



Rapid Rehousing

a manual for providers





Elim Transitional Housing's Screeners and Rapid Rehousing Staff

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Rapid Rehousing Manual

by Sue Watlov Phillips, M.A., C.S.P.

Dedicated to God, my parents and family, Elim Transitional Housing Staff and Board of Directors, Hennepin County Staff and FHPAP and people who are at risk of and experiencing homelessness.



Introduction and History

Rapid Rehousing and Prevention is the outgrowth of work by Elim Transitional Housing and other organizations across the nation, over the course of the past three decades. This manual was designed to share the lessons learned as we've assisted people who are at risk or who are already experiencing homelessness to obtain and maintain housing.

Elim Transitional Housing originated in 1982 as a church-based shelter under the umbrella of Elim Baptist Church. The program served as a bridge from shelter to permanent housing. In 1983, Elim began the first transitional housing program in Minnesota using a scattered-site, independent housing model to rapidly move people from emergency shelters to housing. Elim also had mechanisms in place to help prevent people from becoming homeless.

Elim Transitional Housing (Elim) was the model for the Minnesota Temporary Housing Bill (currently known as Transitional Housing). This Bill was passed by the State Legislature in 1984, and originally provided rental assistance and services for six months. This was later amended to reflect the number of months allowed under federal law.

Elim served as the model for Hennepin County's Transitional Housing Program, which was developed and funded in 1984.

That program also assisted people to move from shelters and was crafted to limit the need for additional shelters through homelessness prevention.

In 1986, Elim staff assisted in writing the original McKinney Vento (Homeless Survival) Act. In 1987, ETH assisted HUD with developing the transitional housing portion of the Act. Initially, HUD did not embrace the scattered site, rent subsidy, turn-key models that allowed people to stay in the same place, but it has since come to embrace these concepts.

Through the years, rapid rehousing has had many names: transitional housing, relocation assistance, housing first and rapid exit. Hennepin County's national model for Rapid Rehousing was developed in 1992 with Elim's assistance. The County initially used Minnesota Family Homeless Prevention and Assistance funding and later expanded using *McKinney Vento Supportive Housing Program Services Only* funding.

Our goal is to assist people who are at risk of or who are already experiencing homelessness to reintegrate in the community by helping them obtain or maintain safe, affordable housing and by linking them to the mainstream, community-based services they need. This manual was designed to lead providers through the key building blocks of a Rapid Rehousing and Homelessness Prevention Program. It should be considered a guide and adjusted to reflect the philosophy and mission of particular programs, within context of available community resources and funding restrictions.

Everyone needs a home.
All of us use community services.

Rapid Rehousing and Homelessness Prevention programs should avoid creating separate housing and services for people who happen to be at risk of or who are already experiencing homelessness. The goal is to reintegrate people back into our communities.

The Philosophical and Theoretical Basis for Rapid Rehousing

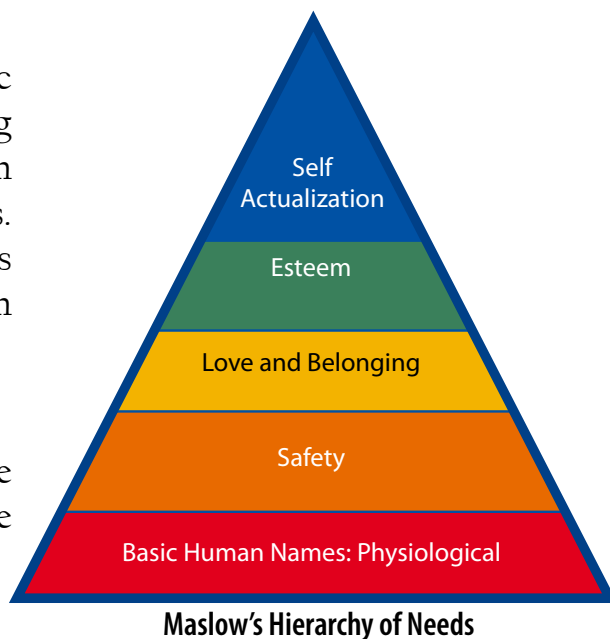
The Elim Rapid Rehousing Model was based on several philosophical constructs that have served over time to guide and inform the mission of the program. These are briefly described below.

Faith

The Golden Rule directs us to treat others as we would like to be treated. At Elim, we believe that the way we treat others is the way we are treating God. As people of faith, we are called to love one another and to put this love into action. The test for our activities comes down to how we would want to be treated if positions were reversed.

Theoretical Basis

Maslow's Hierarchy of Needs holds that the basic human needs of housing, food, water, clothing and safety must be met before human beings can move on to identify and meet higher level needs. Higher level needs (including such things as employment, education, family and health) can be addressed after survival needs have been met.



Reality Therapy

Almost all approaches to psychology assume that people have certain basic needs; the practice of Reality Therapy classifies them as:

1. Survival;
2. Fun (includes pleasure and enjoyment);
3. Freedom (includes independence, autonomy);
4. Love and belonging; and
5. Power (includes achievement, feeling worthwhile and winning).

Reality Therapy holds that each person is responsible for his or her own life and for becoming a responsible member of the community. It also teaches that change can only occur in the here and now, and that while the past cannot be changed, the future can be influenced by today's actions. Elim staff uses a guided discovery teaching model to help people access the resources they need to meet their particular needs.

Dream/Strength Model

Each person is unique with special talents and abilities. Elim staff helps people identify their dreams, the strengths that can help them achieve success, barriers to housing and to identify short- and long-term goals. Together, these serve as powerful motivators to help people change their lives.

A socially just community recognizes that safe, stable housing is a basic human right.

Prevention of homelessness must be a priority

- **Assist people to maintain rental housing, for themselves, in the community. Prevention Services may include (but are not limited to):**
 1. Payment for past due rent and/or utilities;
 2. Housing relocation assistance, including application/credit check fees, first month's rent and/or damage deposit, furniture and moving assistance, landlord tenant mediation;
 3. Subsidizing rent - either one-time (shallow), or for short or medium terms.
 4. Brokering or linking clients with other community services, such as employment assistance, education, training, physical, mental, and/or chemical health services, child care, transportation assistance or legal services.

(Note: A more detailed description on developing a prevention program is available from Elim Transitional Housing - www.elimtransitionalhousing.org.)

Screening

- **The community or program must develop and implement a plan to rapidly rehouse people who are already experiencing homelessness. Screening is done using a tool specifically designed to elicit background information that can be used to assist in connecting people with appropriate community based resources and to make referral(s) for professional assessments.**
 1. Screening may be completed by agency staff, central intake personnel a traveling screener or other appropriately trained personnel.
 2. The screener provides a brief overview of the screening process. The screener completes the data privacy form, releases of information and the screening form with the head of the household.
 3. The screener completes a criminal background check to identify any potential outstanding warrants or other issues that may impact the rehousing process. Outstanding warrants must be addressed by the household prior to referral to Rapid Rehousing staff.
 4. Screening guidance, criteria and tools have been included in pages 12 - 15 of this document.

(Note: A sample Screening Tool and a Barrier Assessment are available from Elim Transitional Housing - www.elimtransitionalhousing.org.)

Rapid Rehousing

- Rapid rehousing is assisting people in ways that help them quickly exit homelessness and move back into stable community housing.

Rapid rehousing services may include (but are not limited to):

1. Locating housing, paying application/credit check fees, first month's rent and/or damage deposits, providing moving assistance and practicing landlord/tenant mediation.
2. Brokering or linking clients with other community services, such as employment assistance, education, training, physical, mental, and/or chemical health services, child care, transportation assistance or legal services.
3. Subsidizing rent - either one-time, or for short or medium terms. The rental unit lease agreement is in the assisted household's name.

Rapid Rehousing payments* may include:

1. Payments for application fees, first month's rent and security deposit;
2. Furniture/moving assistance and storage fees to assist the household with moving into the new unit; and/or
3. A shallow rent subsidy. (Typically a shallow rent subsidy is \$200/month for a one-bedroom unit, \$300/month for a two-bedroom unit and \$400/month for a three-bedroom unit. This may vary based on the fair market rents established annually by HUD.)
4. The level of subsidy will vary by community. The goal is to keep the subsidy at a minimal level, so that when the subsidy ends, people can sustain and maintain the unit without further assistance.

*** People must check with each funding source in use to ensure that these are eligible costs.**



**A PLACE
TO CALL
HOME**

Rapid Rehousing Staff Qualifications

- **Cultural competence:** staff composition should be consistent with client population in terms of race and ethnicity. Staff must be able to communicate effectively with a diverse population, all of whom are struggling with complex issues.
- **Experience with homelessness:** priority should be given to people who have experienced homelessness, though if they are former clients, there should be two years of separation from your organizational services.
- **Excellent written and verbal communication skills:** staff must be able to communicate effectively with a diverse client population, service providers, landlords and other governmental and community-based entities.
- **Ability to develop extensive community networks:** staff members must have the capacity to become community services experts and to assist through brokering services and resources needed and wanted.
 - Staff must be comfortable “selling” the program to landlords and able to follow through with participants and landlords. They must be available by cell phone and/or beeper to assist in landlord/resident mediation after placement.
- **Ability to coordinate:** Staff must be able to work effectively with the supervisor on the availability of rent subsidies. Subsidies can be short-, medium- or longer-term, if available, but because of limited funding resources, subsidies cannot be made available to every household.



TIP: Rapid Rehousing Staff should include one (1) FTE per ten NEW and 30 previously placed households per month.



The demographics of Elim Transitional Housing Screening and Rapid Rehousing staff reflect the demographics of our client pool.

- **85% are people of color**
- **70% have experienced homelessness**

Responsibilities of Rapid Rehousing Staff

Rapid rehousing staff members provide an overview of the program for potential clients, and help complete a dream sheet, a Rapid Rehousing contract and a voter registration form, if necessary. Staff members also assist with completing releases of information for potential landlords, economic assistance, moving assistance and credit checks. Following these steps, The client is asked to complete a brief test on their rights and responsibilities under Landlord/Tenant Law. This allows staff an opportunity to educate on any gaps in knowledge. Staff then gathers any additional information needed (see the Rapid Rehousing Checklist, Page 19).

Rapid Rehousing staff assist the household in identifying appropriate and affordable rental housing units; inasmuch as possible, units should be readily accessible to public transportation, shopping centers, schools and other necessary services. Staff members will develop a referral list of landlords. The rapid rehousing staff can also assist households in accessing services, including employment and educational services and opportunities, food, clothing, additional furniture and other social services.

Follow-up services after placement are voluntary. Typically, rapid rehousing staff will check in with the household at least twice monthly for the first six months. Case management services may be more intensive, based on the population served and programmatic funding requirements.

Note: A typical case load will include approximately 10 new households per month, in addition to open case loads of approximately 40 households at a given time.

Prevention and Rapid Rehousing can be used successfully with families, youth, couples and individuals.

Outcomes

The outcomes must be related to the goals of the program: to prevent homelessness and to rapidly rehouse people within the community.

Prevention

1. Did the household that received prevention assistance remain housed?
2. Did the household stay out of shelter for at least one year?

Rapid Rehousing

1. Did the household that received rapid rehousing assistance remain housed?
2. Did the household stay out of shelter for at least one year?
3. Did the household access additional community resources to help address their needs?
4. Did the household have sufficient income to maintain housing after the subsidy ended?

Rapid Rehousing Screening Guidelines

Assessing Housing Barrier Levels

The following guidelines are used to assess and categorize a family's barriers and to determine whether the family can be appropriately referred for housing placement assistance. Housing barriers may be disclosed by the family or discovered in context with a records search.

Level 1: Zero to Minimal Barriers

Level 1 families have relatively good rental histories that do not include evictions, criminal involvement, active chemical dependency or domestic violence. They may need information about searching for housing, help with application fees or miscellaneous housing start-up expenses. These families receive an informational packet and sample rental application form.

Level 2: Moderate Barriers

Level 2 families do *not* have criminal histories, active chemical dependency or alcohol abuse issues or more than one eviction, but they will have one or more of the following barriers:

- Lack of rental history;
- New to the area;
- Large family;
- One easily explained eviction;
- History of domestic violence, but the abuser is not in the area;
- Non-English speaking;
- No high school diploma;
- Physical disabilities that affect housing;
- One parent/child household;
- Needs financial help moving, furniture, or other household goods;
- Head of household under age 18; and/or
- Limited income.

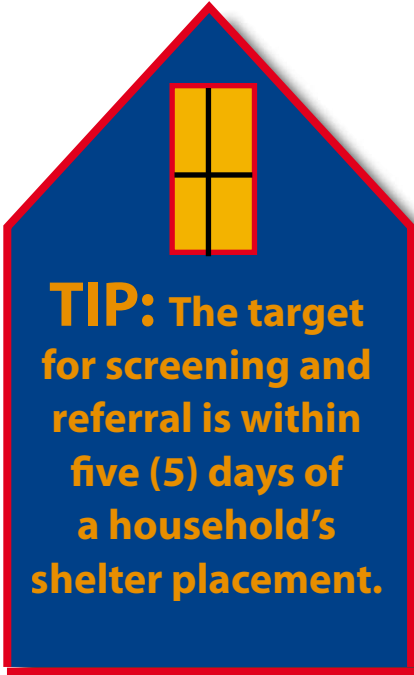
Depending on service availability, Level 2 families may be referred to another agency that provides short-term services.

Level 3: Serious Barriers

Level 3 families may have some barriers listed above as well as some of the following:

- Poor rental histories that include late payments, lease violations, minor property damage, and up to three evictions;
- Recently relocation, from an area that is non-responsive to requests for information about criminal or housing histories;
- Recent minor drug or criminal history;
- Adults and/or children with mild behavior barriers;
- Male teenager in the home;
- Recent domestic violence, and the abuser remains in the area;
- Recent release from jail;
- History of substance abuse, though not currently abusing drugs; and/or
- Open child protection case.

Level 3 families are given an informational packet, a sample rental application and are referred to an agency or other provider with case management or longer-term services. Transitional housing services may be appropriate for some Level 3 families.



TIP: The target for screening and referral is within five (5) days of a household's shelter placement.

Rapid Rehousing Screening Guidelines

Level 4: Long-term Homeless

Level 4 families meet the definition of *Long-term Homelessness*: at least four documented episodes of homelessness in the last three years or one continuous year of homelessness. Most Level 4 families will also have some of the housing barriers described under Levels 3 and 5. They are eligible for any of the services offered.

Level 5: Severe Barriers

These families may have some barriers listed above as well as some of the following:

- Very poor rental histories that may include judgments for unpaid rent, moderate to serious property damage, serious lease violations and/or four or more evictions;
- Active chemical dependence or abuse;
- Adults and/or children with severe behavioral problems;
- Recent serious criminal history;
- Current sexual abuse within the family unit; and/or
- Current domestic violence, with the abuser remaining in the family unit.

Some Level 5 households will be unable to obtain and retain rental housing. Households can be referred to organizations that provide long-term intensive case management and housing services, or that offer relocation assistance to families willing and able to stay with housed relatives.



“My name is Tawanda Thomas. I was staying at the People Serving People Shelter. I wanted a change for me and my two boys - a change for a better life and a better chance. Elim has given me that chance for change. Thank you, Elim for this chance for change.”

Through rapid rehousing assistance, Tawanda and her sons now have a permanent place to call home.

Service referrals to rapid rehousing providers are primarily targeted to Level 3 and Level 4 households experiencing similar barriers.

ELIM TRANSITIONAL HOUSING

3989 Central Avenue NE, Suite 565

Minneapolis, Minnesota 55421

763/788-1546 FAX: 763/788-1672

Website: elimtransitionalhousing.org E-mail: suewatlovp@aol.com

Screening date: / /20	Screener:	
Referral date: / /20	Agency referral:	Referral staff:
Client's name (Last, First, MI)		
Social Security #:	Birth date:	Age
Race (circle one): White / Black / Hispanic / Native American / Asian / Other / Unknown		
Gender: Male / Female	Annual income:	Source:
Last Zip Code:		
# Preschool Children (0 - 5)	# School-aged children	# Adults
Shelter Name:	Room #:	Shelter admit date: / /20
Length of time in Minnesota in years/months (if less than one month, enter 0): years / months		
Time in Hennepin County in years/months (if less than one month, enter 0): years / months		
Did client previously live in Hennepin County? Yes / No If yes, when (years): to		
Does client have family/friends in Hennepin County? Yes / No		
Has the client been in a shelter before? Yes / No If yes, when? Shelter name:		
Reason client came to Hennepin County: Circle all that apply		
N/A - Current Hennepin County Resident / Employment / Flee Violence / Public assistance		
Other (please describe):		
Barrier Codes: Please circle the FOUR (4) primary codes that apply		
A: EA already used	J: Limited housing available/ Specific problem	S: Limited housing search ability
B: Battering/abuse in home	K: Child's or children's severe behavior problems	T: Male teenager in home
C: Chemical dependency/alcohol	L: Time limited illness/condition	U: Eviction or other rental prob- lems
D: Sexual abuse	M: Mental illness	V: From out of town/state
E: Non-English speaking	N: Large family (5+ children)	W: Left shelter before able to serve
F: Financial help needed	O: Just out of penal institution	X: Application fee paid
G: Limited education (<HS)	P: Conflict prevents youth reuni- fication	Y: Property damage at rental
H: No rental history	Q: Age (youth only) under 18	Z: Other (note)
I: Physical disability	R: Criminal record	
Marital status:		
Reason(s) for homelessness:		

RELEVANT HISTORY

Highest degree of education and date: / /	
GED / Diploma / Associate of Arts / Vo-tech / Bachelors / Masters / PHD	E = Non-English speaking
Other vocational or academic education:	
Certificates or licenses:	
If no diploma, grades completed	
Special education:	
Other notes:	
Behavioral problems:	
ADHD	ADD Dyslexia Other:
Can't read/write/comprehend:	
Child care barrier to education:	

VOCATIONAL HISTORY

Current or last job:	
Length of time employed:	Reason for leaving:
Quality of work performance:	Rate of pay:
Quality of relationships with coworkers/supervisors:	
Employer or supervisor's name:	Phone #:
Ever fired:	Reason:
Current vocational goals:	
Job/job training:	
Barriers: No job history No ID Childcare Lack of education or job skills Other (list)	

RENT HISTORY

Previous address:	
Dates resided:	
Reason for leaving:	
Paid rent to:	
Phone #:	
Previous address:	
Dates resided:	
Reason for leaving:	
Paid rent to:	
Phone #:	
Previous address:	
Dates resided:	
Reason for leaving:	
Paid rent to:	
Phone #:	

CREDIT HISTORY: A: EA already used W: Left shelter before able to serve
Credit problems / Bad checks / Excessive debt / Student loan owed / Foreclosure / Car repo

CHEMICAL HISTORY

	Last used	Amount	Frequency	
Alcohol				Rule 25 Assessment
Cannabis				C = Chemical dependency
Cocaine				Alcohol / Drugs
Other (name)				
Other (name)				
If chemically dependent, is the client currently sober? Yes No				
Physical symptoms (e.g., blackouts, tremors, DTs)				
Treatment				Detox:
Inpatient / outpatient treatment dates			Completed TX:	
Current treatment or AA/NA involvement:				
Longest period of sobriety:				
Motivation for sobriety:				
Consequences of chemical use: DWI		DUI		Fines:
Restitution:	Jail time:	MADD Panel		Other

MENTAL HEALTH

Inpatient treatment (include dates)			Medications
Outpatient treatment (include dates)			Medications
Current diagnosis (if known)			
Upcoming appointments:		Doctor's name:	Phone #:
M: Mental Illness	Needs meds refill	Counseling	Medication

LEGAL

Number of adult arrests and charges/convictions			O: Just out of penal institution
Jail or prison sentences:			STS:
# Felonies:	# Misdemeanors:		Outstanding warrants
Lawsuits:			Child support nonpayment
Criminal record in another area (name)			Legal assistance
			UAs required

PHYSICAL HEALTH

Pregnant	Yes	No	Due date	I: Physical disability
Last incidence of abuse:				L: Time-limited illness/condition
Significant pain or illness:				Medications
				Physical needed
Current medications:				Unmet health needs
				Unmet dental needs
Limitations to social / recreational activity:				
Stress / symptom relationship:				
Have you had any significant illness?				

NEUROLOGICAL INJURY HISTORY

Have you ever hit our head or been hit on the head? Yes No

If yes, did you go to the Emergency Room? Yes No

Did you lost consciousness or become dazed or confused?

Did you have problems afterward? Yes No Memory issues Difficulty paying attention

Trouble staying focussed Headaches Other

NOTE: If there are two or more positive responses to these questions, the person should be referred to a neuropsychologist and a neurologist for further evaluation of brain injury.

RELATIONSHIPS

Current support system: Friends Family Faith community Case manager Other

Social activities:

Are any of your family members currently in the area?

Current primary relationship(s) Parenting problems

Primary relationship problems No support system

No friends in area

Problems with children Child protection involvement

-- CPS Worker name:

Current/past significant relationships: --- CPS Worker phone:

D: Sexual abuse

FAMILY OF ORIGIN

Current quality of relationships with family of origin:

History of abuse (physical, sexual or emotional): Yes No B: Battering or abuse in home

More information: D: Sexual abuse

K: Severe behavior problems among children/siblings

N: Large family (5+ children)

Brief family history: P: Conflict prevents youth/family reunification

Chemical dependency/abuse in home: Yes No T: Male teenager in home

Mental health issues in home: Yes No

Describe mother and/or father:

Describe other family members:

LTH status: One continuous year homeless 4 times in the past 3 years Months

Case #: Used bridging: Yes No

Previous month's income (e.g., \$800 earned income): HMIS ID#:

60 months used? Yes No Time left:

Other program involvement: Name:

Contact person Phone

Need identification: Birth certificate Social Security Card DD214 Other

Refugee Asylee Legal alien Illegal alien

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DREAM SHEET

- 1. What are your dreams for you and your family?**
- 2. What are your personal and family strengths?**
- 3. What are the barriers/issues that may impact your ability to stay housed in the community?**
- 4. Short-term goals (1 - 3 months)**
- 5. Long-term goals (4 - 24 months)**



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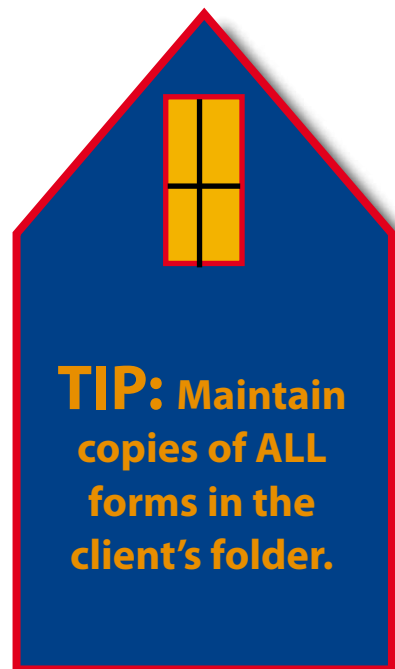
Rapid Rehousing Checklist

GET THE FOLLOWING (COMPLETED) FORMS FROM THE RAPID REHOUSING SCREENER

- _____ Intake form
- _____ Tenant rights test (review with client)
- _____ Releases signed with Rapid Rehousing Screener

COMPLETE THE FOLLOWING FORMS WITH THE CLIENT (check when complete)

- _____ Voter registration form
- _____ Data privacy
- _____ SHP form
- _____ Client information intake form
- _____ Credit check
- _____ Out-of-state credit check
- _____ Dream sheet
- _____ Contract
- _____ Client notes
- _____ Release of information
- _____ Twin Cities Voice Mail
- _____ Application fee
- _____ Check request
- _____ Furniture referral
- _____ Bridging referral
- _____ Hope Movers referral
- _____ Discharge form
- _____ Referral back to screener
- _____ Program evaluation
- _____ Follow-up form
- _____ Change of Address form
- _____ Referral packet
 - Jobs
 - Education
 - Community resources



MANAGEMENT TOOLS



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RENT SUBSIDY LETTER TO LANDLORD

Attention: _____
 Complex name: _____
 Address _____
 City, State, Zip: _____

Dear _____,

Elim Transitional Housing, inc. will provide a rent subsidy of \$_____ per month as a part of our housing program services for:

Client's name: _____
 Client's address: _____
 Client's City, State, Zip: _____

The rent subsidy will begin / / (date). You will receive the subsidy by the 15th of each month. Elim Transitional Housing will provide a 30-day notice of any change or termination of the above-mentioned client's subsidy.

Please contact us if you have any questions.

Sincerely,

Sue Watlov Phillips, Executive Director

C: Client File; Bookkeeper

Check Payable to: _____
 Address _____ City _____ State _____ Zip _____
 Tax ID or Social Security #: _____ W-9 Received _____
 Program client is in: _____ County client resides in: _____
 Advocate's initials: _____

MANAGEMENT TOOLS

JOB DESCRIPTION

Job Title: Rapid Rehousing Advocate

Position Purpose: To assist families without homes in Hennepin County-funded shelters to obtain permanent or transitional housing.

Reports to: Executive Director

Specific Responsibilities:

1. Assist 10-12 families per month to exit the shelter within 14 days of intake and to obtain permanent or transitional housing.
2. Coordinate with Hennepin County-funded shelter staff, Hennepin County volunteers and other nonprofit agencies to assist client with obtaining appropriate services, including childcare, transportation, apartment search assistance, moving assistance and other resources needed to transition from shelter to housing.
3. Coordinate with the Administrative Assistant for payment of application fees on behalf of families moving from shelter.
4. Attend biweekly supervisory meetings and monthly staff meetings.
5. Attend monthly Hennepin County Rapid Rehousing meetings.
6. Provide emergency coverage for screener.
7. Assume other duties as assigned and negotiated with the Executive Director.

Hours: Full-equivalent (40 hours/week).

Benefits: See the Staff Salary and Benefit Form.

Minimum Qualifications: Previous experience working with families who have experienced homelessness preferred. People who have experienced homelessness and people of color are encouraged to apply.

Elim Transitional Housing, Inc. is an Equal Opportunity Employer.

The National Coalition for the Homeless

The National Coalition for the Homeless is a network of people who are currently experiencing or who have experienced homelessness, activists, advocates, community-based and faith-based service providers, family members and others committed to ending homelessness. The NCH involves those who are experiencing or who have experienced homelessness in all aspects of its work. The National Coalition for the Homeless (NCH) engages in public education, policy advocacy and grassroots organizing, focusing its efforts in four areas: housing justice, economic justice, health care justice and civil rights.



See the following resources from NCH:

- *Foreclosure to Homelessness 2009: the Forgotten Victims of the Subprime Crisis*
- *Domestic Violence and Homelessness* Factsheet
- *Homeless Families with Children* Factsheet
- *Homeless Youth* Fact Sheet
- Universal Livable Income
- Rural Homeless Assistance Act
- Bring America Home Act

www.nationalhomeless.org

ADDITIONAL RESOURCES

1. Homelessness Resource Exchange: US Department of Housing and Urban Development. www.hudhre.info/HPRP/
2. In February, Congress put nearly \$800 billion into an economic recovery package that included \$1.5 billion for the Homelessness Prevention and Rapid Re-Housing Program (HPRP). For information about local state-by-state grantees, go to www.hudhre.info/documents/HPRPContactInfoJul09.pdf.
3. Notice of Allocation, application procedures and requirements for HPRP grantees under the American Recovery and Reinvestment Act of 2009: www.hudhre.info/documents/HPRP_Notice_3-19-09.pdf.
4. *Thriving Neighborhoods: Preventing Homelessness in America*. Solutions for America. Pew Partnership Civic Change. www.solutionsforamerica.org/thrivingneigh/homelessness.html.
5. National Low Income Housing Coalition. www.nlihc.org
6. National Health Care for the Homeless Council. www.nhchc.org
7. National Association for the Education of Homeless Children and Youth. www.naehcy.org.
8. Homelessness Resource Center. <http://homelessness.samhsa.gov>.

Credits

Author Sue Watlov Phillips M.A., CSP, is the Executive Director of Elim Transitional Housing, Inc. and the President of Integrated Community Solutions, Inc. She has been working with people experiencing homelessness for more than 36 years. She is also the current Treasurer and former President of the National and the Minnesota Coalitions for the Homeless. For more information or updates to the Rapid Rehousing Manual, visit www.elimtransitionalhousing.org or contact Ms. Watlov Phillips at suewatlovp@aol.com.

Co-Author Sherri Downing is the Owner and Principle of Sherri Downing Consulting of Helena, Montana. Since 1992, she has focused the bulk of her work on the various social conditions that create and sustain homelessness. She serves on the Board of Directors for the National Coalition for the Homeless, and on the Executive Committee for that Board. For more information, visit www.sherridowning.com or contact Ms. Downing at Consulting@sherridowning.com.

With appreciation to the Elim Transitional Housing HPRP Staff.



HOMELESS: *Having no home or permanent place of residence.*

- Merriam-Webster Dictionary




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