
THE STRATEGY TEAM LTD

**REPORT TO COMMUNITY SHELTER BOARD:
EVALUATION OF THE MOVE UP PILOT PROGRAM**

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USHS Move Up Pilot - Evaluation report

March, 2012

Background and overview of the USHS Move Up Pilot

In 2008, the Columbus community updated and adopted the “Rebuilding Lives Plan,” a comprehensive and interrelated set of strategies to decrease the number of people who experience homelessness. The new plan contains eleven new strategies and one of them is the implementation of a Unified Supportive Housing System (USHS).

The Unified Supportive Housing System (USHS) is a collaborative effort managed by The Alcohol, Drug, and Mental Health Board of Franklin County (ADAMH), the Columbus Metropolitan Housing Authority (CMHA) and the Community Shelter Board (CSB). These partners work together with other agencies in the community including health, housing, shelter, and outreach providers. A major goal of the system is to coordinate efforts to place the most vulnerable of the community’s population into the most appropriate housing. This project is innovative as it starts an unprecedented collaborative effort in our community with those entities most likely to come into contact with the homeless population. The project recognizes that the homeless system in itself cannot solve the homelessness problem and that a community approach has a higher level of success. The new system targets single adults with disabilities and families with at least one disabled household member that experience long-term homelessness.

The goals of the new system include:

- Simplify and strengthen the current permanent supportive housing system;
- Increase the number of clients served and bring more resources into the community;
- Increase client and provider access to supportive housing units, matching clients with the right services and the right housing for their needs; and
- Encourage clients to reach the greatest level of independence that they are capable of achieving.

The key results of the USHS project are expected to be:

- Centralized and simplified admission process;
- Development of a structured ‘move up’ and vacancy management process;
- Increased number of clients served;
- Improvement of client outcomes;
- Streamlined supportive housing provider processes with regard to admissions, move up, and vacancy management, creating efficiencies for providers; and
- Maximization of local dollars and other resources by leveraging resources and partnerships.

One component of the Unified Supportive Housing System is the focus of this report, the USHS Move Up Pilot Program. The primary mission of the Move Up Pilot is to help residents in supportive housing who are able and willing to move into more independent housing situations do so. The program provides direct client assistance to cover expenses associated with moving as well as service coordination to help residents maintain necessary services in their new setting.

The Move Up Pilot provides a structured screening process to help identify residents who may be most ready to move into a less supportive or more independent housing environment. In order to be eligible to participate in the program, residents must have lived in supportive housing for a minimum of six months, have expressed an interest in moving to more mainstream housing, have had a regular income for at least six months and not have been convicted of a drug related or violent crime in the past 12 months. Additionally, to qualify for the Move Up Pilot, residents had to score above a certain threshold on an assessment tool that evaluated the residents' level of self-sufficiency in three different areas (financial resources, living skills, and community support) and had to be recommended for move up by their case manager.

Three housing providers volunteered to participate in the Move Up Pilot:

- The YMCA (W. Long Street and Sunshine Terrace);
- Maryhaven (Commons at Chantry);
- The YWCA (WINGS).

The USHS Move Up Pilot was implemented from January, 2010 through December, 2011. Please note, the pilot was not able to move up participants for the bulk of 2010 due to a CMHA voucher freeze.¹

Key Research Findings

Moving forward, it would be wise to carefully consider which supportive housing sites are best suited for this program. For example, it appears that the Move Up Pilot worked very well at Maryhaven's Commons at Chantry site. This pilot site saw the largest number of participants (accounting for half of all move ups during the period), the most striking increase in positive turnover, and the highest percentage of respondents who were stable at 90 day inspection.

Interestingly, the pilot seemed to be somewhat less successful at the participating YMCA sites, which had the fewest respondents move up. Additionally, the only Move Up participant who returned to shelter after moving up was from the YMCA. Of course, there are preexisting differences between these program sites which may make success more likely. For instance, Maryhaven's Move Up participants may have had greater access to additional supportive services, especially regarding alcohol and other drugs. Additionally, the number and type of Section 8 housing vouchers that were available to residents at the sites appears to have played an important role in encouraging move-up behaviors among

¹ One additional site (Community Housing Network) also provided services through the pilot; however no data for this site were provided or analyzed.

qualified individuals. Further research efforts should determine which factors about these sites are most closely linked to success.

Overall, the data suggest that the Move Up Pilot has had success moving some portion of qualified individuals into independent housing, likely more than would have been the case had it not been operating. Yet there is still room for improvement.

Detailed Research Findings

I. What were the program outputs?

The first step in the evaluation was to measure the activities that occurred during the program period. The first major category of activities was the assessments conducted by pilot sites’ case managers. The assessment instrument collected information about residents’ current status (the type of housing they were in, the length of time they had been living in that placement, their desire to move to more independent housing, income levels, etc.) as well their housing and personal history (issues with the criminal justice system, rental history, etc.). Using the results from the assessment tool as a guide, case managers then made a recommendation for each screened resident. If case managers recommended residents for the Move Up Pilot, the program was described to them and residents decided if they wanted to participate or not.

Table 1 below presents the number of assessments and “move ups” that were conducted in each participating pilot site (and in total) between January, 2010 and December, 2011. Not surprisingly, the highest rates of assessments were recorded as the program commenced (in the first quarter of 2010).² The majority of move ups occurred in 2011.

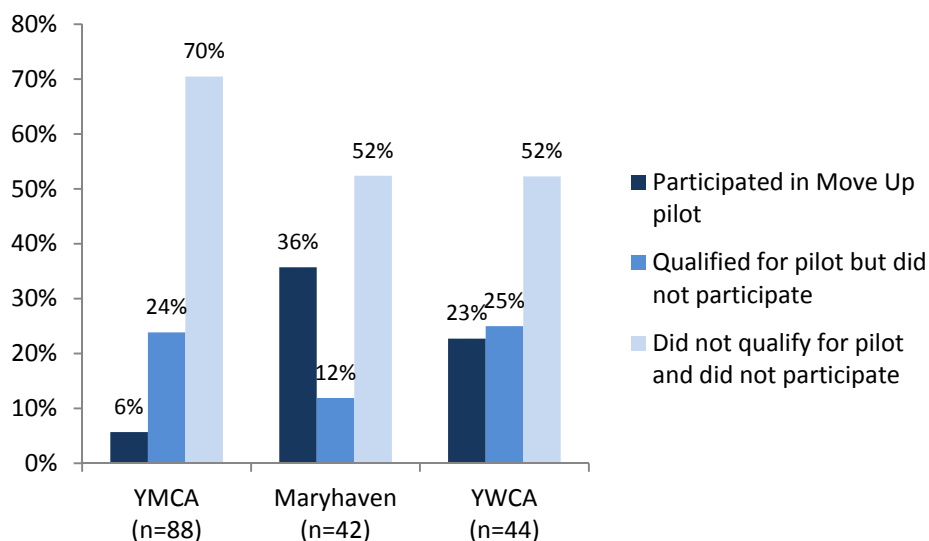
Table 1: Assessments and Moves

YEAR TIME PERIOD	2010				2011				Total
	Jan - March	April - June	July - Sept	Oct - Dec	Jan - March	April - June	July - Sept	Oct - Dec	
Assessments									
YMCA	86					1	3		90
Maryhaven	37			1		4	1		43
YWCA	39	1	5						45
Total	162	1	5	1		5	4		178
Move Ups									
YMCA		2			1	1		1	5
Maryhaven				2	9	2	3	3	15
YWCA		2	1		5	2			10
Total		4	1	2	15	5	2	5	30

² Counts includes multiple assessments for the same person, though this is rare (n = 4).

A total of 30 residents moved up to more independent housing during the pilot period. Does this represent the majority of residents who were qualified to move up according to the assessment tool? It depends on the pilot site. As Figure 1 shows, at Maryhaven, more residents participated in the pilot than qualified but did not, and at the YWCA, about the same percentage of respondents who qualified participated as did not (23% vs. 25%, respectively). However, at the YMCA, far more respondents qualified but did not participate (24% of all residents, compared to 6% who actually moved up).

Figure 1: Eligibility and move up status



Overall, more than half of residents were not qualified and did not participate. At two of the three sites, over 20% of those screened were qualified and moved up via the Move Up Pilot. This reflects the program's targeted approach, selecting those residents who are ready and willing to move to more independent housing placements. That said, it appears there is room for improvement - in two of the three pilot sites, about 25% of those screened were qualified to participate but did not do so. What kept these individuals from participating?

II. Why do qualified residents decide not to participate?

Note that some residents moved out on their own, without utilizing the Move Up Pilot.³ Additionally, at each housing site a very small number of residents appear to have changed their mind and refused to participate in the pilot after the initial screening. In the vast majority of cases, though, it's unclear why some qualified residents did not participate, suggesting *an opportunity to assist even more people through the Move Up Pilot.*

To better prepare USHS to capitalize on this opportunity, we completed in-depth telephone and in-person interviews (IDIs) with residents who qualified to participate according to their income, criminal history and overall assessment scores but did not choose to participate. The IDI was designed to better

³ At Maryhaven, five residents were qualified to participate but chose not to do so: three of these individuals moved out without direct assistance from the Move Up Pilot. At the YMCA sites, 21 residents were qualified to participate but chose not to do so; four of these individuals moved out without direct assistance from the Move Up Pilot.

understand the residents' decision making processes and uncover what might keep residents from moving up. Four phone interviews were completed (three with respondents from the YMCA, and one from Maryhaven) and two in-person interviews were conducted at the YWCA.

Knowledge. Most of the non-participants were told about the Move Up Pilot by staff, and were aware that it provided financial assistance for people when they were ready to move. Two people knew former participants who had communicated only positive things about the pilot. They were generally aware that the financial assistance could be used toward a deposit and rent, to pay utility bills, and to purchase furniture, all of which were perceived to be valuable types of assistance.

Attitudes Toward the Move Up Pilot. The qualified non-participants held strong positive attitudes toward the pilot. Unable to think of any disadvantages, they were all interested in participating when they felt able to move out to more independent housing, acknowledging that having initial financial assistance for rent and furniture would be essential. In addition to financial assistance, some said they could use help finding an acceptable home and moving their belongings.

Why Not Participate? Reasons for not participating in the Move Up Pilot varied, but they all had to do with individuals' real or perceived ability to move to more independent housing. Two people said they are waiting to become more financially stable before moving out: one person is waiting on a relative (presumably a guardian) to administer payments, another to start receiving SSI. Three people were not able to find housing in time to participate, two because housing they could afford did not meet their location or quality requirements and one because of a criminal history. Finally, one person admitted she did not want to leave the YWCA and live "on the outside" because "the Y was comfortable" and "forgiving."

Overall, these individuals perceive the Move Up Pilot in a positive light. They hope they can take advantage of it when they are ready to move out to more independent housing.

III. Barriers to moving up

Among those who did not qualify to participate in the Move Up Pilot, what were the reasons for this? What screening criteria were the biggest barriers to eligibility? As noted earlier, to qualify for the Move Up Pilot residents must:

- Not have been convicted of a drug related or violent crime in the past 12 months;
- Have had a regular source of income for the past six months;
- Have a total assessment score of at least 60;
- Be interested in moving up to more independent housing.

The most frequently observed barriers preventing residents from qualifying for the Move Up Pilot varied across the pilot sites (see Table 2). Overall, lack of a regular income source and lack of interest on the part of the client were the two most common reasons for not qualifying to participate; however, income was a bigger obstacle for YWCA residents while lack of interest in moving was a bigger barrier among

Maryhaven residents. Very few individuals failed to meet the overall assessment score criteria or were ineligible due to criminal convictions.

Table 2: Reasons for not qualifying for the Move Up Pilot⁴

	Has not had regular source of income for 6 months	Client does not want to move	Conviction / guilty plea in the last year	Overall assessment score less than 60
YMCA	61	19	2	4
Maryhaven	9	21	3	0
YWCA	15	11	2	0
Total	85	51	7	4

It is possible that other factors beyond those captured on the assessment tool could explain differences between those who qualified to participate and did so, those who qualified to move up but did not, and those who did not qualify to participate. For example, a freeze on issuing new Section 8 vouchers contributed to the postponement of pilot activities for much of 2010. These vouchers play a key role in making housing affordable, which in turn has the effect of helping long term housing stability outcomes. To what extent did individuals enter supportive housing with Section 8 vouchers?

At assessment, all Maryhaven residents had Section 8 vouchers, but in the other two housing sites, it appears **that residents’ Section 8 housing status (at assessment for the pilot) was strongly associated with participation in the Move Up Pilot**. As shown in Table 3, 80% of the YMCA individuals who participated had a voucher, compared to the 43% who qualified but did not participate.⁵ At the YWCA, residents with a housing voucher were fairly equally represented in the moved up and non-qualified groups (80% and 74% of residents, respectively, had a voucher) but only 45% of residents who were qualified to participate, but did not do so, had a Section 8 voucher.

Table 3: Section 8 housing subsidy (at assessment)

	Participated in Move Up Pilot	Qualified for pilot but did not participate	Did not qualify for pilot and did not participate
YMCA	80% of 5	43% of 21	10% of 62
Maryhaven	100% of 15	100% of 5	100% of 22
YWCA	80% of 10	45% of 11	74% of 23
Average across pilot sites	90% of 30	51% of 37	42% of 107

It is possible that the relative lack of Section 8 vouchers (at assessment for the pilot) may have caused at least some of the 62 YMCA residents to not qualify for the pilot. For example, some YMCA residents without Section 8 vouchers may have decided not to participate because of housing affordability

⁴ Residents could have more than one reason for failing to qualify for the Move Up Pilot.

⁵ This pattern was statistically significant ($X^2=20.8, p<.01$), meaning it is unlikely this was caused by chance alone.

concerns – which in turn would have disqualified them. However, only one of the 62 YMCA residents who did not qualify for the pilot was disqualified solely because he did not want to move.

When one compares the percentage of YMCA and YWCA residents with Section 8 vouchers who qualified for the pilot (including those who chose not to participate in the pilot but excluding those who did not qualify), the percentages are very similar: 13 of the 26 qualified YMCA residents (50%) had Section 8 vouchers, compared to 13 of the 21 qualified YWCA residents (62%). These percentages are not statistically significant from one another. However, only 4 of the 13 YMCA residents with Section 8 vouchers (31%) qualified for the pilot and chose to participate, compared to 8 of the 13 YWCA residents (62%).⁶

It is possible that the difference in participation rates among qualified residents may be partially explained by the type of Section 8 vouchers available to residents in the two sites. Some of the YWCA's vouchers are project-based ones: if a YWCA tenant with a voucher moves up and out of supportive housing, the tenant can take the voucher with her and CMHA will provide the supportive housing site with another voucher. Based on information communicated by CSB, however, the YMCA sites' vouchers are fewer in number and would not necessarily be replenished after a tenant with a voucher moved up and out of the supportive housing site. If this interpretation is true - that the YMCA sites' incentive structure was not completely in alignment with the goals of the Move Up Pilot - than it would partially explain why the program appeared to be less successful at the YMCA sites than the YWCA one.

Additionally, an analysis of housing tenure (at assessment for the pilot) revealed an interesting pattern for two of the three housing providers - at both the YMCA and the YWCA, the longest tenures observed were for those who qualified but did not participate, while residents who moved up had shorter tenures, but not as short as those who did not qualify and did not participate. This suggests that longer term residents may be more hesitant to complete program steps, perhaps due to their comfort level with their current housing placement. This idea also surfaced during interviews with the case managers (described later in this report). As one staff member said, ***"Moving people from the contemplative phase to the action step has been difficult."***

Table 4: Average tenure (in years) at assessment, by eligibility and move up status

	Participated in Move Up Pilot	Qualified for pilot but did not participate	Did not qualify for pilot and did not participate	Site Average
YMCA	3.2	3.7 ←→ 2.3	2.3	2.4
Maryhaven	2.0	2.1	2.0	2.0
YWCA	3.0	3.6 ←→ 1.6	1.6	2.4
Average across pilot sites	2.6	----- 3.4 ←→ 2.1	2.1	2.5

Solid arrow-headed line indicates two averages are statistically significantly different from one another (p<.05 at the 95% confidence level). Dashed line indicates two averages are marginally significantly different from one another.

⁶ The difference between these two percentages approaches statistical significance.

IV. Program outputs - Direct client assistance and other services

The second major category of program activities revolved around the services and assistance provided by the Move Up Pilot itself. Residents who were recommended to move up and chose to participate were provided with various forms of assistance to locate an appropriate apartment, sign the necessary papers with the landlord, and equip their new residence with basic household furnishings. The data file provided by CSB suggests that the vast majority of direct client assistance (DCA) could be classified into two categories - assistance with rent (and either furniture or utilities), and "other" which was not specified. The average amount of direct client assistance provided across all housing sites was \$888 per person (see Table 5).

Additionally, nearly every pilot participant was provided with service coordination to assist with their move up, which case managers described as activities to support residents in transitioning to and maintaining a more stable housing placement (e.g. linking residents to other programs in the community, meeting or contacting those programs, treatment planning).

Table 5: Average DCA Amounts

	Total who received DCA as of 2.17.12	Average dollar amount received
YMCA	5	\$ 881.30
Maryhaven	15	\$ 876.99
YWCA	9	\$ 909.94
Average across pilot sites	29	\$ 887.96

V. Program outcomes - Increase positive turnover rate

The overarching goal of the Move Up Pilot is to increase positive turnover by moving residents who require less intensive support to more independent housing. To this end, we examined the change in positive turnover from 2010 to 2011 for the pilot sites, using data provided by CSB.⁷ As Table 6 below suggests, Maryhaven experienced the largest increase in positive turnover rate,⁸ which is not surprising since half of the residents who moved up through the pilot were from Maryhaven. A more modest increase in positive turnover was observed at the YWCA pilot site.⁹ The YMCA site at West Long had a minimal increase in positive turnover, while the Sunshine Terrace site had a decrease in its positive turnover rate; neither of these changes were statistically significant. On average, positive turnover at pilot sites increased by 7 percentage points from 2010-2011.¹⁰

⁷ Document titled "PSH 2010-2011 Turnover Rate analyses."

⁸ This pattern was statistically significant ($X^2=7.9$, $p<.01$).

⁹ This pattern approached statistical significance ($X^2=2.3$, $p=.13$).

¹⁰ Excluding YMCA, the average rate of change at the pilot sites is 11%.

Table 6: Positive turnover rate at pilot sites

	Positive turnover (2010)	Positive turnover (2011)	Percentage point change
YMCA (W. Long)	20%	21%	1%
YMCA (Sunshine Terrace)	15%	9%	-6%
Maryhaven (Commons at Chantry)	8% ←→	30%	22%
YWCA (WINGS)	22% - - - - -	33%	11%
Average percentage point change across pilot sites			7%

Solid arrow-headed line indicates two percentages are statistically significantly different from one another (p<.05 at the 95% confidence level). Dashed line indicates two percentages are marginally significantly different from one another.

Though an average increase in positive turnover is a good indicator, in isolation it is not clear whether this can be attributed to the Move Up Pilot or to some other factor. To contextualize the findings, we calculated changes in turnover rates for four comparison sites chosen by CSB (Southpoint Place, CHN @ East 5th Ave, Commons at Grant, and Briggsdale).¹¹ As shown in Table 7, the average change in positive turnover at the pilot housing sites (from 2010-2011) was more than three times higher than the average change in positive turnover rates at the comparison sites. Maryhaven's increase was 11 times higher than the average at non-pilot sites and YWCA's increase was five times higher.

Table 7: Positive turnover rate at comparison sites

	Positive Turnover (2010)	Positive Turnover (2011)	Percentage point change
CHN - Southpoint Place	13%	11%	-2%
CHN - East 5th Ave	16%	26%	10%
Commons at Grant	8%	20%	12%
CHN - Briggsdale	20%	8%	-12%
Average percentage point change at comparison sites			2%

VI. Program outcomes - Residents remain stable in more independent housing

In addition to the program’s key outputs - the number of residents assessed and moved up as well as the amount and types of assistance provided to participants - it is necessary to measure the Move Up Pilot’s key outcomes, both for individuals and for the system as a whole. The first outcome to consider is whether or not respondents successfully exited. To this end, CSB provided information regarding the current status of all assessed individuals. Specifically, residents were categorized as:

- Successfully exited: Left pilot site for more independent housing.
- Unsuccessfully exited: Left pilot site for an institution (jail, substance abuse treatment, nursing home, etc.).

¹¹ A fifth program, Commons at Buckingham was also suggested, however since 2010 was its first year in operation, and the turnover for that program year was 0%, it was excluded from these analyses.

- Still at the pilot site.

We computed the percentage of successful exits from each pilot site for those who participated in the Move Up Pilot, those who were qualified but did not participate, and those who were not qualified and did not participate.

Table 8: Residents who successfully exited the pilot site

	Participated in Move Up Pilot	Qualified for pilot but did not participate	Did not qualify for pilot and did not participate
YMCA	100% of 5	33% of 21	16% of 62
Maryhaven	100% of 15	0% of 5	14% of 22
YWCA	100% of 10	73% of 11	30% of 23
Average across sites	100% of 30	41% of 37	19% of 107

As Table 8 shows, all respondents who participated in the Move Up Pilot successfully exited permanent supportive housing. Additionally, note the comparisons with respondents who qualified but did not participate. Presumably those individuals were similar to respondents who did move up in terms of income, criminal background, willingness to move and overall assessment scores. Yet, no qualified Maryhaven residents and only 33% of qualified YMCA residents successfully exited without participating in the pilot. This percentage was higher at the YWCA (73%).

One way the program should work is to shorten the amount of time qualified residents spend in supportive housing. To see if this occurred, we calculated the number of years between housing entry and exit for all residents who successfully exited from supportive housing. We then compared two key groups – 1) residents who successfully exited through the Move Up Pilot, and 2) residents who qualified to participate in the Move Up Pilot but who did not choose to do so, yet successfully exited on their own.

As shown in Table 9, Move Up Pilot participants had shorter tenures, on average, than those who qualified but did not participate in the pilot at both the YMCA and the YWCA sites. However, these differences were not statistically significant. No Maryhaven residents successfully exited the housing site outside of the Move Up Pilot.

Table 9: Total tenure (in years) for successful exits

	Participated in Move Up Pilot	Qualified for pilot but did not participate
YMCA	3.9	5.6
Maryhaven	2.9	n/a
YWCA	3.8	4.3
Average across pilot sites	3.3	4.9

It is possible that the observed differences in reductions in total tenure are driven primarily by differences between the groups that existed before the Move Up Pilot was implemented. To this end, we computed the time between assessment and move up to better isolate the impact of pilot participation for each successful exit.

As shown in Table 10, it appears that YMCA residents who participated in the Move Up Pilot exited slightly faster than those who were qualified to participate but chose not to. An opposite pattern was observed when focusing on YWCA. However, neither of these patterns were observed to be statistically significant. As a caveat, these results could be skewed due to early difficulties that delayed program implementation for some participants (i.e., Section 8 voucher scarcity).

Table 10: Time (in years) from assessment to move out for successful exits

	Participated in Move Up Pilot	Qualified for pilot but did not participate
YMCA	0.6	0.8
Maryhaven	0.9	n/a
YWCA	0.8	0.6
Average across pilot sites	0.8	0.7

Another important outcome goal was short-term resident stability and satisfaction with their move. The program included a 90 day apartment inspection to document these outcomes. Table 11 summarizes the number of residents moved up by November 1st, 2011 and the percent of those respondents who were still stable in independent housing at the time of their 90 day apartment inspection.

Table 11: Stability at 90 day apartment inspection

	Total moved up by 11.1.11	Percent who were stable at 90 day apartment inspection
YMCA	5	80%
Maryhaven	12	100%
YWCA	10	90%

Overall, the percentage of participants who were stable at the 90 day apartment inspection suggests the Move Up Pilot successfully encouraged the right “type” of residents to participate, at least in the short term. A recent Columbus Service Point (CSP)¹² check conducted by CSB indicated only one pilot participant (from the YMCA) had entered emergency shelter since completing the Move Up Pilot.¹³

VII. Program outcomes - Program costs and savings to the system

To estimate the possible cost savings to the supportive housing system, we first computed the costs associated with operating the Move Up Pilot. Expense categories were provided by CSB (see Table 12).

Table 12: USHS Move Up Pilot costs

Expense category	Cost for program period
USHS Project Manager	\$5,661
Other staff and non staff costs	\$3,727
DCA	\$25,750
Incentives to participating providers	\$15,626
Total cost	\$50,764
Total cost per person moved up	\$1,692

CSB also provided the annual costs for housing a resident at each of the participating pilot sites (see Table 13).

¹² CSP is a database that allows CSB to collect, monitor, and evaluate homeless and housing services in Franklin County.

¹³ Originally, CSB planned to complete ADAMH checks as well. Unfortunately, many program participants did not complete Release of Information forms that would allow access to the data.

Table 13: Supportive housing costs

	Annual cost to house and serve a resident in supportive housing
YMCA (W. Long)	\$7,705
YMCA (Sunshine Terrace)	\$10,564
Maryhaven	\$4,719
YWCA	\$13,961
Average annual cost across pilot sites	\$8,535
Average monthly cost across pilot sites	\$711

Because this pilot program occurred in a non-experimental environment, it can be difficult to estimate the extent to which outcomes can be reasonably attributed to this program – and therefore, what its true cost savings are likely to be. For example, one could argue that the program was 100% responsible for encouraging the 30 qualified residents to move out of supportive housing into more independent housing. However, we know that some individuals who qualified to participate in the Move Up Pilot chose not to do so – and eventually moved out successfully.

Therefore, a more conservative approach for estimating the program outcomes – and likely cost savings related to not housing residents who are ready to transition to more independent housing – is one that adjusts the number of Move Up participants downward, acknowledging that some of the qualified residents at a particular supportive housing site might have successfully exited on their own, without the direct benefit of the Move Up Pilot. Our best estimate for the number of Move Up Pilot participants who would have moved out without taking advantage of the pilot, then, is the number of those who did just that. As shown in Table 14, we calculated the percentage of individuals who were qualified to participate, did not participate, but still successfully exited the housing site.

Table 14: Adjusted estimate of program outcomes

	Number of Move Up participants	Move Up participants who may have moved up w/o the program¹⁴	Move Up participants who may have moved up b/c of the program	Conservative estimate of Move Up participants who may have moved up b/c of the program
YMCA	5	33%	67%	3
Maryhaven	15	0%	100%	15
YWCA	10	73%	27%	3

¹⁴ These percentages reference the percent of residents assessed who were qualified for the Move Up Pilot, but who chose not to participate and who eventually successfully exited supportive housing. See Table 8.

Next, it is necessary to estimate the average savings in supportive housing costs due to the residents' accelerated exit to more independent housing. To do this, the following calculations were made for each Move Up participant:

- The time elapsed (months) from when the participant moved out to 12/31/2011 – in other words, the amount of time that this participant was not in supportive housing during the pilot period.
- The projected savings in housing costs corresponding to the above period. For example, if it costs Maryhaven \$393.25 a month to provide supportive housing (on average), and a resident moved out on June 30, 2011, Maryhaven was assumed to have saved 6 months of supportive housing costs for this newly independent resident – or \$2,360.

Looking first at the YMCA, a bootstrap resampling procedure¹⁵ was completed to estimate the likely range of cost savings from moving up residents who were ready for more independent housing. For each pilot site, a random sample of participants was selected, and the average of the projected savings for these participants was calculated. This average was saved to a separate database, and then this procedure (i.e., randomly selecting Move Up participants, calculating the average cost savings for these participants, and saving this average) was repeated 199 more times. The averages were then used to calculate a stable estimate of savings to the housing provider.¹⁶

The results of these procedures are shown in Table 15. Overall, implementation of the Move Up Pilot at these sites over the 2010-2011 pilot period is likely to have saved approximately \$100,000 in supportive housing costs – savings that could then be allocated to those in greater need of supportive housing.

¹⁵ Bootstrapping is a class of statistical procedures that uses resampling from the observed distribution to generate a more stable estimate. These procedures are especially helpful when the original population distribution is not known.

¹⁶ It was not necessary to conduct this procedure for the Maryhaven site, because 0% of Maryhaven residents qualified for the program but did not participate.

Table 15: Estimated savings in housing costs that may be attributable to the Move Up Pilot

	Conservative estimate of Move Up participants who may have moved up b/c of the program	Average savings (bootstrapped) in supportive housing costs due to accelerated exit, per participant [95% confidence interval]	Estimated savings in supportive housing costs		
			Low	Average	High
YMCA	3	\$8,534 [\$4,573-\$12,495]	\$13,719	\$25,602	\$37,485
Maryhaven	15	\$2,948	\$44,220	\$44,220	\$44,220
YWCA	3	\$15,235 [\$12,584 - \$17,885]	\$37,752	\$45,705	\$53,665
Average across pilot sites			\$95,691	\$115,527	\$135,370

VIII. Program outcomes - The moved up residents' perspective

In order to better understand the experience of pilot participants, we conducted in-depth telephone interviews with 17 of the 30 participants who had moved up as of November 2, 2011. These interviews were conducted on a rolling basis as respondents completed the Move Up Pilot; no interview occurred more than six months after respondents left their pilot site. Of the 13 respondents who were not interviewed, 10 had no telephone number or the number provided was disconnected. The remaining three were not able to be reached for interviewing.

Move Up participants said the program helped them get a home of their own and, more generally, improved the quality of their lives. Among those interviewed, all but two said they were very or extremely satisfied with the program, and each individual who was asked¹⁷ said he or she would recommend the program to people in supportive housing. As respondents said:

"I know where I was, and without this program I was at a standstill. Now I can breathe. I enjoyed the program, and hope it continues. Everybody needs help sometimes."

"It helped to get me back into life, and back into society. I got a roof over my head. It helped me get a new start, a new place. They helped me a lot with funding."

Program strengths

According to participants, one of the primary strengths of the Move Up Pilot was the **financial assistance it provided**. The financial assistance was used for a range of moving related expenses and was cited by many as the most helpful aspect of the program. For example, participants used the money for deposits, rent, to pay utility bills, to buy furniture, and to rent moving trucks. Some respondents said they would not have been able to leave supportive housing without the financial

¹⁷ Only eight of the 17 participants interviewed were asked if they would recommend the program, and all eight said they would.

assistance offered by the program. Notably, three individuals said they would have moved out at the same time anyway. Overall, the DCA was seen as valuable in helping participants move into their new homes.

"It offered me financial assistance so I could move. I'm on social security and disability, so it's very difficult to save any money to move."

"It helped with stuff I needed for the kitchen, bathroom, bedding, and with extra expenses like rent, security deposit. It helped me move my stuff. Also, finding the place, getting paperwork done."

"The housing voucher is such a big help. It gives you that jump start. It's not a get out of jail free card, but it gave us the option to get part way on our feet. It was the incentive to keep working, keep trucking. They did all this for me, I can't fail. How would that look?"

Participants also mentioned their caseworkers, whom they evaluated very positively, as the other major asset of the Move Up Pilot. Caseworkers successfully directed participants toward useful resources, and provided consistent psychological support throughout the process. Many participants appreciated the fact they could always count on the caseworkers to answer their questions.

"[Caseworker] is really good about answering questions and providing information I needed. She gave me information about movers. She discussed with me what the program would and would not pay for to help me. She went over with me what I needed to do, my timeline, she was very thorough."

"She gave me the number and contact information of the program itself. She gave me other numbers when we realized the other bills we had hadn't been paid and I was already in my place. She networked with agencies to help me."

"She helped me get into a drug program at the Neighborhood House, in a jobs program, got me bus passes, food, helped me with clothing. The main thing was she helped me get focused on my goals. A lot of times I felt depressed and down. They really helped motivate me and made me believe I could do it."

Program weaknesses

Most participants had trouble thinking of anything the program could do better, reflecting their high levels of satisfaction. When asked to think of potential improvements to the program, two people mentioned they wished they were told about it sooner.

A few individuals were dissatisfied with specific aspects of the program. Some mentioned the timing was not ideal, for example, that they had to spend the money too quickly. Additionally, a few people mentioned they needed more than the allotted two hours to move all of their belongings.

"Moving is stressful, especially with kids. I couldn't use it once I was already in the house. It was hard to spend money between the time I heard about the program before I moved into my place. I knew what I wanted to spend it on, furniture, but I wanted to be moved and settled first."

"There needs to be more time for each individual to move out. At least four hours. Four hours would have covered all of my stuff, two hours was not enough time [to move everything out]."

Reflecting a potentially significant problem, **two participants from the YWCA had a very difficult time understanding how the program worked.** They were unsure about what the requirements of the program were, and how and when they would be able to spend their money. They believed the people in charge did not have this information either. From their perspective, the administration of the program was very poor.

Moved up residents who completed the 90 day apartment inspection were also asked to indicate how satisfied they were with the Move Up Pilot on a three point scale with options of "not satisfied," "somewhat satisfied," and "very satisfied." **Each moved up respondent who completed the 90 day apartment inspection said they were very satisfied with the program.** When asked what aspect of the program was most helpful, the most common responses across programs were the supportiveness of the caseworker and assistance with expenses associated with the move. Note that eight of the ten respondents from the YWCA mentioned the money they received (several specifically mentioned a "\$1000 incentive"). Nearly all respondents indicated there was nothing more the program could have done to help them move up, though a minority mentioned minor issues with things like checks being sent to the wrong place and a problem getting gas bills paid.

IX. Program outcomes - The case managers' perspective

IDIs with case managers followed a similar process as described earlier. TST staff contacted case managers at each program and completed a thirty minute telephone interview designed to elicit program strengths, weaknesses, and opportunities for improvement.

Program strengths

Overall, case managers were positive about the program and identified the financial assistance and portable vouchers associated with the program as the most positive aspects. Additionally, one case manager found the planning process very useful - forcing all interested parties to come to the table and help residents make a careful, planned transition was "invaluable." Most case managers felt their clients were happy with the program as well, and only one Move Up Pilot participant was reported to be struggling with housing following the move up.

Program weaknesses

From the case manager's perspective, three main issues may need attention - coordination with third party housing providers, communication, and the purchasing process.

Coordination with third party housing providers. Multiple case managers suggested that working with CHMA was difficult. They reported lengthy wait times to get appointments, resulting in an inability to move people through the process. Additionally, one case manager indicated he or she had some issues talking with potential landlords to explain the program to them, and it was

sometimes difficult to get landlords to come to the table for planning purposes. Materials that clearly explain the program and its benefits could be helpful.

Communication. One case manager indicated that communication with CSB was sometimes difficult – the case manager was not sure exactly what the program requirements were and sometimes had a hard time getting clarification. For example, the case manager described a circumstance where it wasn't clear whether a resident could apply for additional DCA after the initial application was submitted and his circumstances had changed. The case manager left a message at CSB which was never returned. Note that case managers from the other programs did not seem to have this issue; furthermore, one case manager specifically cited the ability to get clarification from CSB as a strength of the Move Up Pilot.

Purchasing process. One case manager thought that the purchasing process was made unnecessarily difficult - requiring two separate trips (one to price and one to purchase) between which product availability or prices may change. This case manager suggested that providing a gift card with a preloaded amount and requiring expense verification could be a good option. Another site suggested that the amount of funds available limited their ability to help some residents (for example, one large utility bill might take up most of the available DCA for a resident, leaving them with little money for security deposit and first month's rent). This case manager thought a category based approach (up to XX amount for utilities, up to XX amount for security deposit, etc.) could be a good way to limit unnecessary spending in some categories and free up additional funds for individuals who had challenges in others.

Specific evaluation of the assessment tool

With regard to the assessment tool, case managers thought it covered most of the important domains and was straightforward to use. One respondent felt the wide interval and flexibility for the assessor was good, while another felt that the acceptable score range was too wide. The analysis of barriers posed by screening criteria presented earlier suggested that very few individuals were screened out to the overall scoring criteria. It is probably unlikely that ALL residents in supportive housing at these sites are ready to move up, which suggests that narrowing the range of acceptable scores might be a consideration for future improvement.

Case managers also suggested the following for improving the assessment questionnaire:

- More items to tap basic household maintenance abilities, for example regarding food management (how often do you run out of food stamps, visit food pantries, etc.) and utility payments (amounts, number of disconnects or disconnection letters, etc.). These skills are seen as critical to maintaining independent apartment placements. As one case manager put it, *"Even if they score high everywhere else, if they can't pay rent, they will still be evicted and will not be successful."*
- Additional questions regarding knowledge of / ability to use public transportation might also be useful as residents assume responsibility for getting to appointments to keep benefits and services in place.

- Include additional items or a secondary assessment to identify concrete efforts made toward moving up. One case manager suggested the assessments "*...do a good job identifying people who could move up. But it also captures some who are stuck in the contemplative state.*" Items that ask about their efforts at seeking another place to live, or their plan for what neighborhoods to live in could be useful here. Specific suggestions for a secondary assessment included some kind of apartment hunting checklist.

Finally, caseworkers offered additional suggestions for program changes that would be helpful for them. These suggestions included:

- Additional central oversight (from a staff member overseeing the USHS rather than at the individual sites) to help coordinate the parties involved in a resident's move up. One case manager suggested, "*Adding a follow along person would be my strongest recommendation (someone to coordinate with service coordinators, case managers, make sure everyone knows what they need to do and ensure adherence to the treatment plan, in terms of what the provider will do)...One central person to follow along and make sure that participants are stable, getting services they need.*"
- Automation of the data entry tool so that CSP ID and resident name automatically appears on the 2nd and subsequent pages of the instrument, and formulas that automatically calculate assessment scores.
- Clarification on where program goals came from. One case manager felt the numbers were difficult to attain and would have liked to receive additional information on how the goals were set.

X. Potential areas for improvement - Observations of the evaluators

Throughout the course of the evaluation, a number of issues came to the evaluator's attention which should be considered if the program continues beyond the pilot state. First, there seemed to be a large amount of staff turnover at the pilot sites. Although by itself this is not necessarily an issue, it seemed as if institutional memory of the Move Up Pilot's implementation disappeared along with the staff initially assigned to the pilot. In some instances, records for particular clients were missing, and remaining staff members were unable to explain inconsistencies in the data. **It is important for program staff to document and transfer all program activities so that future staff (and funders, and evaluators) will understand historic program operations.**

Numerous data inconsistencies were also noted. We found that some dates reported in the Evaluator spreadsheet were illogical (i.e. identical dates for assessment, DCA request, and move up). Some apartment inspection dates recorded in the electronic tool did not coincide with the date provided on hard copies. Although data entry errors are inevitable and occur in all programs, some inconsistencies seemed to stem from other sources. For instance, at some pilot sites, the recommendation status of an individual changed from one reporting period to another, without an intervening reassessment or explanation for the change. Staff interviews indicated this could happen because individual circumstances changed, though the large number of occurrences suggests this probably did not explain all such inconsistencies. **In the future, it might be helpful for program staff to submit additional**

documentation for changes made to existing records as the program progresses. Additionally, program staff must understand there is a high need for accurate data regarding program activities.

Some protocols may not have been followed during the program. For instance, it appears that some programs did not secure Release of Information (ROI) forms for all individuals involved in the program, or if they did secure these ROIs, they were not retained for all individuals. This makes it hard to access important data regarding program participants, including their utilization of ADAMH services (which are not reported here because they could not be obtained for the majority of individuals), and their current contact information in order to interview them for program evaluation purposes. Additionally, the results of the in-depth interviews suggest that not all qualified residents were aware of the opportunity presented by the Move Up Pilot. Further, we suspect that many – if not most – of those who were aware of the Move Up Pilot primarily think of it as a means to obtain \$1,000 to be used when moving from supportive housing. **USHS should outline the specific protocol to be followed by each pilot site and provide staff trainings regarding how the program should be implemented, including necessary data collection activities.**

All of the above observations lend some credibility to one case manager's suggestion for more central oversight in the process. A central staff person who is dedicated to program management and oversight (at least on a part time basis) might be better able to coordinate the efforts of the diverse program settings in which the Move Up Pilot operates and offer both technical support and accountability. While case managers suggested this would work best if the central case manager was a CSB employee, it's important to note that Maryhaven (which has the most successful outcomes in the pilot) primarily utilized one manager / housing specialist, while the YMCA had three. It's possible that this centralization could be effective even at the level of the site.

Conclusion

Moving forward, it would be wise to carefully consider which supportive housing sites are best suited for this program. For example, it appears that the Move Up Pilot worked very well at Maryhaven's Commons at Chantry site. This pilot site saw the largest number of participants (accounting for half of all move ups during the period), the most striking increase in positive turnover, and the highest percentage of respondents who were stable at 90 day inspection.

Interestingly, the pilot seemed to be somewhat less successful at the participating YMCA sites, which had the fewest respondents move up. Additionally, the only Move Up participant who returned to shelter after moving up was from the YMCA. Of course, there are preexisting differences between these program sites which may make success more likely. For instance, Maryhaven's Move Up participants may have had greater access to additional supportive services, especially regarding alcohol and other drugs. Additionally, the number and type of Section 8 housing vouchers that were available to residents at the sites appears to have played an important role in encouraging move-up behaviors among qualified individuals. Further research efforts should determine which factors about these sites are most closely linked to success.

Overall, the data suggest that the Move Up Pilot has had success moving some portion of qualified individuals into independent housing, likely more than would have been the case had it not been operating. Yet there is still room for improvement.

Appendix A:

USHS Move Up Pilot Evaluation Materials (In-depth Interviewing Guides)

THE STRATEGY TEAM LTD

In-depth Interview Discussion Guide for The Housing Provider Move Up Case Managers 10/18/2011

1. Hello, this is _____, calling on behalf of _____. I would like to speak with _____ about his/her experience with the Move Up program. May I speak with _____? (WHEN CORRECT PERSON IS ON THE LINE, ASK TO BEGIN THE INTERVIEW; OTHERWISE, SCHEDULE A CALLBACK) Before we begin, please know that everything you share with me today will be held confidential, and will never be associated with you or your program specifically. This is part of a broader effort to gather feedback about the Move Up pilot to ensure that things are running as well as possible. Please be honest with me. Okay?
2. First, I'd like to talk with you about your experiences implementing the Move Up pilot. Is there anything about the program that is unnecessarily difficult for you?
3. What do you think is working best in the Move Up pilot? (*Probe deeply*)
4. And, what about the opposite? What could the Move Up pilot do better?
5. As you know, the Move Up pilot consists of several steps. The first of which is the assessment of the Rebuilding Lives tenant for readiness to move up. I'd like to talk about those assessments first. In your opinion do they accurately identify individuals who are ready to move up?
6. As I understand it, the next step is the case manager's recommendation for a tenant. Talk with me about that process - how do you make that decision? What factors do you consider? What factors are most important?
7. Are there any changes you would make to the Move Up assessment tools - any way they could be refined to be more efficient or effective?
 - Anything that should be added to the tools?
 - Anything that should (or could) be removed?
8. There seemed to be some situations in which a tenant who screened as ready was NOT recommended. Can you tell me about those kinds of cases? What does the Move Up assessments miss about these individuals?
 - If case manager was the one who did not recommend ID 52690-YMCA, probe on this case specifically.
9. What about the opposite? Are there some situations in which you would recommend a tenant who did not screen as being ready to move up? Why do you think your recommendation differs from the assessment in these cases?
 - Present specific cases where clients failed the income prescreen and ask if respondents can imagine why that might have happened - provide case details if case managers was the one who did recommend IDs 10784, 78842, 87620
10. And what does a decision of "recommend with conditions" mean - when would that be used?

- 11. As you are aware, tenants themselves ultimately decide if they will move up or not. Based on your experience, what most greatly impacted tenants' decisions to move up?**
- 12. Did you observe any patterns with regard to these decisions? Were some kinds of tenants more likely than others to elect to move up? Or to decide NOT to move up?**
 - Probe on age, history in housing, reason for needing supportive housing, social support, etc, as necessary.
- 13. Did those who elected not to move up provide any reasons for this decision?**
 - Probe on "did not want to be a guinea pig" specifically, as necessary.
- 14. Let's focus on the actual Move Up process. When it comes to transferring residents from Rebuilding Lives to less supportive housing, did you encounter any challenges or barriers?**
- 15. With regard to the effectiveness of the move up - do you think most moves were successful for the tenants you worked with? Why or why not?**
 - Did you notice any patterns here? Were some participants more likely to be successful than others? Did age, tenure in supportive housing, original reason for needing supportive housing, social support, etc, come into play at this stage?
 - Are you aware of any tenants needing to use emergency ADAMH or emergency shelter care after moving up?
- 16. What services that you provide through the program are MOST useful to tenants who move up?**
 - Probe specifically on Section 8 housing - what role did it play? Did the vouchers travel with them? Expire? Also probe on money, supportive services.
- 17. Are there any services that you would like to offer? Any services that would have been helpful to tenants moving up but are not provided through the program?**
- 18. Did the case managers have any issues or difficulties accessing DCA for the clients who participated in the Move Up pilot?**
 - Was it clear that some amount of DCA was available to most clients?
 - Was it clear how case managers could access this DCA for their clients?
 - Was it clear what the DCA funds could be used for?
- 19. Apart from the DCA, clients also received services titled "case management" or "service coordination." What falls under the umbrella of case management and service coordination beyond DCA?**
- 20. Finally, I'd like to focus for a moment on how satisfied you felt participants were with the program - overall would you say they were satisfied or dissatisfied? Tell me more about that.**
 - Were any parts of the process really difficult for them?
 - Do you think they ended up living in locations they preferred? Why or why not?
- 21. Are there any suggestions or revisions you would make, should the program continue? Anything else you can tell us, good or bad, about your experience with the Move Up program?**

Those are all of my questions. Thanks so much for your time and I hope you have a great day!

THE STRATEGY TEAM LTD

In-depth Interview Discussion Guide for Those Who Participated in the Move Up Program 9/1/2011

1. Hello, this is _____, calling on behalf of _____. I would like to speak with _____ about his/her experience with the Move Up program. May I speak with _____? (WHEN CORRECT PERSON IS ON THE LINE, ASK TO BEGIN THE INTERVIEW; OTHERWISE, SCHEDULE A CALLBACK) Before we begin, please know that everything you share with me today will be held confidential, so please be honest with me. Okay?
2. Okay. First, can you talk with me about how you first heard of the Move Up program?
 - Who told you about this program? What did you hear about this program?
3. How was the Move Up program most helpful to you? What did it do best? (*Probe deeply*)
4. And how was the Move Up program least helpful to you? What could it do better? (*Probe deeply*)
5. Do you feel like you received the support you needed from the case manager who helped you participate in the Move Up program?
 - a. (If Q5=yes) What kinds of support or support services did you receive from the case manager who helped you participate in the Move Up program? (*Probe heavily*)
 - b. (If Q5=yes) Are there any other kinds of support or support services you would like to have received from the Move Up case manager?
(SKIP TO Q6)
 - c. (If Q5=no) What kinds of support or support services would you like to have received from the case manager who helped you participate in the Move Up program?
6. As I understand it, those who were in the Move Up program received a housing voucher. Imagine for a moment that you did not receive a housing voucher. Do you think you would have moved up to where you are now, or do you think you would have stayed where you were? Why?
7. Overall, how satisfied were you with the Move Up program? Would you say you were “not satisfied,” “somewhat satisfied,” “moderately satisfied,” “very satisfied,” or “extremely satisfied”? Why?
8. Would you recommend the Move Up program to someone who is currently living in supportive housing? Why or why not? (*Probe heavily*)
9. Is there anything else you can tell us, good or bad, about your experience with the Move Up program?

Those are all of my questions. Thanks so much for your time and I hope you have a great day!

THE STRATEGY TEAM LTD

In-depth Interview Discussion Guide for Those Who Were Eligible for the Move Up Program (assessment score >60) But Chose Not to Participate 9/1/2011

1. Hello, this is _____, calling on behalf of _____. I would like to speak with _____ about his/her experience with the Move Up program. May I speak with _____? (WHEN CORRECT PERSON IS ON THE LINE, ASK TO BEGIN THE INTERVIEW; OTHERWISE, SCHEDULE A CALLBACK) Before we begin, please know that everything you share with me today will be held confidential, so please be honest with me. Okay?
2. Okay. First, can you tell me what you know or have heard about the Move Up program offered by the staff at your supportive housing project?
 - Who told you about this program?
3. Do you know anyone who participated in the Move Up program? (If yes) What did they tell you about their experience?
4. For residents to qualify for the Move Up program, they had to get a high score on an assessment survey, which means they would be a good match for the Move Up program. However, some residents who received a high score on the assessment did NOT want to participate in the Move Up program. Why do you think qualified residents would not want to participate in the Move Up program? (Probe heavily)
5. As I understand it, your assessment survey score qualified you to participate in the Move Up program. However, at the time you were not interested in participating. Can you tell me more about this?
 - Why did you not want to participate in the Move Up program?
 - Did you not want to move out at all, or did you not want to be involved with the Move Up program?
6. At this time, are you more or less interested in participating in the Move Up program, or has your opinion not changed from before? Why?
7. If you were asked to consider participating in the Move Up program again, what kinds of assistance or support would you want to help you move up from supportive housing to more independent living?
 - What else could the staff at your supportive housing project do to make the idea of moving up more appealing to you?
8. Is there anything else you'd like to tell us? (Record on back)

Those are all of my questions. Thanks so much for your time and I hope you have a great day!

Appendix B:

USHS Move Up Pilot Forms

Assessment, Move Up Plan & 90-day inspection form

Rebuilding Lives Tenant Assessment for Participation in the USHS Move Up Pilot Program and Utilization Review

Client Information:

Agency _____ Program _____
Last Name _____ First Name _____
Bldg _____ Unit _____ Move-in Date (mm/dd/yyyy) ____/____/____
Subsidy Type _____ Assessment Date (mm/dd/yyyy) ____/____/____

Staff Information:

Staff Name: _____ Staff Email: _____
Staff Phone: (____) _____ - _____

Eligibility Pre-screen

1. Has the client expressed interest in moving from supportive housing to more mainstream housing? Yes No

(Client) Were you thinking about moving in the next:

3 months 6 months 9 months?

2. Does the client have a regular source of income, earned or through benefits (at least 6 months of consistency)? Yes No

3. Has the client or member of client's household been convicted of or pled guilty to drug-related criminal activity or violent criminal activity within the last year?

(See page 6 for definitions) Yes No

4. Is the client a tenant in good standing?

Yes No

If the answers to both questions 1 and 2 are yes and the answer to question 3 is no, the client is potentially eligible for the USHS Move Up Pilot depending on the score range that they achieve. Please proceed with the assessment regardless. Complete assessments on all clients within selected housing projects are essential to an accurate evaluation of the Move Up Pilots ability to assist clients.

Client Name _____

CSP # _____

PART I

Financial Resources

1. How will the client pay rent? Please check all sources of income and benefits that apply below:

- Earned income \$_____
- Unemployment Insurance \$_____
- Supplemental Security Income (SSI) \$_____
- Social Security Disability Income (SSDI) \$_____
- Veteran’s Disability payment \$_____
- Private disability payment \$_____
- Worker’s Compensation \$_____
- Temporary Assistance for Needy Families (TANF) \$_____
- General Assistance (GA) \$_____
- Retirement income from Social Security \$_____
- Veteran’s pension \$_____
- Pension from a former job \$_____
- Child support \$_____
- Alimony / spousal support \$_____
- Food stamps or money for food on a benefits card
- MEDICAID health insurance program
- MEDICARE health insurance program
- State Children’s Health Insurance Program (or use local name)
- Special Supplemental Nutrition Program for Women, Infants, and Children (WIC)
- Veteran’s Administration (VA) Medical Services
- TANF Child Care services
- TANF Transportation services
- Other TANF-Funded services
- Section 8, public housing, or other rental assistance
- Other (list)_____

2. Is the client employed? Yes (5) No (0)

3. If yes, what is the average number of hours employed per week? _____

4. What is the employment tenure category?
 Permanent Temporary Seasonal

5. If unemployed, is the client looking for work? Yes No

6. Is the client receiving long-term cash benefits? Yes (5) No (0)

**Client Income Score _____
(min 0, max 10)**

Client Name _____

CSP # _____

Rent & Utility Payment

1. Is the client current on their rent? Yes (2) No (0)
2. For how many months has the client consistently paid rent?
 6-7 (1) 8-11 (3) 12+ (5)
3. Does the client owe arrearages on utilities? Yes (0) No (1)
4. Is the client able to setup utilities (either in his/her own name or through some other means)? Yes (2) No (0)

If no, please explain barriers: _____

Rent & Utility Score ____
(min 0, max 10)

Housing Inspections

1. How many housing inspections has the client passed in the last year?
 6-7 (1) 8-11 (3) 12+ (5)
2. Has the client violated his/her lease or have staff members generated incident reports about said client? Yes (0) No (5) How many? _____

Please describe: _____

Housing Inspection Score ____
(min 0, max 10)

Client Name _____

CSP # _____

Substance Abuse and Mental Health

1. What is the current status of the client's substance abuse?
 - No history of substance abuse or full remission for 1 year or more (4)
 - Substance abuse in remission less than 1 year (3)
 - History of treatment / engaged in treatment within the last year (2)
 - Actively using at this time, several relapses, engagement needed (0)

2. Does the client's substance abuse contribute to housing instability?
 - Yes (0 points) No (5 points)

3. What is the current status of the client's mental health?
 - No mental health issues or full remission for 1 year or more (4)
 - Symptoms impair some functioning, client in treatment. (3)
 - Symptoms impair most functioning, client in treatment (2)
 - Symptoms impair most functioning, client not in treatment. (0)

4. Do mental health issues contribute to housing instability for the client?
 - Yes (0 points) No (5 points)

Substance and Mental Health Score _____

(min 0, max 18)

Client Name _____

CSP # _____

Physical Health

1. What is the status of the client’s physical health?
 - No health issues or health issues do not impair functioning. (5)
 - Health issues impair some functioning, client in treatment. (4)
 - Health issues impair most functioning, client in treatment. (3)
 - Health issues impair most functioning, client not in treatment. (0)
2. Do physical health issues contribute to housing instability for the client?
 - Yes (0 points) No (5 points)

Health Score ____
(min 0, max 10)

Education/Employment

1. Is the client currently in school or working on any degree or certificate?
 - Yes No
2. Was client involved in any of the activities below in the past 12 months? Check all that apply:
 - Community Based Assessment
 - Literacy and/or Learning Disability Assessment
 - Functional Capacity Assessment
 - Job Development and Placement
 - GED Testing
 - Transitional Employment or Work Adjustment
 - Competitive Employment
 - Vocational Evaluation
 - Job Readiness Activities and/or Group
 - (Intensive) Job Coaching
 - Pre-GED Testing
 - Vocational School/Training
 - Trade School
 - Apprenticeship Program

Criminal Activity

In this category, a “yes” has a score of **(0) points** and a “no” has a score of **(2) points**.

1. Has the client been convicted of a crime (past 12 months)? Yes No
 - a. Did the offense include the sale or use of illegal drugs? Yes No
 - b. Was the offense a crime against a person, including domestic violence? Yes No
 - c. Was the offense a felony conviction? Yes No

Client Name _____

CSP # _____

2. Has client’s behavior resulted in police runs to his/her unit? Yes No

If yes, how many in the past year? _____

3. Does the client exhibit other potentially dangerous behaviors such as fire-setting, homicidal or suicidal behavior, assaultive behavior? Yes No

Please describe: _____

Criminal Activity Score ____
(min 0, max 12)

PART I SCORE:

Client Income Score: _____ (ranges from 0 to 10)

Rent & Utility Score: _____ (ranges from 0 to 10)

Housing Inspection Score: _____ (ranges from 0 to 10)

Substance Abuse and Mental Health Score: _____ (ranges from 0 to 18)

Physical Health Score: _____ (ranges from 0 to 10)

Criminal Activity Score: _____ (ranges from 0 to 12)

Part I Total: _____ (ranges from 0 to 70)

PART II

Living Skills

The following questions will be used to gauge the client’s ability to live successfully in a less supportive housing environment.

- 1 = Requires continual/consistent (weekly) outreach/assistance to comply
- 2 = Requires frequent (once a month) staff intervention to comply
- 3 = Requires occasional (once every 2 to 3 months) staff intervention to comply
- 4 = Meets with staff to express concerns/issues but pursues resolutions independently with mostly successful results
- 5 = requires no assistance from staff

1. How would you rate the client on the ability to provide daily upkeep for his/her apartment?

1 2 3 4 5

Client Name _____

CSP # _____

2. How would you rate the client's ability to provide or ask for maintenance on his/her apartment?

1 2 3 4 5

3. How would you rate the client's ability to manage his/her finances?

1 2 3 4 5

4. How would you rate the client's ability to shop for and cook food?

1 2 3 4 5

5. How would you rate the client's ability to care for his/her personal appearance and hygiene?

1 2 3 4 5

6. How would you rate the client's ability to manage medication and health issues?

1 2 3 4 5

7. How would you rate the client's ability to obtain and utilize transportation?

1 2 3 4 5

8. How would you rate the client's ability to find and utilize community resources?

1 2 3 4 5

PART II SCORE:

Living Skills Score: ____ (ranges from 8 to 40)

Part III – Community Support

1. Is the client currently receiving support services in the community as recommended in the Individualized Service Plan?

Yes (5) No (0)

2. Does the client have family members, friends, or other social support established in the community?

Yes (5) No (0)

Please check all support services the resident has received in the past year:

- Benefits Assistance. Assistance with eligibility criteria; consultation and advice; help complete benefits application forms; negotiate on client behalf; represent client.

Client Name _____

CSP # _____

- Material goods. Clothing, personal hygiene items, food, transportation
- Temporary Financial Assistance. Rent payment or deposit assistance
- Housing Search and Information. Housing search
- Consumer Assistance and Protection. Money management counseling and acquiring identification/SSN
- Criminal Justice and Legal Services. Legal counseling and immigration services
- Case/care Management. Development of plans for the evaluation, treatment and/or care of persons needing assistance in planning or arranging for services
- Day care. Child care centers and infant care centers
- Personal Enrichment. Life skills education, social skills training, and stress management
- Outreach Programs. Street outreach

PART III SCORE:

Community Support Score: _____ (ranges from 0 to 10)

TOTAL SCORE:

Part I Score: _____ (ranges from 0 to 70)

Part II Score: _____ (ranges from 8 to 40)

Part III Score: _____ (ranges from 0 to 10)

Total Score: _____ (ranges from 8 to 120)

If client meets the Eligibility Pre-screed criteria, the Total Score ranges from 60 to 120 and the assessor’s recommendation below is positive, client can move into the next phase, the development of the Move-Up Plan.

Clinician’s/Assessor’s recommendations for this candidate to move from supportive housing to more mainstream housing.

1. Do NOT Recommend 2. Recommend with Conditions
3. Recommend

If box 1 was checked, please explain why you do not recommend the client.

If box 2 was checked, please provide details.

Client Name _____

CSP # _____

Additional Comments:

Other comments relevant to client’s ability to sustain more independent housing to include client’s support system, client’s ability to keep appointments and other relevant information: _____

Staff Member Signature: _____

Date: ____/____/____

Supervisor Signature: _____

Date: ____/____/____

CMHA Definitions from the Section 8 Administrative Plan (Page 3-5)

Drug-related criminal activity means:

- The illegal manufacture, sale or distribution, or the possession with intent to manufacture, sell or distribute, a controlled substance (as defined in the Controlled Substance Act);
- The manufacturing or production of methamphetamine on the premises of any federally assisted housing;
- The illegal use or possession (other than with intent to manufacture, sell or distribute), of a controlled substance, except that such use or possession has occurred within 18 months of their final eligibility date;
- Drug related criminal activity does not include the use or possession if the family member can demonstrate that s/he:

1. Has an addiction to a controlled substance, has a record of such impairment, or is regarded as having such impairment, and;
2. Is currently enrolled in or has successfully completed a substance abuse program and does not currently use or possess controlled substances.

Violent criminal activity includes:

1. Any criminal activity that has as one of its elements the use, attempted use, or threatened use of physical force substantial enough to cause, or be reasonably likely to cause, serious bodily injury or property damage.
2. Criminal activity that may threaten the health, safety, or right to peaceful enjoyment of the premises by other residents or persons residing in the immediate vicinity; or

Client Name _____

CSP # _____

3. Criminal activity that may threaten the health or safety of property owners and management staff, and persons performing contract administration functions or other responsibilities on behalf of the CMHA (including a CMHA employee, contractor, subcontractor, or agent).

Evidence of drug related and/or violent criminal activity or sexual offender status is based upon records obtained from public agencies.

Client Name _____

CSP # _____

USHS Move-Up Plan

Resident Name	Housing Provider	Date Plan Completed
Resident's Desired Living Setting (neighborhood, apartment size, cost, etc.):		Target Date for Move
Required:		
Would like:		

Housing Goals	Strengths	Barriers	Support Needed	Frequency / Target Date
1.				
2.				
3.				

Linkages to Outside Agencies

Agency Name	Contact Name	Contact Number	Type of Service	In Place	Needs Established

Resident Signature: _____ **Date** _____

Case Manager's Signature: _____ **Date** _____

USHS Move Up Pilot Program - Apartment Inspection Checklist

Housing Provider: _____

Inspected by: _____

Client Name:	Address:	
Check one: <input type="checkbox"/> Interim inspection <input type="checkbox"/> Final inspection	Move-In Date:	Inspection Date:

Please rate the condition of the following items in the apartment:

	Good	Fair	Poor	Risk
Walls, floors, ceilings, and other surfaces				
Windows and doors				
Furnishings (bed, chair, lamp, etc.)				
Appliances (refrigerator, stove, etc.)				
Cleanliness of apartment				
Basic need items present (food, clothing, hygiene)				

Please check a response to the following statements:

	Good	Fair	Poor	Risk
The apartment has electric, gas, and water service				
There are no obvious hazards or dangers				
Resident is current with rent				
Resident gets along with the landlord / neighbors				
Resident uses grocery, retail, and transportation				
Resident uses services listed in the Move-up Plan				
Resident is happy with the apartment unit				
Resident is happy with the neighborhood				

Comments / explanation of any concerns listed above:

1) During your time in this Move Up Program, what did the case manager do that was most helpful for you?

2) During your time in this Move Up Program, what did the case manager do that was least helpful for you?

3) Would you say you are:

- not satisfied somewhat satisfied very satisfied

with the Move Up Program?

Why?

In general, the resident appears to be:

- Stable in housing and doing well
- Stable in housing, but has minor issues to resolve
- Stable in housing, but needs ongoing case management and is willing to receive support
- Not stable in housing, needs ongoing case management and is willing to receive support
- Not stable in housing, unwilling to receive support

Case Manager Signature

Case Manager Name

Resident Signature

Resident Name