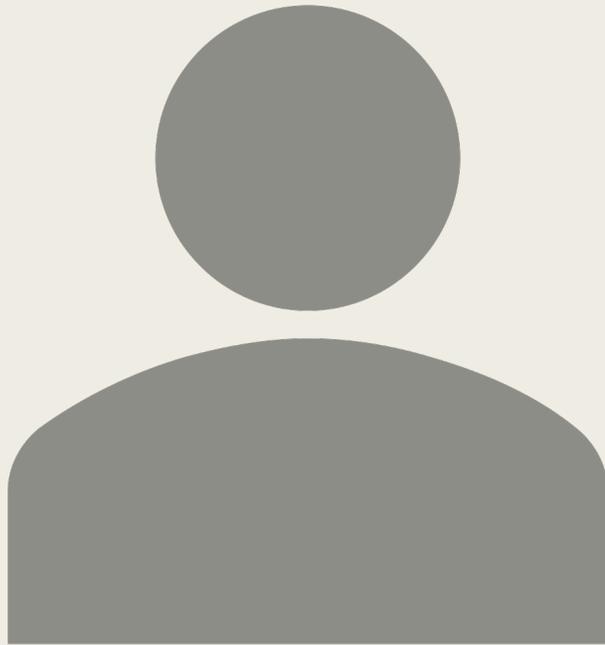


# RURAL STRATEGIES WORKSHOP

Summer 2019



# Introductions



- ❖ Name
- ❖ Title
- ❖ Organization
- ❖ Your biggest success in the past week

# 01

## Introduction

- Strengths
- Barriers

# 02

## Overcoming Barriers

- A. Geography and Access to Services
- B. Community Misconceptions
- C. Limited Resources and Low Capacity
- D. Client Isolation

# 03

## Funding

# AGENDA

# 1. INTRODUCTION

- Strengths
- Barriers

# Elements of a Successful Rural CoC

---

Effective access to services across geography

---

Strong network of cross-system partners

---

Community is well-informed about the issues

---

Local government leaders take ownership

---

Engagement with regional, state, and national peer communities to share best practices

# Just Some of Your Strengths...



Strong social networks



Commitment to taking care of family and neighbors

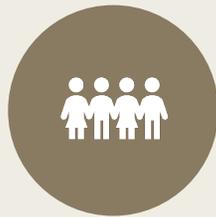


Innovation and flexibility in your approaches to resolving housing crises

# Common Barriers for Rural CoCs



GEOGRAPHY AND  
ACCESS TO SERVICES



COMMUNITY  
MISCONCEPTIONS



LIMITED RESOURCES  
AND LOW CAPACITY



CLIENT ISOLATION

- What other barriers are not identified here?
- What other strengths?

## Discussion Questions

## 2. OVERCOMING BARRIERS

- A. Geography and Access to Services
- B. Community Misconceptions
- C. Limited Resources and Low Capacity
- D. Client Isolation



## A. GEOGRAPHY AND ACCESS TO SERVICES

- Develop a regional approach
- Implement innovative transportation models



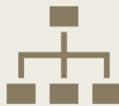
# DEVELOP A REGIONAL APPROACH



# Develop a Regional Approach



Work with the CoC/neighboring counties to organize a sub-region of the CoC



Create sub-regional governance structures and roles



Organize to ensure equitable representation on the CoC governing board, ideally based on distribution of areas



Use HUD-funded CoC planning grants for the planning and implementation of new governance models

# Benefits

- Enhances buy-in among stakeholders due because they are supporting their community
- Creates opportunities to better tailor responses based on geographic needs
- Reduces the burden on current staff and more evenly distributes work
- Allows for improved coordination across the area



# Considerations

Requires ongoing efforts to establish, strengthen, and maintain the structures and coordination

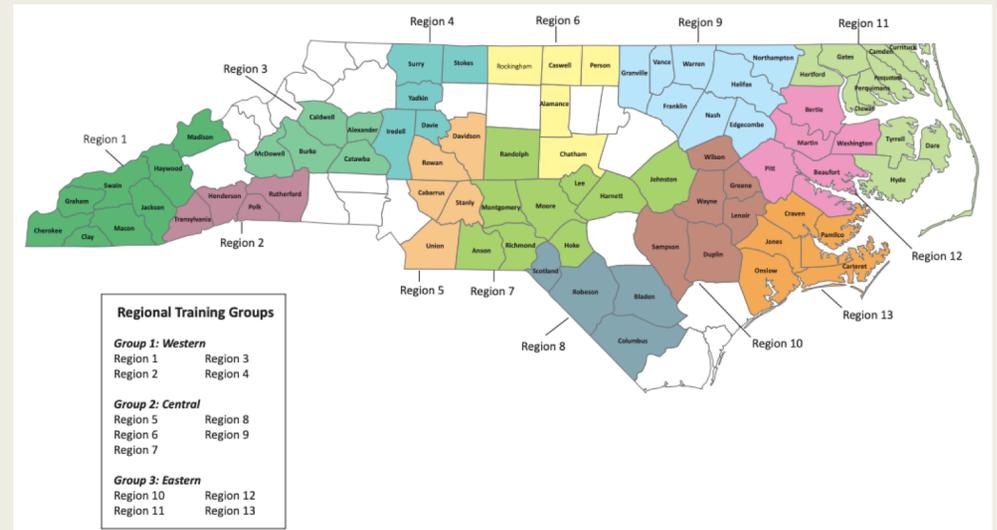
Can complicate policies if the sub-region and the larger CoC are not clearly aligned

Consider a cost-benefit analysis to ensure it will improve service delivery

# [Sub-regional Structures]

# North Carolina Balance of State

- The North Carolina Balance of State is divided into 13 regional committees
- Each region has its own committee, with a regional lead elected annually
- Each region is then represented on the larger Balance of State governing board



## Discussion Questions

- What sub-regional structure could potentially work for our County?
- What would be some of the benefits?
- What would be some of the challenges with implementation?



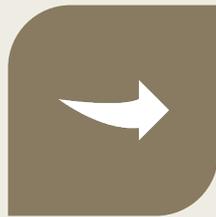
# IMPLEMENT INNOVATIVE TRANSPORTATION MODELS



# Develop Transportation Options



VAN OR BUS  
SERVICE



RIDE-SHARING  
APPS



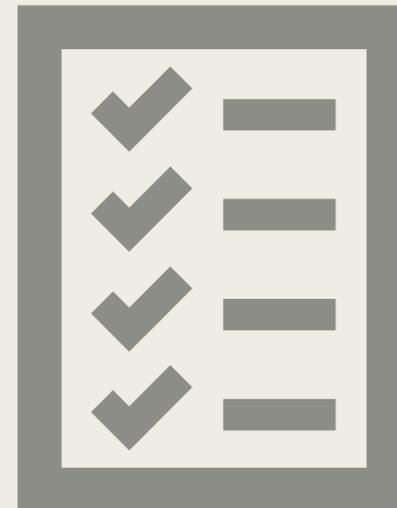
USED CAR  
PROGRAM



BUS  
REFERRALS

# Coordinate Transportation

- Clarify the clients' needs and the provider's services in advance
- Confirm appointments
- Provide records and other relevant client information
- Coordinating services to ensure multiple needs are met within one appointment



# Use Mobile Service Unit

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Some rural communities provide services via mobile vehicles (e.g. street medicine)

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Helps reach multiple individuals who would otherwise need transportation, as well as individuals who would otherwise be reluctant to seek services

---

Challenging to provide continuity of care through mobile service unit, but can be first step to establishing ongoing relationship



## [Van/Bus Service]

Paris, TX

- Overseen by Ark-Tex Council of Governments Rural Transit District (TRAX)
- Serves 10 counties
- Provides on-demand ride requests, with reservations 24 hours in advance
- 4 fixed bus/van routes to supplement the on-demand rides
- Funding: Federal funding through Texas Department of Transportation
- Collaboration: Paris Regional Medical Center, United Way of Lamar County, Paris Junior College, the City of Paris, The Results Company, Texas Oncology

## [Van/Bus Service]

Tulsa, OK

- Provides transportation in private vehicles to appointments referred by social services or medical providers
- Drivers are volunteers that have undergone training and background checks
- Vehicles/administration provided by local nonprofit
- Picks up individuals all over Tulsa County (areas that are not easily accessible by downtown transportation)
- Hours are 8am-8pm, M-F

## [Van/Bus Service]

## Fresno-Madera CoC

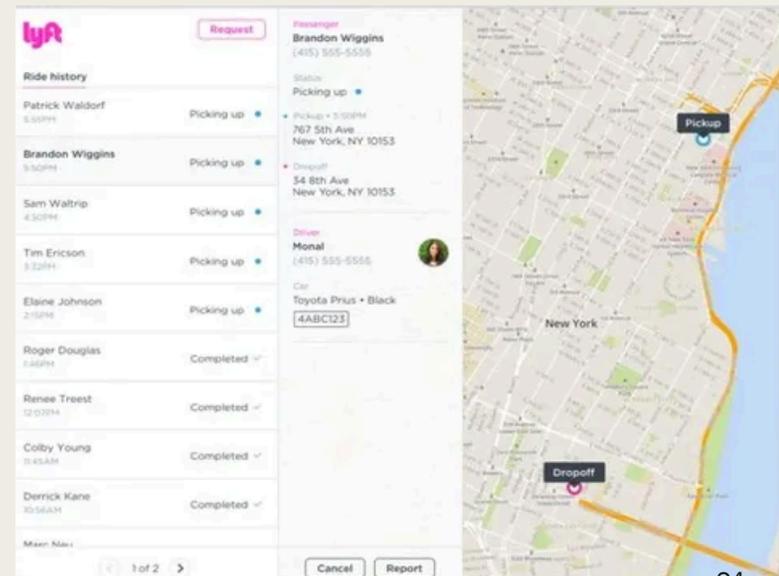
- In addition to the clinical team, PROJECT is seeking to invest in a van that can comfortably accommodate 8-10 passengers at any given time.
- Because transportation is often a barrier for patients to get to and from medical appointments and other ancillary services such as labs, pharmacy and x-ray, PROJECT believes that having a committed van to serve this targeted population will effectively facilitate access to their evolving health care needs and improve health outcomes.

*[Excerpt from Letter of Intent to Apply for Coc Funding]*

# [Ride Sharing]

## St. Cloud, MN

- Using Lyft to cover ride needs
- Two agencies, Anna Marie's Alliance and Catholic Charities of the Diocese of St. Cloud received funding for 520 rides each,
- Each agency has an account through Lyft, paying with a linked credit card.
- Staff members can hail rides for clients
- Funding: Private funding



- Could any of these transportation solutions work in our County?
- What are the steps for implementation?

## Discussion Questions



## B. COMMUNITY MISCONCEPTIONS

- Refine Point-in-Time Count methods
- Raise awareness
- Leverage non-targeted programs and nontraditional partners



# REFINE POINT IN TIME COUNT METHODS



# Importance of Accurate Point-in-Time (PIT) Count

- CoCs must conduct Point-in-Time count at least bi-annually
- More accurate methods=more individuals counted
- More individuals counted=more competitive during grant cycles
- More competitive during grant cycles=more funding
- This data is also needed for community buy-in!



# Improve Point In Time Count Methods

1

Engage outside parties to support data collection

2

Use a refined, but simple, count method

3

Provide training for PIT count volunteers

4

Provide phone number for PIT volunteers and administrators for use during count

5

Use homeless outreach methods to find individuals



**RAISE AWARENESS**



# Raise Awareness



USE LOCAL MEDIA  
FOR STORIES ABOUT  
HOMELESSNESS AND  
COUNTY EFFORTS



LOBBY BOARD OF  
SUPERVISORS



RECRUIT A LOCAL  
RESPECTED LEADER  
AS A CHAMPION



CREATE AN  
AWARENESS  
CAMPAIGN



ENGAGE RELEVANT  
INDIVIDUALS TO  
SPEAK AT EVENTS

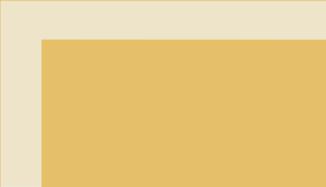


PROVIDE DATA!

# [Raising Awareness]

## Southeastern Ohio

- 3 counties in Southeastern Ohio worked with created report about PIT count
- Provided report at homeless awareness event with members of continuum and public officials
- In tandem with report, PIT Count volunteers told stories about individuals they had met while conducting count
- Report provided quantitative numbers about realities of homeless in tri-county CoC, and the stories provided a qualitative human component



LEVERAGE NON-TARGETED PROGRAMS &  
NONTRADITIONAL PARTNERS



# Identify Existing Non-Targeted Programs



CalWORKS, SSI/SSDI, Medicaid, Public Housing Agencies and other affordable housing organizations, behavioral health care providers, the workforce system



Invite leaders of these programs to serve on CoC/sub-regional board to coordinate opportunities for pooling resources to achieve shared outcomes.



For example, school leaders can help identify and connect families and youth who are living doubled up or in sub-standard housing.

# Partner with Behavioral Health

- Substance Abuse and Mental Health Services Administration (SAMHSA) offers multiple grants to fill gaps in mental health care and substance abuse treatment
- Helps improve access to evidence-based medication-assisted treatment (MAT) and recovery services
- Use SAMHSA's Behavioral Health Treatment Services Locator should be used to find the nearest existing providers



# Create and Nurture Relationships with Faith-Based Organizations



Resource for referrals



Hosting Community Events



Fundraising



Flexible Funds



CoC Board and Committee Participation



Supporting People Who Have Exited Homelessness

# Find Nontraditional Partners

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Law enforcement, pre-trial, probation, parole

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Hospital discharge planning staff

---

Postal workers

---

National Park Service and rangers

---

Local businesses, such as thrift & convenience stores

# Find Other Community Partners

<b>Political Leadership</b>	<b>Affordable Housing Developers</b>
<ul style="list-style-type: none"> <li>•Governor's Office</li> <li>•County Executives</li> <li>•Local City/Town Mayors</li> <li>•State, county, and local government representatives</li> </ul>	<ul style="list-style-type: none"> <li>•Nonprofit housing providers</li> <li>•Builders/developers interested in affordable housing</li> <li>•Development corporations</li> </ul>
<b>Government Housing Agencies</b>	<b>Business and Funding Community</b>
<ul style="list-style-type: none"> <li>•Department of Housing and Community Development</li> <li>•USDA Rural Development</li> <li>•Public housing authorities</li> <li>•State housing finance agencies</li> <li>•State, county, and local, CDBG, HOME and low income housing tax credit agencies</li> <li>•State, county and local development and planning departments</li> </ul>	<ul style="list-style-type: none"> <li>• Chambers of commerce/business owners</li> <li>• Lenders/Banks</li> <li>• Foundations</li> <li>• United Way</li> </ul>
<b>Government Service Agencies</b>	<b>Community Service Organizations</b>
<ul style="list-style-type: none"> <li>•Mental Health</li> <li>•Substance Abuse</li> <li>•Health/Medical Assistance</li> <li>•Income support (TANF, Social Security)</li> <li>•Employment</li> <li>•Corrections/Justice</li> <li>•Aging/Youth Services</li> <li>•Veteran's Services</li> <li>•Community Action Agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Local law enforcement</li> <li>• Hospitals</li> <li>• Schools/guidance counselors</li> <li>• Jails/prisons</li> </ul>
	<b>Nonprofit and Advocacy Groups</b>
	<ul style="list-style-type: none"> <li>•Homeless Shelters</li> <li>•Transitional housing programs</li> <li>•Supportive housing programs</li> <li>•Civic organizations</li> <li>•Religious organizations</li> <li>•Minority service programs</li> <li>•Disability organizations</li> <li>•Domestic violence programs</li> <li>•Legal services</li> <li>•Other nonprofit service providers</li> </ul>

*Source: HUD's Homeless Assistance Programs, Rural Continuums of Care Guidebook*

- What partners are engaged?
- What makes those partnerships successful?
- Who is not engaged?
- Who could you pursue?
- How?

## Discussion Questions



## C. LIMITED RESOURCES AND LOW CAPACITY

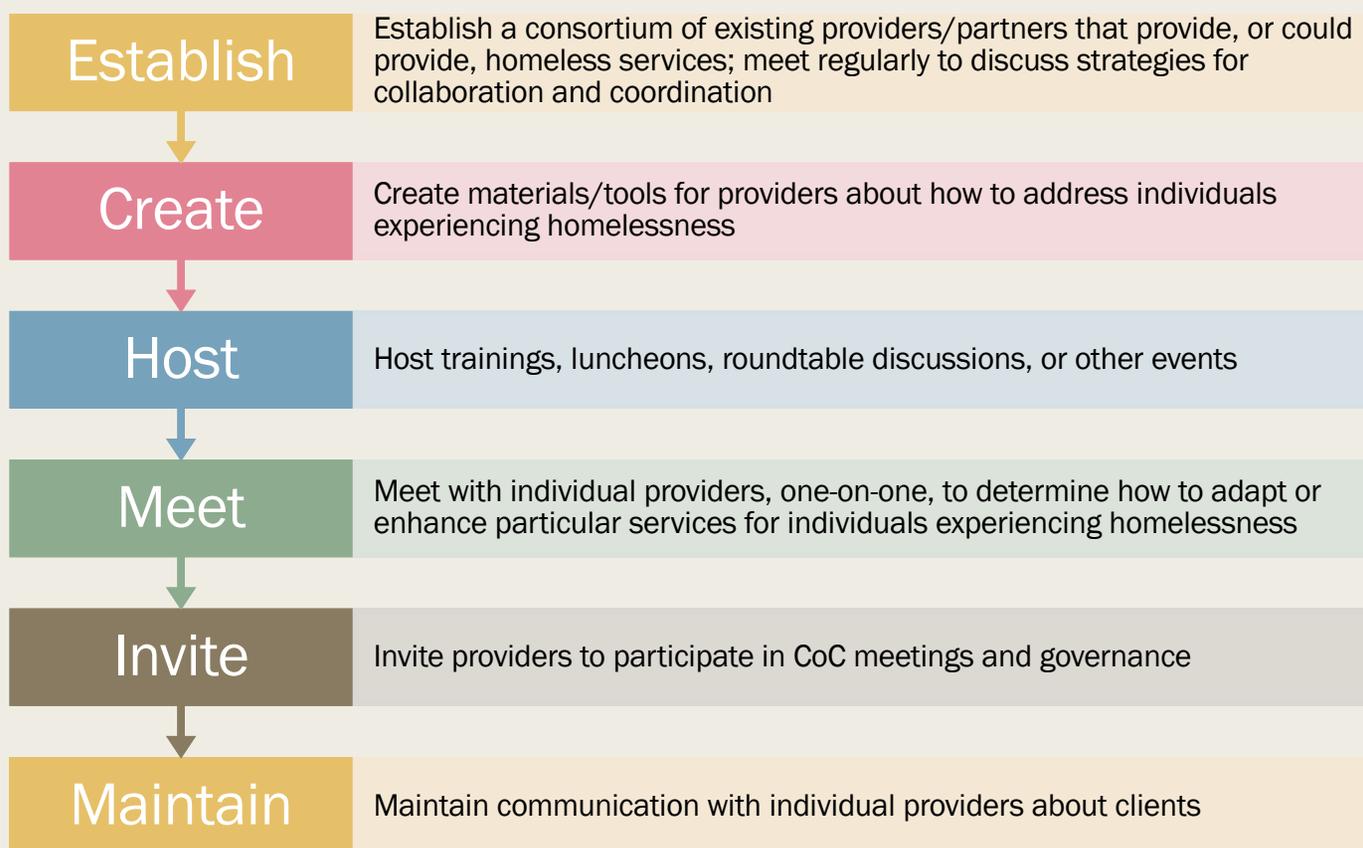
- Adapt existing services
- Utilize landlord engagement techniques
- Lobby for vacation rental regulations



# ADAPT EXISTING SERVICES



# Strengthen Relationships With Existing Providers



# Add Homeless Services at Existing Providers

Examples include:



PROVIDING ADDRESS FOR  
RECEIVING MAIL



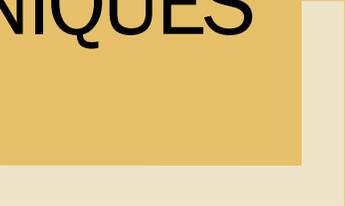
ACCEPTING VOICEMAIL ON  
BEHALF OF CLIENTS  
WITHOUT TELEPHONES



CONDUCTING COORDINATED  
ENTRY SCREENING



UTILIZE LANDLORD ENGAGEMENT TECHNIQUES



# Understand Landlord Needs

Potential landlord concerns with renting to homeless/formerly homeless:

Financial losses

Administrative burdens

Property damage

Neighbor complaints

Unlawful activity on the premises

Costly evictions

# Step 1: Identify Units



Identify prospective landlords



Develop outreach materials



Expand outreach

## Step 2: Mitigate Challenges



Support tenants



Support landlords



Provide financial mitigation

## Step 3: Engage & Sustain



Tailor your message



Sell!



Sustain relationship

# [Landlord Incentive + Mitigation Funds]

Napa County, CA

- Offers cash incentives for landlords that volunteer their units for section 8
- \$1,000 for first rental
- \$500 for each consecutive rental
- Additionally, landlords can claim up to \$3,500 over three years for tenant-related damages
- Plus continuity payments to cover lost rent if tenant is eventually evicted
- Funding: Napa Housing Authority

# [Landlord Mitigation Fund]

Kings-Tulare  
CoC, CA

- Covers excess damage and unpaid rent
- Maximum claim is \$2,000
- Eligible landlords: Any Landlord, who agrees to rent to tenants classified as homeless who have been approved for coverage under the Mitigation Fund
- Funding/collaboration: Adventist Health, Kings County Human Services Agency, Tulare County, Tulare County Health & Human Services, and The Whitney Foundation

## [Tenant Education]

Sutter & Nevada  
Counties, CA

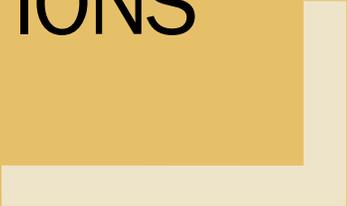
- Ready to Rent course at the region's coordinated entry access points
- Organized by The Regional Housing Authority
- Teaches basic tenant skills such as budgeting and landlord relations
- Clients can earn a completion certificate to show landlords

## Discussion Questions

- What is our community currently doing to engage landlords and secure units?
- What are some potential funding sources for a landlord mitigation fund?



# LOBBY FOR VACATION RENTAL REGULATIONS



# Lobby for Local Vacation Rental Regulations

- Restrict the number of days
- Restriction location
- Require owner to live on property for set amount of days



# [Vacation Rental Regulations]

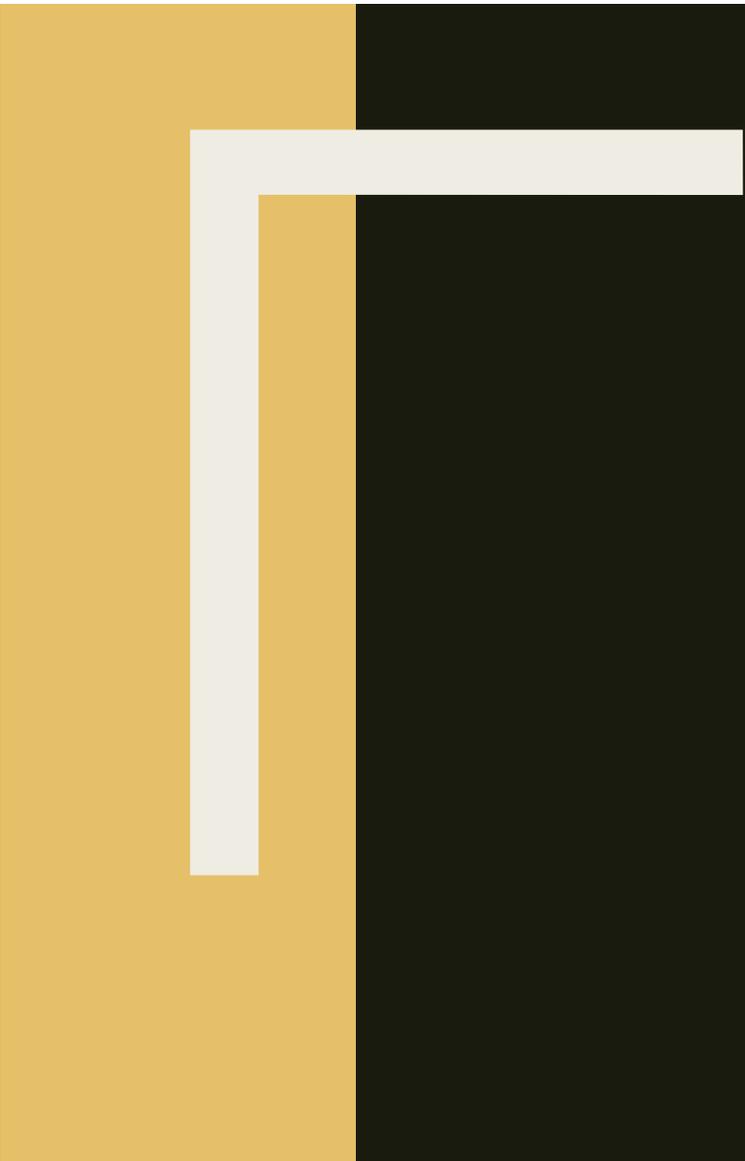
## Mammoth Lakes, CA

- Restrict the areas where vacation rentals are allowed
- Vacation rentals not allowed in areas that are considered “Rural Residential,” “Residential Single Family,” “Residential Multi-Family,” “Affordable Housing,” or “Mobile Home”
- Restriction eliminates single family homes from the short-term rental market

# [Vacation Rental Regulations]

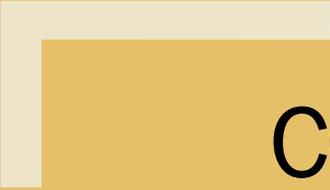
## Redwood City, CA

- Requires any a homeowner to occupy their short-term rental “full-time,” or for at least 245 days a year
- Bar potential buyers from purchasing homes for the sole intent of creating short-term rental properties



## D. CLIENT ISOLATION

- Conduct homeless outreach
- Use shared housing
- Provide prevention assistance



# CONDUCT HOMELESS OUTREACH



# Identify Who Requires Services



It is essential that agencies or services who are likely to come in contact with those facing a housing crisis are aware of how to identify and refer them



Train medical service providers on how to identify and refer a person experiencing a housing crisis



Coordinate with law enforcement who can help transport individuals who need assistance to a provider or to alert providers when someone is being released who will likely need services

# Identify Students Experiencing Homelessness

- Attendance and enrollment in multiple schools
- Chronic hunger or tiredness
- Lack of motivation, direction, or desire
- Little or no extracurricular participation
- Expressed feelings of not belonging in school
- Indicated boredom with school
- Been retained a grade
- Lack of acceptance by his/her peers
- Poor social adjustment
- Serious economic problems
- Problems with sleeping during class
- Failure to complete homework assignments
- Untimely enrollment
- Siblings that may be over protective of one another
- Parents seem confused when asked about the last school or grade child was enrolled in
- Tendency to exaggerate
- Low income motel address on enrollment form
- High absenteeism rate
- Poor grades overall
- Frequent health problems
- More mobile than other students
- Behaviors indicating social or emotional disturbances
- Low self-esteem
- Disruptive
- Immunization record
- School records
- Incomplete records
- Frequent spells of day dreaming
- Excessive tardiness
- Unkempt appearance
- Frequent hunger
- Insufficient/lack of adequate clothing
- Poor personal hygiene
- Exhibited evidence of physical abuse
- Poor or no contact with parent
- Reluctant to leave parent
- Has no permanent address

*Source: HUD's Homeless Assistance Programs, Rural Continuums of Care Guidebook*

# Disseminate Information About Services

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Build relationships with providers to understand the scope of services available

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Maintain updated list about service providers

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Post lists to public websites, listservs

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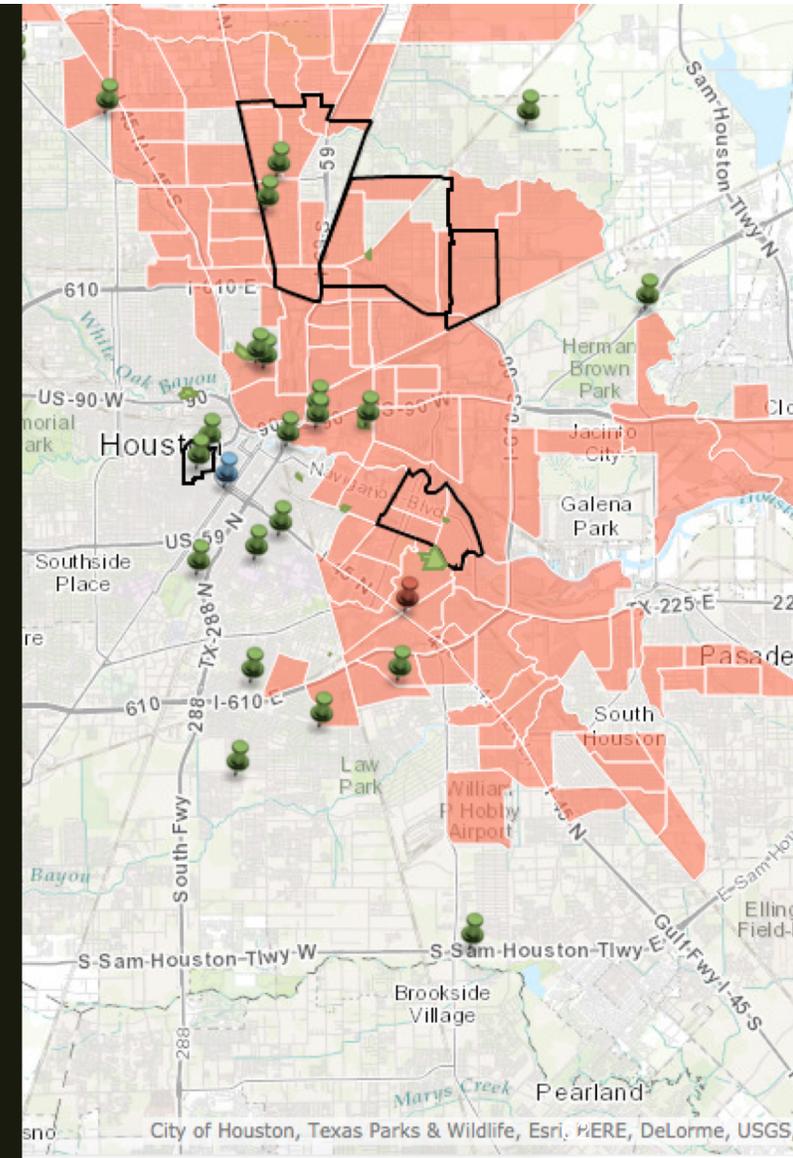
Provide lists to members of continuum and other engaged partners

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Update list of resources

# Map Clients Through GIS

- GIS links data to its geographical location, and it's becoming more and more accessible
- It can identify the correlation between the locales where the homeless are concentrated and where services are located



# Map Clients Through GIS

Map the known locations of homeless clients and use those as reference points to find others; this includes mapping encampments in the woods, on riverbanks, etc.

Study the similarities between these locations to predict other locations where homeless teens may hang out.

Formerly or currently homeless volunteers will have special insight into where other individuals experiencing homeless congregate.

Producing a map that visualizes this data helps communities determine where to send outreach teams.

# [Homeless Outreach Team]

## West Virginia Balance of State

- The West Virginia Balance of State CoC covers 44 mostly rural counties
- Employs 4 full-time three positions (starting with 1) to provide housing-focused outreach in 44 counties
- Funding: Projects for Assistance in Transition from Homelessness (PATH) funds, Emergency Solutions Rapid Re-Housing Funds, Emergency Solutions Grant

# [Homeless Outreach Team]

El Dorado, CA

- El Dorado County Sheriff's Office Homeless Outreach Team (HOT) covers El Dorado County
- 3 full-time staff members providing outreach in the field
- Assisted 37 people in attaining housing in first 6 months
- Funding: County General Fund and Rural County Funds

# Discussion Questions

- How does our community currently identify individuals experiencing homelessness?
- What gaps exist?
- Who do you partner with?



USE SHARED HOUSING



# Utilize Shared Housing

- Placing two or more program participants in an apartment, condo, or single-family dwelling
- Reduces isolation, makes expenses and household chores more manageable, and maximizes living space
- Separate leases, compatibility matches, clear expectations, trial period
- Case manager provides ongoing support



# Shared Housing Strategies



Shared Housing as a choice, not a requirement



Roommate matching process based on compatibility



Written home share agreements



Provide trial period before long-term lease



Separate leases for each roommate



Mediation services available to participants for conflict resolution

## [Shared Housing]

### Palm Beach County, FL

- Coordinates landlord and roommate “Meet and Greets”
- Allowed for landlords to meet their tenants and for roommates to match with each other
- Clients were not required to enter shared housing against their will
- Roommates match face-to-face or through roommate questionnaire
- Strong screener questions have been paramount to success



**PROVIDE PREVENTION ASSISTANCE**



# Provide Prevention Assistance

Assistance with rent or mortgage payments to avoid eviction or foreclosure

Help paying for necessary utilities to prevent eviction and keep the home habitable

Emergency repair programs

Material or household provisions

Legal services/  
Landlord mediation

# [Prevention Funds]

Ventura County,  
CA

- Provides one-time funding for individuals experiencing “extraordinary hardship”
- Eligible expenses: medical bills, foreclosure, temporary job loss, delay in disability payment, auto repair costs
- Funding/collaboration: Ventura Social Services Task Force, Catholic Charities, Project Understanding, The Salvation Army, United Way Ventura County and Lift Up Your Voice

- What prevention assistance is available in our County?
- If none – who could provide prevention assistance?

## Discussion Questions

# 3. FUNDING

# USDA Funding Sources

## USDA's Multi-Family Housing Programs

- Provides direct loans or loan guarantees to help low-income families buy housing in rural areas

## USDA Rural Rental Housing Program (Section 515)

- Provides loan for purchase, construction, or rehabilitation of homes for low-income families in rural areas

## USDA Rural Rental Housing Guaranteed Loan Program (Section 538)

- Provides guaranteed loans to housing developers for rural housing

## USDA Multi-Family Rental Assistance Program (Section 521)

- Limited funding for rental assistance in rural areas

# Federal HOME Funding

- 50% of funds goes toward rural applicants
- Can be used for tenant-based rental assistance (TBRA)
- Can also be used for utility assistance and security deposits
- Rental subsidy goes directly to landlord
- 2018 NOFA closed August 2018; new NOFA will likely be available soon

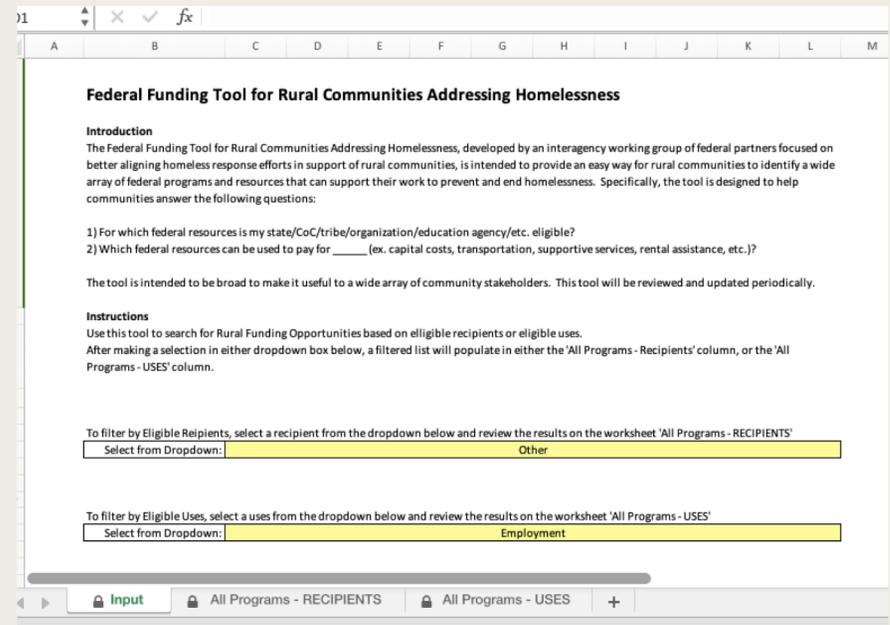


# Community Development Block Grant (CDBP) Program

- Funds available for rural housing
- 2019 NOFA closed February 2019; new NOFA will likely be available in 2020

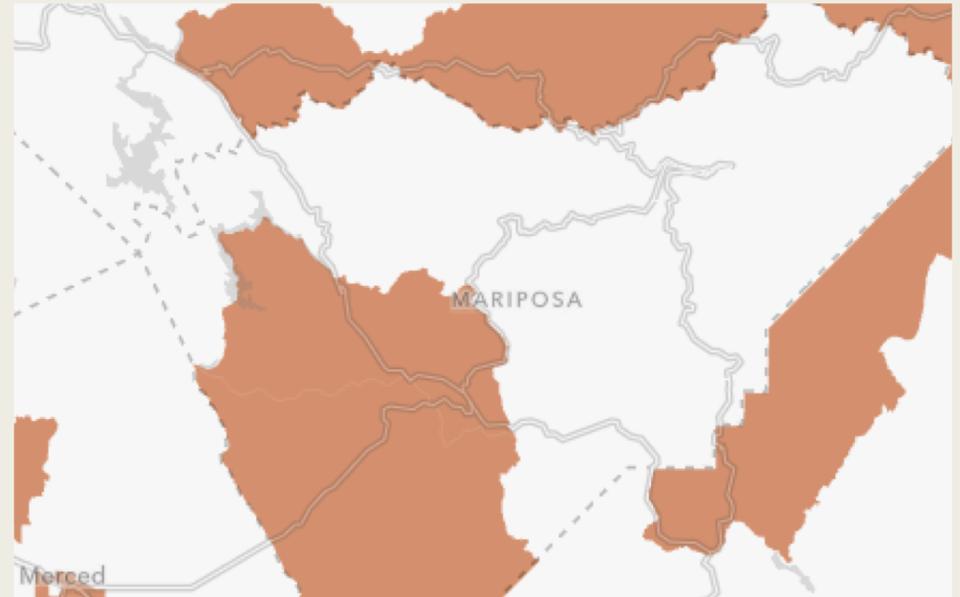
# Federal Funding Tool for Addressing Homelessness in Rural Communities

<https://files.hudexchange.info/resources/documents/Federal-Funding-Tool-for-Addressing-Homelessness-in-Rural-Communities.xlsx>



# Opportunity Zone Tax Credits

- Some parts of our community are considered part of a HUD Opportunity Zone
- Provides investors with tax breaks to build/invest in projects, or improve existing projects, in Opportunity Zone areas
- More information:  
[https://www.hud.gov/press/press\\_releases\\_media\\_advisories/HUD\\_No\\_18\\_144](https://www.hud.gov/press/press_releases_media_advisories/HUD_No_18_144)



- Which of these funding sources has our community considered? Pursued?
- What challenges with funding have arisen in the past?
- How can these be overcome?

## Discussion Questions

# ACTIVITY (30 MINUTES)

Questions?

[www.homebaseccc.org](http://www.homebaseccc.org)



# References

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- USICH, *Strengthening Systems for Ending Rural Homelessness*
- Ventura Prevention Fund: <http://vhpf.net/about-us-1/>