to remove people either voluntarily or involuntarily, in addition to building rapport and making referrals.

**Best Practice Research Contact Information**

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2. Manhattan Outreach Consortium

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3. City of Riverside California's Homeless Street Outreach Team

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4. San Diego's Police-Based Outreach Teams

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**5. Create a unified system for permanent supportive housing which includes centralized eligibility determination and placement, periodic review of tenant needs, and "move up" incentives to encourage tenants to be more independent.**

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- A. The New York City Department of Homeless Services (DHS) is the lead agency for coordinating permanent supportive housing in the city. DHS contracts with a private consortium of housing and service providers to operate supportive housing programs, some of which are specialized programs. DHS has a matching process when buildings open. The buildings provide criteria about their intended target population, and DHS refers people who are a good match for the program. DHS defines chronically homeless persons as being in shelter for 2 of the last 4 years, or continuously "street" homeless for one year, and places them on a priority list for housing. The system has 8,500 units with a turnover rate less than 10% per year.
- B. Sacramento County, California's Department of Human Assistance provides centralized intake to assess hard-to-reach, chronically homeless people for placement directly into the most appropriate available housing units that will include needed support and services with few preconditions and without a complicated application process. The County Department of Human Assistance houses the Central Intake office and leads assessment and referral efforts, in partnership with provider agencies and the County Department of Health and Human Services Mental Health Division. The program receives referrals from community partners already working at the street level. Assessment is mobile, and can take place on the street or in an office, and can conduct screening for immediate and/or life threatening needs.

Documentation of physical, mental or alcohol and other drug (AOD) disability is done by qualified professionals such as doctors, nurses, and counselors. Clients are referred to permanent housing via Housing First providers. The program enters client data into HIMS for tracking and evaluating outcomes of the Ten-Year Plan, and makes referrals for those individuals who are not chronically homeless to an appropriate resource in the Continuum of Care network. The program ensures that the most challenged individuals are linked quickly to permanent housing.

#### Best Practice Research Contact Information

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2. Sacramento County, California Department of Human Assistance

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Homeless Services  
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#### 6. Develop an additional 1,400 units of permanent supportive housing to reach a total inventory of 2,700 single adult/couple units and 150 family units for disabled adults and families who have experienced long-term homelessness.

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- A. New Orleans, Louisiana's *The Road Home* Project goal is to create 3,000 units of permanent supportive housing. The initiative received funding through the Louisiana Recovery Authority (LRA) the Bring New Orleans Back plan. \$320 million of federal Community Development Block Grant funds are targeted for capital, operating, and support. Another \$300 million in equity from Gulf Opportunity Zone Low Income Housing Tax credits are available to create and sustain these permanent supportive housing units in the hurricane affected areas of Louisiana. The Technical Assistance Collaborative Inc. (TAC) has worked in Louisiana over the past year to secure the funding and create the policy and advocacy framework necessary for a successful supportive housing partnership initiative in the state. TAC assisted Louisiana supportive housing advocates to create a new Permanent Supportive Housing Coalition to build a solid permanent supportive housing partnership structure in Louisiana. The permanent supportive housing approach is also being incorporated within essential state health/human service policy and system improvements emerging from the aftermath of hurricanes Katrina and Rita.
- B. *Connecticut Reaching Home* Campaign - In May 2002, a delegation of twenty supportive housing funders, advocates, and experienced providers from Connecticut traveled to Columbus, Ohio, to be part of the Corporation for Supportive Housing's first national leadership summit on supportive housing. The focus of the summit was a national challenge: to end chronic homelessness in America and to create 150,000 units of supportive housing nationwide as the primary means to get there. The Connecticut delegation came back inspired and committed to launch a campaign to end long-term homelessness in Connecticut within 10 years. Through months of focused work, the group grappled with refining estimates of homelessness in Connecticut, developed supportive housing production targets, compiled data on supportive housing's effectiveness, and designed informational pieces. The outcome has formed the basics of a campaign -

known as "Reaching Home" - to create 10,000 units of supportive housing within the next ten years to end homelessness as we know it in our state.

- C. *HeadingHome Minnesota* - A broad coalition of business, nonprofit and faith leaders recently announced a private-sector commitment to raise \$60 million for housing for homeless persons. Over one-quarter of the total - \$16 million - already has been pledged, with the balance to be raised by 2010. *HeadingHome Minnesota* will act as an umbrella partnership that will integrate the State Business Plan and four regional *HeadingHome* programs in Hennepin, Ramsey and St. Louis Counties and Southeast Minnesota which have developed 10-Year Plans. *HeadingHome Minnesota's* efforts will emphasize three long-term solutions: prevention, supportive housing, and outreach through a coordinated 24/7 system for those living on the streets to reduce the impact of homelessness on the community. The original Minnesota Business Plan to End Long-Term Homelessness released a "recalibration" report, which reviewed all plan assumptions and experiences to date, finding that the Plan is working. By marshaling resources, directing them to the strategies of the plan and remaining focused on results, the Plan has exceeded its initial goal to create 1,000 permanent supportive housing opportunities for people experiencing long-term homelessness. The report also noted the important role of leadership, identifying the actions of the cities of Duluth, Minneapolis, and Saint Paul which have joined with their corresponding counties of Saint Louis, Hennepin, and Ramsey to develop plans to end all homelessness in their communities. Twenty counties in southeastern Minnesota have done likewise. The plans are aligned to accomplish a common goal and are gaining commitment from the public and private sectors, as evidenced in the increase in state funds proposed by the Governor and appropriated by the legislature for the 2008-09 biennium, as well as new commitments from the philanthropic community.

#### Best Practice Research Contact Information

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## 7. Develop 430 long-term rent subsidies for homeless single adults to meet annual need.

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- A. New York City's Housing Stability Plus program was designed to replace two major programs that provided permanent housing to homeless families -- EARP/Section 8 and priority for NYCHA public housing apartments. DHS officials created the new program because the supply of federal Section 8 vouchers was drying up, and because some families and individuals were using shelters on a frequent or long-term basis. The main feature of Housing Stability Plus is a five-year rent subsidy which goes down in value 20% a year. The rent subsidy is offered to three groups of people - homeless families in shelter with an active public assistance case, chronically homeless single adults and adult families in shelter who qualify for Safety Net assistance, and public assistance-eligible parents who are waiting for housing in order to reunite with children in foster care. The amount of the new supplement is based on the size of the public assistance case and has a ceiling amount. Each year the supplement declines by 20% of the first year's supplement. The program is funded by federal, state and city money and costs about \$60 million a year.
- B. Indianapolis, Indiana's Blueprint to End Homelessness has a goal of making 1,700 additional rental units affordable to people with the very lowest incomes over five years – moving toward an ultimate goal of 12,500 affordable units over ten years. The plan is administered by the Coalition for Homelessness Intervention and Prevention of Indianapolis (CHIP Indy). The plan recently received a \$2.9 million grant from Lilly Endowment Inc. to United Way of Central Indiana to fund five significant homeless initiatives, including rent subsidy. A significant portion of the new funds will be used to develop sustainable, permanent support services for residents of 150 housing units. More than half of the Endowment grant - \$1.6 million - will be used to reduce the overall operating cost of the units, which will help generate an estimated \$254,000 annually to pay for supportive services for residents.
- C. Dade and Broward Counties Florida utilize a rental assistance program that incorporates gradually decreasing subsidies designed to motivate recipients to increase their income and achieve self sufficiency. The program utilizes Workforce or TANF funds (so eligibility is limited to families eligible for those funds), for persons at risk of losing their housing, persons who need relocation (like victims of domestic violence), or persons already homeless.
- D. Portland Oregon has created an \$800,000 risk mitigation pool to address the needs of landlords who rent to the chronically homeless or formerly homeless. Such tenants often have spotty rent histories or poor credit ratings. The risk pool seeks to encourage quality property managers in the mainstream affordable housing community to consider renting to these families and individuals by guaranteeing reimbursement for any excessive expenses incurred.

### Best Practice Research Contact Information

1. New York City's Housing Stability Plus program  
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<http://www.nyc.gov/html/dhs/html/home/home.shtml>

2. Indianapolis, Indiana Blueprint to End Homelessness

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3. Dade and Broward Counties Florida

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**8. Transition Tier II family shelter from a fixed unit approach to a flexible supply of housing with interim supports.**

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- A. Hennepin County, Minnesota's Rapid Exit Program is an innovative program that facilitates rapid re-housing by relying on early identification and resolution of a family's or individual's "housing barriers" and providing the assistance necessary to facilitate their return to permanent housing. Case managers have strong relationships with local landlords to identify housing units for homeless clients. Based on the family or individual's housing barriers, a referral is made to a subcontracting agency best able to respond to the client's housing needs. This approach puts "housing" at the front and center of efforts to help people experiencing homelessness, prioritizing the rapid return to housing and providing the assistance necessary to achieve housing stability. Within one week of entry to shelter, the family or individual is referred to a Rapid Exit Coordinator for a housing barrier assessment. The individual or family is referred to an appropriate contract agency for assistance with finding housing, which may include direct financial assistance for application fees, deposits and other household "start up" costs, resolving outstanding debt, and other costs and services related to housing.

### Best Practice Research Contact Information

1. Hennepin County, Minnesota's Rapid Exit Program

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### 9. Develop and implement a community campaign to increase access to affordable housing and rent subsidies for persons who are homeless or at risk of homelessness.

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- A. New York City's **Housing First!** Coalition includes tenants, developers, and bankers that came together to urge the mayor to tackle the issue of affordable housing. Mayor Bloomberg initiated the New Housing Marketplace plan, which included a \$3 billion commitment to produce and preserve 65,000 units over five years. Now the **Housing First!** Coalition is advocating with the state governor and other legislators. Representatives of the coalition, which includes church-based groups, labor organizations, housing advocates and organizations that work with the homeless, took their concerns to every gubernatorial candidate and state legislator. The message is that the high cost of housing is threatening the state's economic health, and they want a program of unprecedented size and scope to generate moderately-priced housing. The coalition wants the governor to commit \$13 billion over 10 years to create and preserve 220,000 units of housing for low- to middle-income residents.
- B. The Campaign for Affordable Housing in Los Angeles is a nonprofit organization that serves as a resource center and clearinghouse for local and regional organizations that want to make the dream of affordable housing a reality for all Americans. The Campaign supports locally sponsored efforts to tell housing supporters how to make their voices heard in land use approvals and legislative debates. The agency builds capacity of regional and local organizations to conduct public education programs and other grassroots campaigns, and provides materials and advice for sponsors seeking project approvals, local government officials deliberating housing decisions and housing organizations undertaking public education campaigns.
- C. The Dallas, Texas Foundation for Community Empowerment was formed when advocates felt that city officials were being unresponsive to their concerns about affordable housing. The organization formed a coalition that turned to the press and succeeded in generating a number of articles about the issue. This attention made the officials take notice and agree to meet with advocates. Advocates' decision to frame the issue as an economic one, rather than only a social justice one, proved successful in winning over allies. A wide range of stakeholders supported the effort to adopt city policies designed to foster affordable housing development. A consulting firm donated significant work in developing a report for the Taskforce, laying out 33 recommendations for changes in the city's policies. Proposed changes included speeding up the time it took to turn over a lot for development from the current two and a half years to just 60 days. Other recommendations dealt with issues of utility hook-ups, street width requirements, regulations regarding alleys, and how the city coordinates the development process among agencies and departments. The changes, said Edmonds, would ultimately benefit all developers, not just those who build affordable housing. The city council promptly adopted the report and its recommendations in September of 2002, and Mayor Miller appointed an implementation committee to oversee implementation of the recommendations.

### Best Practice Research Contact Information

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3. Dallas, Texas Foundation for Community Empowerment  
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### 10. Advocate with other systems to improve and increase housing placements for people returning to the community from domestic violence shelter, institutional or residential settings.

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- A. Massachusetts Re-entry Initiative – The Massachusetts Department of Corrections received a grant from the US Department of Justice to establish a re-entry initiative to serve prisoners re-entering the community who are at risk of homelessness. The prison system assesses offenders' needs for housing, substance abuse, mental health, and employment, then addresses these needs by developing individual program participation plans. There is one case manager in each of the 18 Department of Corrections facilities to provide case management on an ongoing basis and 6 full-time housing specialists to work with prisoners with pending releases.
  
- B. Indianapolis, Indiana's Blueprint to End Homeless has a strategy to develop a neighborhood homelessness prevention initiative that provides rental subsidies and other services to help people especially vulnerable to becoming homeless. This effort will be linked to the mayor's Family Investment Centers initiative, providing supportive housing to people at risk of becoming homeless who are leaving the criminal justice system, treatment institutions and the foster care system.
  
- C. The Maryland Re-Entry Partnership brings together participants from public and private agencies and systems, including criminal justice, health, and housing, to support the re-entry of prisoners in Baltimore. Community-based case managers (CCMs) meet with people incarcerated in state facilities before they are released to develop individualized re-entry plans. After those people return to Baltimore, the CCMs continue

to meet with them. The CCMs act as “boundary spanners,” connecting released individuals to services in different systems.

- D. The Missouri Department of Corrections (DOC) assesses and re-assesses individuals in prison and after release to allocate supervision resources efficiently. Institutional staff develop individualized Transition Accountability Plans and provide the parole board with varying release and community supervision options designed to achieve successful reintegration of prisoners back into society. Community corrections officers then match varying degrees of intervention, control, and treatment with the individual needs of the offender and his or her environment and progress.
- E. The Illinois State Department of Corrections pays St. Leonard’s Ministries, a local supportive housing provider, just under what it costs the Department to supervise a given number of parolees. St. Leonard’s then not only provides housing and other social services for the parolees but also assumes a large share of the responsibility for their supervision.
- F. New York’s La Bodega de la Familia’s family case management model brings together a parolee, a family case manager, a supervision officer, and family members of the parolee. Together, they work to identify the family’s resources and to build a supportive network of healthy relationships. Among other positive results, informal encouragement and support—even without increased drug treatment—led to a 36 percent decline in substance abuse for program participants, compared to a five percent drop for a comparison group. Re-arrest was cut nearly in half, with 11 percent of participants arrested during the six months following their involvement in the program, compared to 18 percent of the comparison group.

**Best Practice Research Contact Information**

1. Massachusetts Re-entry Initiative

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2. Indianapolis Blueprint to End Homeless

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3. The Maryland Re-Entry Partnership

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4. The Missouri Department of Corrections (DOC)  
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