

Housing Mobility Toolkit: Program Setup

1 August 2023

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Welcome

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Introduction to Housing Mobility Programs

- Housing Mobility Programs entail a comprehensive approach that includes a combination of administrative policies, client services, financial assistance, and owner outreach activities aimed at helping Housing Choice Voucher (HCV) holders move into and maintain residency in Opportunity Areas
- These programs assist low-income families, subsidized by HCVs, to live in middle- and high-income communities, thereby enabling them to benefit from the community's resources
- Housing Mobility Programs fulfill a variety of goals including:
 - Racial and economic integration
 - Social mobility and health benefits
 - Reducing harms associated with living in high-poverty communities
 - Affirmatively furthering Fair Housing



Toolkit Audience

- PHA(s) and their service providers in order to develop their own Housing Mobility Program
- This requires participation by PHAs in order to make administrative/process updates to improve chances of families leasing in Opportunity Areas
- Significant customization required to put the toolkit contents into practice

- Available for download here:
<https://www.hudexchange.info/programs/public-housing/housing-mobility-toolkit/>

Toolkit Contents₁

- Program Setup
- Program Setup Attachments
- Program Manual
- Program Manual Attachments
- Housing Search Workshop Materials
- Renter's Workshop Materials
- Money Management Workshop Materials

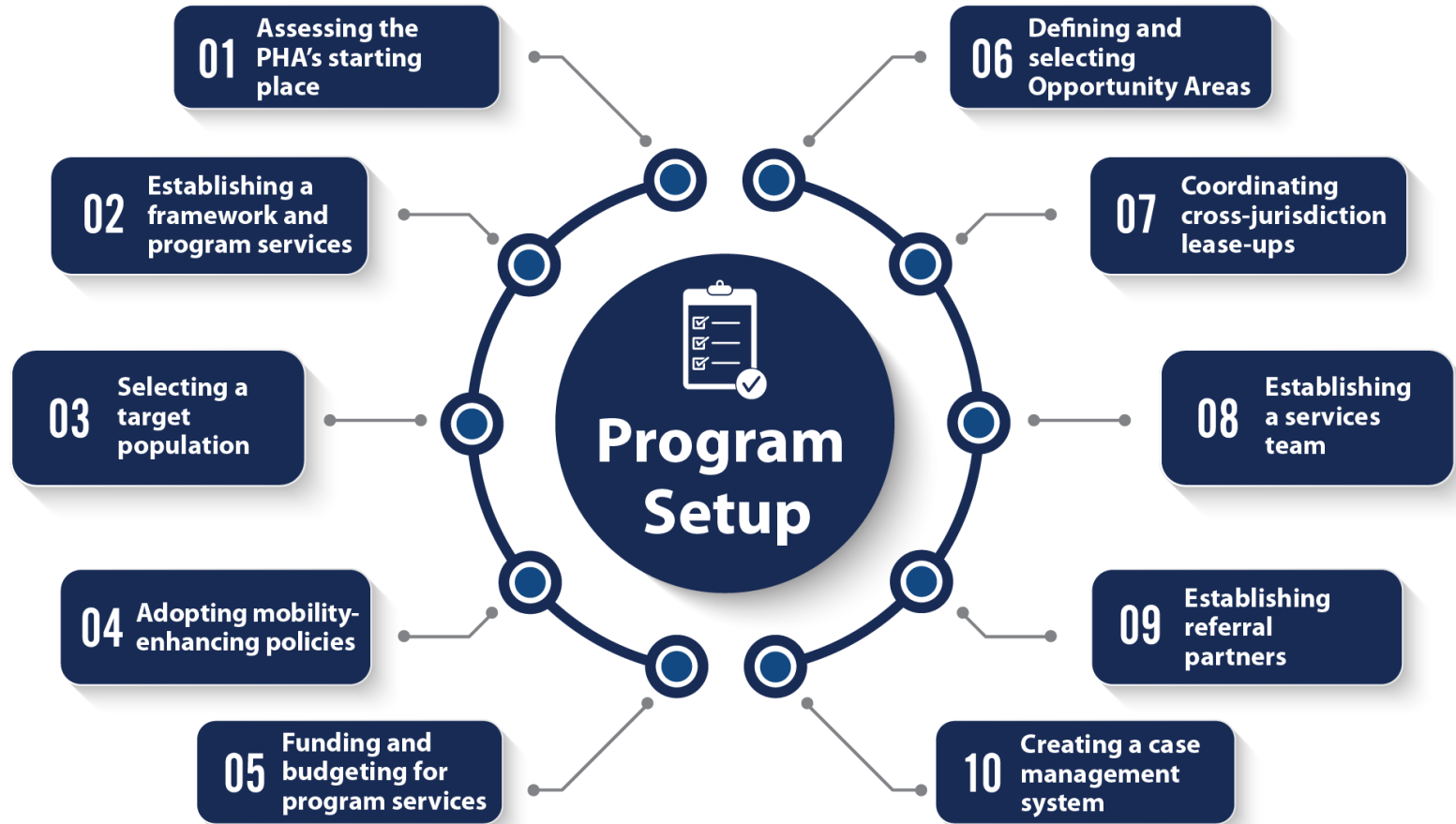


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Program Setup



Assess your PHA's Starting Place

- Examine the locations where HCV families currently reside
- Evaluate the strength and depth of resident services
- Enhance property owner engagement

ASSESS YOUR PHA'S STARTING
PLACE:

Where HCV Families Currently Live

- Examine the locations where HCV families currently reside, and review against the following factors:
 - Median income
 - Poverty
 - Racial makeup of jurisdiction
- Utilize data available from the American Community Survey (ACS) to aid in the assessment process
- Establish program goals based on the number or percentage of voucher holders residing in various neighborhoods
 - Consider incorporating these goals into your strategic plans

ASSESS YOUR PHA'S STARTING
PLACE:

Resident Services Strength and Depth

- Does your resident services department have the capacity to manage another program?
- Is there a local agency that would be a good fit to provide program services?

ASSESS YOUR PHA'S STARTING
PLACE:

Property Owner Engagement

Assess the effectiveness of owner outreach strategies:

- Gauge the depth of owner outreach strategies
 - Consider an engagement campaign as a starting place
 - Keep in mind that owner participation in Opportunity Areas may be more challenging than areas where HCV families traditionally lease up
- PHAs that contract out services should still expect to engage in property-owner related activities, including:
 - Expedited lease-ups
 - Competitive payment standards

Establishing a Framework for Program Services

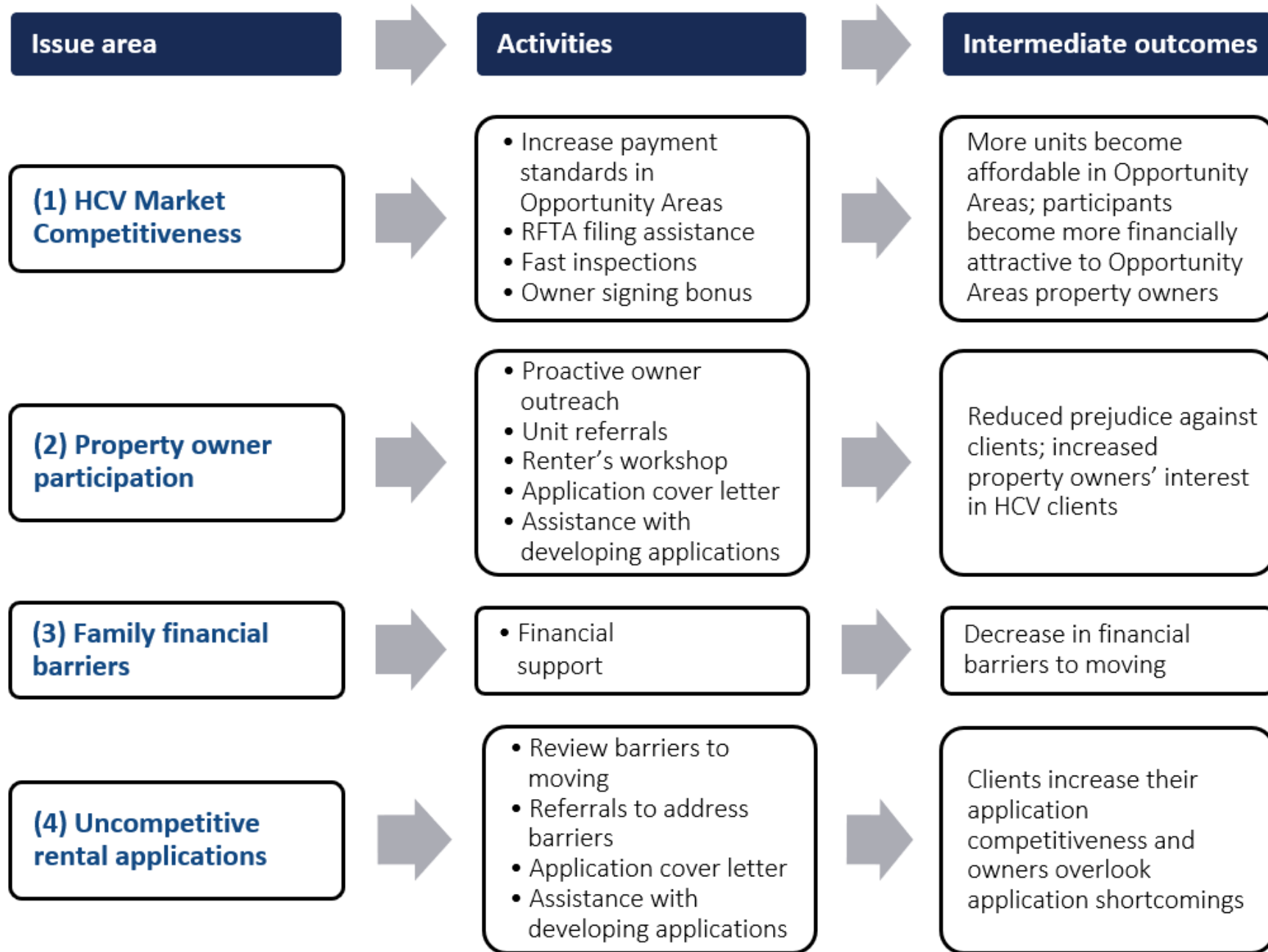
- Developing a logic model
- Engaging with stakeholders
- Planning with limited resources

ESTABLISHING A FRAMEWORK
FOR PROGRAM SERVICES:

Develop a Logic Model

- A logic model defines the goals of the program and how the agency plans to meet those goals
- It is useful for:
 - Measuring progress
 - Writing strategic plans, and
 - Communicating the program to various stakeholders: staff, HCV families, board members, funders, partnering agencies, field offices, etc.
- Sample logic model is used in the Program Manual
- Other logic model templates include:
 - Kellogg Foundation: <https://wkkf.issuelab.org/resource/logic-model-development-guide.html>
 - University of Wisconsin-Madison: <https://fyi.extension.wisc.edu/programdevelopment/logic-models/bibliography/>

Logic Model Sample



ESTABLISHING A FRAMEWORK
FOR PROGRAM SERVICES:

Engage with Stakeholders

- Families with vouchers
- HCV managers
- Property owners

ESTABLISHING A FRAMEWORK
FOR PROGRAM SERVICES:

Planning in the Midst of Limited Resources

- Use funds where you expect them to pay out the highest return
 - Consider security deposits vs. property owner incentives
- Seek other programs that provide similar resources

SELECTING A TARGET
POPULATION AND NUMBER OF
PARTICIPANTS:

Target Population

- Leading research suggests that the biggest economic benefits of these programs are for children who move when they are 13 or younger
- Significant health benefits for adults who move: reductions in major depression, diabetes, and extreme obesity

SELECTING A TARGET
POPULATION AND NUMBER OF
PARTICIPANTS:

Number of Participants

- Review program data
 - Number of families that meet criteria for the target population
 - Annual move rate
 - Number of families already in Opportunity Areas
 - Number of affordable rental units in Opportunity Areas
- Survey program participants and other providers
- Capacity to serve families at any given time

Adopting Mobility- Enhancing Administrative Policies

- Family side:
 - Voucher search terms
 - Lease extensions and mutual terminations
- Owner side:
 - Set competitive payment standards
 - Ease lease-ups
 - Minimize inspection delays

ADOPTING MOBILITY-
ENHANCING ADMINISTRATIVE
POLICIES:

Families

- Allow long voucher expiration terms and flexible extension policies
- Enable flexible lease extension
- Enable mutual lease terminations

ADOPTING MOBILITY-
ENHANCING ADMINISTRATIVE
POLICIES:

Owners: Setting Competitive Payment Standards

- Review the market in your opportunity neighborhoods.
 - Is there rental housing?
 - Look at American Community Survey data; local assessor data; private market data
 - Are the rents comparable to your payment standards?
- Consider various options to better align opportunity area payment standards to the private market:
 - Small Area FMRs as exception rents
 - Setting FMRs up to 120% if certain neighborhood conditions are met
 - Success rate payment standards
 - Have another creative idea? Contact your field office!
- Weigh costs and benefits of increasing payment standards
 - Use HCV utilization tools to estimate budgetary impacts

ADOPTING MOBILITY-
ENHANCING ADMINISTRATIVE
POLICIES:

Owners: Ease Lease-up Delays

- Expedite RFTA processing
- Review rent comparable database to ensure there are comparables in opportunity areas
- Initiate HAP contracts every day of the month

ADOPTING MOBILITY-
ENHANCING ADMINISTRATIVE
POLICIES:

Owners:
Minimize
Inspections
Delays

- Develop a specialized schedule for Opportunity Area moves
 - Hold space on a calendar
 - Train services staff to perform inspections
- Conduct bi-annual inspections
- Other time-saving inspections flexibilities:
 - Remote video inspections
 - Owner self-certifications of repairs

FUNDING AND BUDGETING FOR
HOUSING MOBILITY PROGRAM
SERVICES:

PIH Notice 2022-18

- PHAs may use administrative fees for a variety of activities:
 - Individualized search assistance
 - Property owner outreach
- Financial assistance to families:
 - Security deposits
 - Utility deposit assistance
 - Utility arrears
 - Application and admin fees
 - Broker fees
 - Holding fees
 - Renter's insurance (when required by lease)
- Financial incentives to owners:
 - Lease-up bonuses
 - Retention funds
 - Holding fees
 - Damage and unpaid rent mitigation funds

FUNDING AND BUDGETING FOR
HOUSING MOBILITY PROGRAM
SERVICES:

Funding Alternatives

- \$25 million to be awarded through NOFO; applications due 8/30/23
 - Title: Housing Mobility-Related Services
 - Funding opportunity number: FR-6700-N-87
- Private, local or state funds
- Research projects
- Moving to Work agencies

FUNDING AND BUDGETING FOR
HOUSING MOBILITY PROGRAM
SERVICES:

Considerations for Budgeting for Mobility- Related Services

- Number of participants
- Participant move rate
- Financial assistance offered to participants
- Financial incentives offered to owners
- Length of program services

FUNDING AND BUDGETING FOR HOUSING MOBILITY PROGRAM SERVICES:

Sample First Year Annual Budget

Salaries and Benefits			Initial Assumptions:*	
Team Lead	\$ 70,000.00	\$ 92,400.00	Benefits cost as % of salary:	32%
Coach 1	\$ 55,000.00	\$ 72,600.00	Monthly enrollment:	17
Coach 2	\$ 55,000.00	\$ 72,600.00	Number of months in Phase 2:	11
Leasing Coordinator	\$ 50,000.00	\$ 66,000.00	Number of months in Phase 4:	8
Salaries and Benefits Subtotal		\$ 303,600.00	Avg applications per family:	1.5
Program Costs			Families needing transport assistance:	20%
Credit reports	\$ 10.00	\$ 1,870.00	Avg transport pass needed per family:	12
Application/admin/processing fees	\$ 40.00	\$ 8,160.00	Families needing utility assistance:	10%
Public transportation passes	\$ 2.75	\$ 897.60	Number of months in Phase 5:	7
Utility arrears/deposits	\$ 500.00	\$ 5,950.00	Holding fee take up %:	30%
Holding fee loss	\$ 650.00	\$ 3,480.75	Holding fee loss %:	15%
Renter's insurance	\$ 129.00	\$ 921.06	Number of months in Phase 6:	6
Security deposits	\$ 1,300.00	\$ 46,410.00	Lease up rate:	35%
Lease-up bonuses	\$ 650.00	\$ 23,205.00	Families needing renter's insurance:	20%
Damage mitigation fund	\$ 2,000.00	\$ -	Families leased for 12+ months:	0
Program Costs Subtotal		\$ 90,894.41	Owners requesting damage mitigation:	3%
Other Direct Costs			Number of program staff:	4
Office supplies	\$ 100.00	\$ 400.00	Annual miles driven:	1200
Marketing	\$ 600.00	\$ 600.00	Indirect cost %:	10%
Computers	\$ 1,200.00	\$ 4,800.00	*Assumptions do not take into account attrition of participants between program phases except between phase 5 and 6, the lease-up rate.	
Cell phones	\$ 400.00	\$ 1,600.00		
Shredders	\$ 60.00	\$ 240.00		
Case management system annual subscription	\$ 300.00	\$ 1,200.00		
Online signing platform annual subscription	\$ 120.00	\$ 120.00		
Credit reporting membership annual subscription	\$ 800.00	\$ 800.00		
Cell phone annual subscription	\$ 600.00	\$ 2,400.00		
Online meeting platform annual subscription	\$ 150.00	\$ 600.00		
Mileage reimbursement	\$ 0.63	\$ 750.00		
Training & travel	\$ 3,500.00	\$ 3,500.00		
Other Direct Costs Subtotal		\$ 17,010.00		
SUBTOTAL		\$ 411,504.41		
Indirect Costs				
Indirect costs as a percent of subtotal program cost		\$ 41,150.44		
Indirect Costs Subtotal		\$ 41,150.44		
TOTAL		\$ 452,654.85		

Defining and Selecting Opportunity Areas

- Opportunity Areas are neighborhoods where families are, on average, expected to having better experiences compared to the neighborhoods where HCV families traditionally live
- Opportunity Areas determine which areas qualify for supportive services and financial assistance, and the ease or difficulty with finding affordable rental units in qualifying areas

DEFINING AND SELECTING
OPPORTUNITY AREAS:

Neighborhood Characteristics

- Family poverty rate
- Racial makeup
- Percent subsidized households
- School performance
- Public transportation access
- Violent crime rates

DEFINING AND SELECTING
OPPORTUNITY AREAS:

Pre- Established Indices

- Child Opportunity Index (COI):
 - 29 indicators on education, health and environment, and social and economic neighborhood characteristics
 - Based on census tract data but rankings are also available at the zip code level
- Opportunity Atlas:
 - Neighborhood opportunity measured by adult socioeconomic outcomes of children raised in the neighborhood

DEFINING AND SELECTING
OPPORTUNITY AREAS:

Additional Considerations

- Local context:
 - Participant perspectives
 - Service providers can explain/justify “Opportunity Areas”
 - Affordable rental housing exits
- Target population
- Geographic definition
- Challenges with low indicators throughout the jurisdiction:
 - Choose relatively
 - Partner with neighboring agencies
- Naming conventions
- Partnering with technical experts

Coordinating Cross- Jurisdictional Lease-ups

- Establish Interjurisdictional sharing agreements
- Expedite portability procedures:
 - Absorb all participants
 - Choose not to rescreen participants
 - Allow non-resident applicants to port their vouchers
 - Foster close working relationships between porting departments

Establishing a Services Team

- Define the staff approach for offering program services.
- Choose between hiring an in-house team or contracting with an external provider.
- Clarify staff roles and responsibilities within the services team.
- Develop sample materials for program staffing.
- Determine appropriate caseloads for the services team members.

ESTABLISHING A SERVICES
TEAM:

Framework for Offering Program Services

- The model in the Program Manual uses a “coaching” methodology to offering program services
- Incorporates various techniques and approaches into the model, including:
 - Strengths based approach
 - Human-in-environment framework
 - Motivational interviewing
 - Anti-oppressive practice

ESTABLISHING A SERVICES
TEAM:

Hiring in- House or Contracting out

- Consider the internal expertise within the agency
- Explore expertise available within the community.
 - Assess agencies experienced in operating rapid rehousing or the shelter plus care program
 - Evaluate well-regarded social service organizations
- Consider the length of program
- Address any potential hiring challenges

ESTABLISHING A SERVICES
TEAM:

Staff Roles

- Team Lead: Responsible for overseeing program services and staff, as well as liaising with various program partners
- Coach: Provides pre- and post-move coaching to program participants
- Leasing Coordinator: Offers individualized search assistance and conducts property owner outreach

ESTABLISHING A SERVICES
TEAM:

Sample Materials for Program Staffing

- Available for [download](#):
 - Overview of staff roles and responsibilities
 - Sample job posting
 - Sample training plan

ESTABLISHING A SERVICES
TEAM:

Caseloads

- Caseloads are dependent on the depth of program services
- The program model proposed in the Program Manual recommends an active caseload of 30:1 participants to coaches, and 13 to 18 to one for leasing coordinators
- Enrollment and caseload estimator available for [download](#)
 - Take up and attrition assumptions:
 - Invitation to enrollment
 - Enrollment to pre-move appointment
 - Family preparation to searching
 - Searching to leasing up
 - Lease-up to post move
 - Clients requesting second move services

Establishing Referral Partners

- Financial coaching and legal services
- Local expertise vs nationally available services

ESTABLISHING REFERRAL
PARTNERS:

Financial Coach Referral Partners

- Offer financial coaching services available free of charge for referred clients
- Have access to credit building products, either directly or through partner agencies, such as secured credit cards or installment loan products designed for credit building
- Have experience working with diverse populations

ESTABLISHING REFERRAL
PARTNERS:

Legal Aid Referral Partners

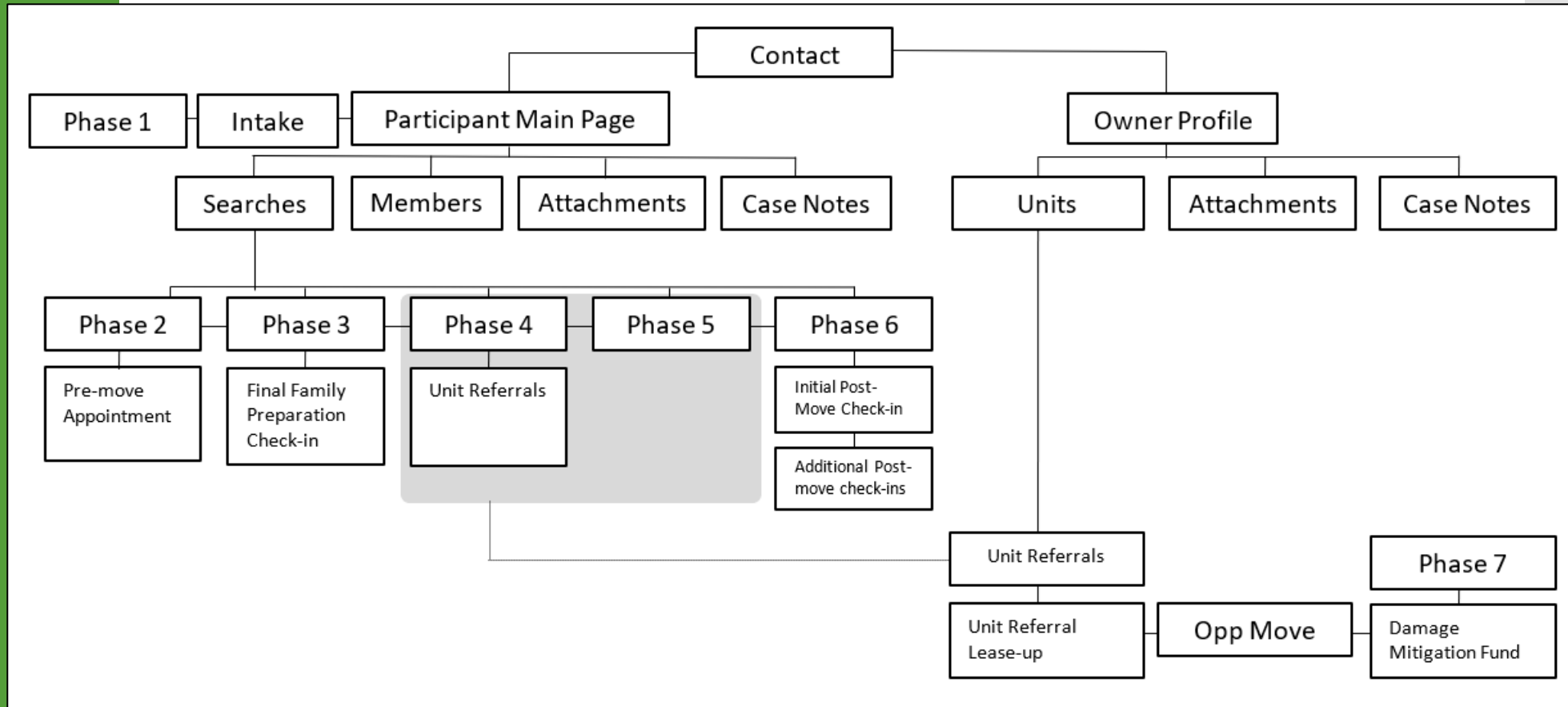
- Be an established non-profit or government agency with a specialization in housing law
- Have on-staff attorneys available to offer legal advice
- Provide services free of charge or at a low rate for referred clients
- Have experience working with diverse populations, including clients with Housing Choice Vouchers

Creating a Case Management System

- Program services should be managed and tracked through an electronic case management system
 - Track/manage participant and property owner engagement
 - Gather data for reporting
- Sample case management system data collection available for [download](#)
 - Construct
 - Data type
 - Additional notes

CREATING A CASE
MANAGEMENT SYSTEM:

Sample





Closing

Additional Webinars on Housing Mobility Toolkit

- Program Framework, 8/15 at 3pm ET
- Updating Program Materials, 9/12 at 3pm ET

Stay Informed

- HUD's webpage on Housing Mobility:
https://www.hud.gov/program_offices/public_indian_housing/programs/hcv/housingmobility
- HUD's webpage on HCV Trainings:
https://www.hud.gov/program_offices/public_indian_housing/programs/hcv/program_trainings_and_resources
- Sign up for the HCV Connect Newsletter:
<https://public.govdelivery.com/accounts/USHUDPIH/signup/28268>



Questions?

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