

**Program Development and Evaluation Plan for**

**180 Homeshare**

**Choice Research Associates**

**Shawn M. Flower, Ph.D.**

**Principal Researcher**

**Lisa M. Pierotte, M.A.**

**Research Associate**

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## STEP 1: DEFINING THE PROBLEM

What problem or problems should your program address?  
What evidence implies that these are real problems?

1. **Target population:** The target population (known throughout this document as ‘Homeseeker(s)’) for 180 Homeshare (180HS) includes returning male or female adults desiring to be residents of Baltimore City or Baltimore County. Homeseekers must be referred to 180HS by an outside entity; Homeseekers cannot self-refer.

To be eligible for 180 Homeshare, Homeseekers must also fit the following criteria:

**Adult Program:** Those who have spent at least 5 years incarcerated cumulatively (e.g., detained or served at least 5 years over the course of their life)- in prison or combination of prison/jail/halfway house or court mandated residential housing (e.g., substance abuse or mental health treatment). Homeseekers include both those who are soon to be released (i.e., still incarcerated and to be released within 3 months and actively making re-entry plans) or have returned to the community within the last 12 months.

- Language: Speaks English and has the ability to adequately communicate
- Addiction: No active drug or alcohol addiction issues (i.e., Homeseekers can be in recovery if participating in program like NA or AA)
- Mental Health: Does not experience severe mental illness (i.e., anything that would prevent the ability to care for self)
- Employment: Must be able to work and actively seek employment (i.e., does not need to work full-time)
- Must be at least 25 YOA
- Children: No need or plan for co-habitation with children (e.g., achieving custody while housed)
- Limitations on Criminal History: No charge or convictions for arson or sex offenses. Note: There are no other specific limitations based on criminal history/offense type but hosts will be asked their level of comfortability through the application process. This will help the case managers to determine matches without a need to disclose details of criminal histories.
- Matched: Successfully matched with a home provider (known throughout this document as ‘Host(s)’) (see below description on Hosts)

**Youth Program:** Youth are not required to have served time, but must be “justice involved” (JI). JI is defined as having a record in Maryland Judiciary Case Search (including an arrest, summons, or citation).

- Language: Speaks English and has the ability to adequately communicate
- Addiction: No active drug or alcohol addiction issues (i.e., Homeseekers can be in recovery if participating in program like NA or AA)
- Mental Health: Does not experience severe mental illness (i.e., anything that would prevent the ability to care for self)
- Employment: Must be able to work and actively seek employment (i.e., does not need to work full-time)
- Must be 18 to 24 and must be able to complete 6 months of programming before 25<sup>th</sup> birthday

- Children: No need or plan for co-habitation with children (e.g., achieving custody while housed)
- Limitations on Criminal History: No charge or convictions for arson or sex offenses. Note: There are no other specific limitations based on criminal history/offense type but hosts will be asked their level of comfortability through the application process. This will help the case managers to determine matches without a need to disclose details of criminal histories.
- Matched: Successfully matched with a home provider (known throughout this document as ‘Host(s)’) (see below description on Hosts)

Additionally, due to the limitations on bedspace, those within the target population will be prioritized based on the following criteria:

- Recency of release (i.e., those released for a shorter period)
- Homelessness experiences (e.g., greater instability will increase likelihood of placement); e.g., using VI-SPDAT to determine higher scores
- Education: Have completed high school degree or GED equivalent

To participate in 180 Homeshare, those meeting the above eligibility criteria must also successfully find a match with a participating Host. Matches are found through the application process and meet and greets. To participate, Hosts must meet the following criteria:

- Met standards of relevant local Housing Code
- Attended at least one orientation re: 180 Homeshare
- Pass background checks when needed
- Provide proof that the home is not in jeopardy of foreclosure
- Receive approval from the Homeseeker’s parole/probation officer
- No weapons permit(s)
- Hosts must be at least 30 years old
- Hosts must have evidence of homeowner insurance
- Home must pass home inspection without violations (inspection is completed by St. Ambrose’s representative (contractor))
- Shared space for Homeseeker must include a room with a door, a self-contained bathroom or access to shared bathroom, and access to a shared kitchen
- Host must provide two, non-familial character references that know the Host for a minimum of five years
- Outside of Housing Code requirements, the Program Director maintains discretion to overlook any of the above eligibility requirements for Hosts
- Addiction: No active drug or alcohol addiction issues (i.e., Hosts can be in recovery if participating in program like NA or AA).
- Mental Health: Does not experience severe mental illness (i.e., anything that would prevent the ability to care for self).
- Limitations on Criminal History: No charge or convictions for arson or sex offenses.

## 2. Problems facing this population:

The collateral consequences of incarceration cross many domains including physical health, employment, civic engagement, communities, families, housing, and debt<sup>1</sup>. Incarceration and criminal histories can cause returning populations to face a variety of housing restrictions, bans from welfare/food stamps, and other likely needed public services. While many justice involved youth, or emerging adults (ages 18-24), returning to society face similar issues to adults, they also face their own unique challenges like returning to unstable home settings and experiencing home instability, struggling to remain or finish school, lacking the necessary skills to gain employment, mental and physical health issues, and increased likelihood they've experienced trauma. Justice involved youth are more likely to have Adverse Childhood Experiences (ACEs) than their peers. This can include experiencing violence, abuse, or neglect: witnessing violence; having a family member attempt or die by suicide; instability due to parental separation/incarceration; substance use problems; mental health problems, and more.<sup>2,3</sup>

All these challenges require returnees to rely on their pre-existing social networks of family and friends for both financial and emotional support. However, those incarcerated for longer periods of time or stuck in a cycle of (re)incarceration, may experience greater erosion to these social networks due to the difficulty to maintain relationships while inside. When taken together, these combined difficulties facing this population can interfere with a successful return home and increase the chances of recidivism. The following points highlight research further detailing these problems:

*Recidivism.* Over 71% of individuals released from prison in 2012 were re-arrested within 5 years and 46% returned to prison due to either a new offense or a violation of probation or parole within five years of release<sup>4</sup>. In Maryland specifically, of those released in 2017, the three-year recidivism rate was 37.15% (where recidivism is a return to Department of corrections (DOC) or parole custody). Additionally, in 2019 individuals incarcerated in Maryland for less than 20 years (particularly those who have served 2-10 years) have higher rates of incarceration than those with extremely long sentences.<sup>5</sup> A 2022 Maryland report shows that emerging adults have the highest three-year recidivism rates (around 45%) of any age group across the fiscal years 2017-2019.<sup>5</sup> In Baltimore City, general adult recidivism rates were largely driven by this emerging adulthood population.<sup>5</sup>

Factors that contribute to recidivism include:

- a) Returning from incarceration is a complex transition for individuals as they face a variety of needs all at once (e.g., housing and financial support). Injuries to their social support network (e.g., family members) can impede their ability to address these needs. Failing to address these immediate needs can lead to homelessness, re-engagement with criminal peers, and other antisocial behaviors—all of which may increase the likelihood of continued

<sup>1</sup> Kirk, D. S., & Wakefield, S. (2018). Collateral consequences of punishment: A critical review and path forward. *Annual Review of Criminology*, 1(1), 171-194. <https://doi.org/10.1146/annurev-criminol-032317-092045>

<sup>2</sup> Baglivio, M. T., Epps, N., Swartz, K., Huq, M. S., Sheer, A., & Hardt, N. S. (2014). The prevalence of adverse childhood experiences (ACE) in the lives of juvenile offenders. *Journal of juvenile justice*, 3(2).

<sup>3</sup> Malvaso, C. G., Cale, J., Whitten, T., Day, A., Singh, S., Hackett, L., Delfabbro, P. H., & Ross, S. (2021). Associations Between Adverse Childhood Experiences and Trauma Among Young People Who Offend: A Systematic Literature Review. *Trauma, Violence, & Abuse*, 23(5), 1677-1694. <https://doi.org/10.1177/15248380211013132>

<sup>4</sup> Durose, M. R., & Antenangeli, L. (2021). *Recidivism of prisoners released in 34 states in 2012: A 5-year follow-up period (2012–2017)*. Bureau of Justice Statistics. <https://bjs.ojp.gov/library/publications/recidivism-prisoners-released-34-states-2012-5-year-follow-period-2012-2017>

<sup>5</sup> Department of Public Safety and Correctional Services (2022). *Recidivism Report*. [https://dpscs.maryland.gov/publicinfo/publications/pdfs/2022\\_p157\\_DPSCS\\_Recidivism%20Report.pdf](https://dpscs.maryland.gov/publicinfo/publications/pdfs/2022_p157_DPSCS_Recidivism%20Report.pdf)

participation in criminal activities or re-offending (measured by rearrest, reconviction, reincarceration, and violations of parole and probation).

- b) Incarceration can erode prosocial relationships with family and others who might assist those returning to the community. Those with less prosocial relationships or weakened social ties are more likely to engage with others involved in criminal activities (referred to as “criminal peers”), as well as incur other negative social effects (e.g., unemployment, lack of stable housing)<sup>6</sup>.

### 3. Evidence implying problem(s):

- a) Instability in housing (measured as homelessness prior to arrest) is both a predictor and consequence of criminal involvement<sup>7</sup>. One study finds that formerly incarcerated young men are twice as likely to experience homelessness, moving residences more than twice each year, and relying on others for their living expenses than men who have not been incarcerated.<sup>8</sup> Housing instability also carries consequences in other protective social outcomes like employment<sup>9</sup> which is already negatively affected by past justice involvement (e.g., impedes both earnings and wage growth by as much as 30%)<sup>10</sup>. Furthermore, justice involved individuals are more likely to experience housing restrictions, exclusions from public benefits and services<sup>11</sup>, as well as have legal debts<sup>12</sup>; and as such be more in need of emotional, physical, and financial support from their support networks<sup>13,9</sup>. This increase in support from their prosocial others can serve as a stabilizing force and prevent their returns to incarceration.
- b) Those without positive supportive relationships are more likely to engage in criminal behavior<sup>13</sup>; “Illegal conduct is inversely related to social support. This ... pertains both to individuals and to ecological units.”<sup>14</sup> Further, Life Course theory holds those who have been engaged in criminal behavior in the past can experience a turning point with the development of positive pro-social relationships<sup>15</sup>. In addition, the years between 18-24 could provide a pivotal turning point in desistance or continuance from crime.<sup>16</sup>

<sup>6</sup> Nagin, D. S., Cullen, F. T., & Jonson, C. L. (2009). Imprisonment and reoffending. *Crime and justice*, 38(1), 115-200.

<sup>7</sup> Greenberg, G.A., & Rosenheck, R.A. (2008). Homelessness in the state and federal prison population. *Criminal Behavior and Mental Health*, 18; and Greenberg, G.A., & Rosenheck, R.A. (2008). Jail incarceration, homelessness, and mental health: A National study. *Psychiatric Services*, 59(2).

<sup>8</sup> Geller, A., & Curtis, M. A. (2011). A sort of homecoming: Incarceration and the housing security of urban men. *Social Science Research*, 40(4), 1196–1213. <https://doi.org/10.1016/j.ssresearch.2011.03.008>

<sup>9</sup> Travis, J. (2005). *But they all come back: Facing the challenges of prisoner reentry*. The Urban Institute.

<sup>10</sup> Western, B. (2002). The Impact of incarceration on wage mobility and inequality. *American Sociological Review*, 67, 477–98; and Western, B., Kleykamp, M. & Rosenfeld, J. (2006). Did falling wages and employment increase U.S. imprisonment? *Social Forces*, 84, 2291–2312.

<sup>11</sup> Rubinstein, G. & Mukamal, D. (2003). Welfare and housing: Denial of benefits to drug offenders, in Mauer, M. & Chesney-Lind (Eds.), *Invisible Punishment: The Collateral Consequences of Mass Imprisonment*. New York: New Press, 2002.

<sup>12</sup> Beckett, K., & Harris, A. (2011). On cash and conviction: Monetary sanctions as misguided policy. *Criminology & Public Policy*, 10(3), 505-507.

<sup>13</sup> Travis, J., Solomon, A., & Waul, M. (2001). *From prison to home: The dimension and consequences of prisoner re-entry*. The Urban Institute.

<sup>14</sup> Cullen, F.T., Wright, J.P., and Chamlin, M.B. (1999) Social support and social reform: A progressive crime control agenda, *Crime & Delinquency*, 45(2).

<sup>15</sup> Sampson R.J. & Laub, J.H. (1993). *Crime in the Making: Pathways and Turning Points Through Life*. Cambridge: Harvard University Press.

<sup>16</sup> Kazemian, L. (2021). *Pathways to desistance from crime among juveniles and adults: Applications to criminal justice policy and practice*. National Institute of Justice. <https://www.cmcainternational.org/wp-content/uploads/2022/01/Pathways-to-Desistance-of-crime.pdf>

Relationships with pro-social others, often with family and developed through engagement in meaningful employment, provide informal social control which leads releasees to desist from crime. Additionally, strengthening relationships with family and friends may lead to “cognitive transformation”<sup>17</sup>. This transformation increases the likelihood that justice-involved individuals see themselves in a positive role or as resuming a positive (e.g., good parent, good partner) and as such, more likely to desist from crime<sup>18</sup>.

<sup>17</sup> Mills, A., & Codd, H. (2008). Prisoners' families and offender management: Mobilizing social capital. *Probation Journal*, 55(1), 9-24.

<sup>18</sup> Petersilia, J. (2003). *When prisoners come home: Parole and prisoner reentry*. Oxford University Press.

## STEP 2: SETTING GOALS

What are the goals your program is intended to reach?  
How can you measure each goal?  
When do you expect to have made a substantial difference?  
How will you know your program made the difference?

### Goal 1: Reduce recidivism for those who were housed (Homeseekers).

- A) 3 years post-program completion, Homeseekers who were housed at least 6 months will be re-incarcerated for \_\_\_\_\_ (new crime or violation) at a \_\_\_% lower rate compared to a similar group of releasees who did not participate<sup>19</sup>.
- a) a new crime; 7%
  - b) a violation of Probation or Parole; 7%
- B) 3 years post-program completion, Homeseekers who were housed at least 6 months **and** completed 3 main goals (employment, housing, and 1 prosocial goal) from their action plan will be re-incarcerated for \_\_\_\_\_ (new crime or violation) at a \_\_\_% lower rate compared to a similar group of releasees who did not participate.
- a) a new crime; 8%
  - b) a violation of Probation or Parole; 8%
- C) 2 years post-program completion, Homeseekers who were housed at least 6 months will be re-convicted for \_\_\_\_\_ (a new crime or violation) at a \_\_\_% lower rate compared to a similar group of releasees who did not participate.
- a) A new crime; 10% lower rate
  - b) A new violation; 9% lower rate
- D) 2 years post-program completion, Homeseekers who were housed at least 6 months **and** completed 3 main goals (employment, housing, and 1 prosocial goal) from their action plan will be re-convicted for \_\_\_\_\_ (a new crime or violation) at a \_\_\_% lower rate compared to a similar group of releasees who did not participate.
- a) A new crime; 12% lower rate
  - b) A new violation; 11% lower rate
- E) 1 year post-program completion, Homeseekers who were housed at least 6 months will be re-arrested for \_\_\_\_\_ (a new crime or violation) at a \_\_\_% lower rate compared to a similar group of releasees who did not participate.
- a) A new crime; 13% lower rate
  - b) A probation or parole violation; 12% lower rate
- F) 1 year post-program completion, Homeseekers who were housed at least 6 months **and** completed 3 main goals (employment, housing, and 1 prosocial goal) from their action plan will be re-arrested for \_\_\_\_\_ (a new crime or violation) at a \_\_\_% lower rate compared to a similar group of releasees who did not participate.
- a) A new crime; 15% lower rate
  - b) A probation or parole violation; 13% lower rate

<sup>19</sup> Throughout this section 'those who did not participate' refers to the control group.

**Goal 2: Increase safe and stable housing for those who were housed (Homeseekers).**

- A) 3 years post-program completion, 60% of Homeseekers who were housed at least 6 months will remain housed (defined as living independently, not in another housing program; Section 8 and other vouchers are considered housed), for at least 12-months continuously post-program completion
- B) 2-years post-program completion, 70% of Homeseekers who were housed at least 6 months will remain housed (defined as living independently, not in another housing program; Section 8 and other vouchers are considered housed), for at least 6-months continuously post-program completion
- C) 1-year post-program completion, 80% of Homeseekers who were housed at least 6 months will remain housed (living independently, not in another housing program; Section 8 and other vouchers are considered housed), for at least 90 days continuous post-program completion

Measured by: Official criminal history data will be sought from the Maryland Department of Public Safety and Correctional Services (DPSCS); Measured by HMIS Data and/or follow-up surveys delivered to Homeseekers

**Research Design<sup>20</sup>:**

The Research Design described below will follow the described timeline dependent on attaining funding (i.e., dates may be extended if the pilot is postponed to a later date). For Year 1 (Y1), the goal was to roll out the pilot program based on the Recruitment Schedule in Table 1. However, by Year 2 (Y2) the program moved to a Rolling Enrollment by Fiscal Year.

**Table 1. Target Recruitment Schedule for Program and Following Fiscal Years**

	<b>Quarter One</b>	<b>Quarter Two</b>	<b>Quarter Three</b>	<b>Quarter Four</b>
<b>Year One (Y1)</b>		Recruitment and Matching Process begins and is ongoing. 1 Homeseeker Housed on Rolling Enrollment basis.	Ongoing Recruitment and Matching. 3 Homeseekers Housed	
<b>Year Two (Y2)</b>	Rolling Enrollment by Fiscal Year <ul style="list-style-type: none"> <li>• Ongoing Recruitment and Matching</li> <li>• Conduct assessments/data collection based on program participation dates</li> <li>• FY25 – place 22 Homeseekers (15 Returning Citizens, 7 Justice Involved Youth)</li> </ul>			

<sup>20</sup> The dates listed in the Research Design are contingent upon fundraising and may be subject to change.

180 Homeshare employs a wait list under 2 circumstances:

- Incarcerated applicants not yet available to be housed. However, the Senior Case Manager and Youth Case Manager send the application and other materials by mail in order to complete screening and matching done before release. Once release dates are determined (although dates can change without notice) The Senior Case Manager and Youth Case Manager/Assistant Case Manager conduct the Pre-Test<sup>21</sup>, Quality of Life, and SSM assessments within 1 week of release.
- Homeseekers are placed on a waiting list when host placements are not available. The Senior Case Manager and Youth Case Manager/Assistant Case Manager complete all paperwork, including the Pre-test, Quality of Life and SSM assessments prior to placing the individual on the wait list. While on the wait list, approved Homeseekers may be in a halfway house, in the shelter, couch hopping, or staying with family. Once a Host home is available, wait list participants are prioritized by need because 180 is a Housing First program.

The evaluation of this project will be conducted in phases based on the data available to conduct the evaluation.

The first phase of this process and outcome evaluation will incorporate data gathered by the program beginning at intake (e.g., screening and eligibility, case management tracking data, and follow-up surveys). The second phase of the project will seek agreements to obtain official criminal history data from the Maryland Department of Public Safety and Correctional Services (DPSCS). Given the time required to establish these agreements and to obtain a sufficient number of subjects to conduct a rigorous analysis, the recidivism portion of this project will not be conducted until at least [2026].

**Phase I – Pilot (Y1 and Y2):** Monitor measures of program fidelity by establishing data collection tools. **Homeseekers** will complete surveys at intake, 3 months, and 6 months or program exit (whichever comes first). Homeseekers will also complete the Self-Sufficiency Matrix with their Senior Case Manager and Youth Case Manager/Assistant Case Manager every 90 days and the World Health Organization (WHO) Quality of Life survey every 6 months (or program exit, whichever comes first). Those who apply but are not engaged into services will comprise the **comparison group**. They will complete the intake and 6-month surveys only.

**Hosts** will complete a pre-test survey at intake, a 3-month and a 6-month post-test survey (or program exit, whichever comes first). While the Host will only complete the pre-test once, for those that host more than one Homeseeker (either at the same time or different times) the 3-month and 6-month post-test surveys include an addendum form to allow the Host to answer questions for **each** Homeseeker placed in their home. All subjects who completed an application for the program will be included in the overall data. Expected Pilot Launch date: July 2023 / Residency September 2023

**Phase II – Full Implementation:** Post-pilot results, modify the PDE based on the findings. Then launch full evaluation as outlined in the PDE (except for the official recidivism analysis). Full Implementation Launch Date: July 2025

**Phase III – Recidivism:** Continuing Phase II evaluation, incorporate program data with official records, conduct a process and recidivism outcome analysis by combining program and comparison cohorts.

<sup>21</sup> Pre-test and post-test instruments finalized in November 2024.

## STEP 3: DEVELOPING AN ACTION THEORY

Why do these problems occur?

What are the causes of the problem that your program/project/organization can address?

### Theory of Action

#### For Problem: Recidivism and Housing

**Theory:** Barriers facing returnees and increasing their probability of recidivism may be alleviated by immediate stable, safe, and decent housing. Immediate access to housing allows the Homeseeker to focus on other goals (e.g., employment) without the stress and distraction of home insecurity. If the lack of affordable and stable housing for returning citizens is addressed, then the Homeseeker's quality of life is improved, and are provided opportunities to address other critical needs during the re-entry process. In turn, this can increase the chances of successfully returning to the community.

To recruit appropriate program candidates, 180 Homeshare will conduct outreach to prison and reentry service providers to identify participants in need of housing. Homeseekers will be screened and interviewed to ensure appropriate and successful connection with a Host. However, without hosts willing and able to understand and receive returning citizens, housing placements will not be possible or endure as needed. Thus, the 180 Homeshare project will actively recruit, identify and support Hosts. Importantly, the Homeseekers will meet with several potential Hosts (and vice versa) and feedback will be obtained to discern the best match. Ideally, the Homeseeker and Host will organically select one another, rather assigning Homeseekers to Hosts.

In addition to participating in Homesharing, participants must be connected with the Senior Case Manager and Youth Case Manager/Assistant Case Manager who will assess and connect Homeseekers with resources, opportunities, and appropriate support services. To facilitate these activities, the program will identify a network of other nonprofits to provide support services and obtain MOUs or other agreements with committed service providers allowing case workers to refer participants to those providers and determine if services were utilized by participants.

#### For Problem: Erosion of Pro-Social Relationships

**Theory:** Incarceration, itself, creates a barrier for maintaining relationships with family, friends, and pro-social others while inside. This barrier is due to the strains on communication related to distance to the facility and potential required travel for visitation, access to phones, and the overall physical separation from loved ones. This experience is exacerbated for those that spend longer periods of time removed from their homes and communities. Pro-social relationships are important to success during re-entry and not overburdening those relationships with issues involving housing and financial support for housing will provide space for those relationships to repair. Additionally, for some, it may be the case that incarceration eroded those relationships past the point of repair. Supportive housing provides an opportunity for the returning citizen to increase community integration and reduce social isolation by helping the individual create or reinvigorate prosocial relationships. Overall, if the well-being of individuals can be improved upon release by maintaining and strengthening ties to pro-social others, then they will be more likely to be successful (i.e., reduce recidivism).

The Homecoming program provides these opportunities in several ways. First, by connecting appropriately screened Homeseekers to appropriately screened Hosts, and by allowing the matching process to occur based on a discussion between the parties, the Homeseeker plays a pivotal role in the selection process, thus is more likely to stay engaged in the program. Secondly, while the relationship with the pro-social Host is primarily transactional, nonetheless there is the potential for friendship, which can create a greater social network.

Third, Homeseekers are connected to the Senior Case Manager and Youth Case Manager and are accountable to actively participating in their reentry plan (e.g., employment, participation in 12 step or other recovery groups). If family reunification is part of this plan, then the Senior Case Manager and Youth Case Manager can support the Homeseeker in rebuilding these pre-existing relationships. Overall, support and accountability can help Homeseekers to remain on the path of pro-social life engagement.

Fourth, by monitoring the relationship between the Host and Homeseeker, 180 Homeshare will ensure that issues which arise between the Host and Homeseeker are resolved quickly, through either the informal/internal grievance process or other conflict resolution mechanisms. Issues that cannot be resolved will result in either a new match to a Host or another mutually agreed upon outcome. During these transitions, 180 Homeshare will continue to provide regular case management services for those in the program so that the Homeseeker can remain engaged in the process.

Overall, the lack of pro-social relationships is a key predictor of future recidivism. Increasing the number of pro-social relationships (i.e., with supportive Hosts, Senior Case Manager and Youth Case Manager) and engagement in pro-social activities, as well as providing ongoing support for pre-existing relationships will decrease the probability of recidivism.

## STEP 4: SETTING OBJECTIVES

What measurable changes in behavior, attitude, or social organization must be brought about in order to reduce the identified problems?

How can you measure each objective?

When do you expect to have made a substantial difference?

**Objective Statement 1:** Create a positive, prosocial relationship between Homeseekers and Hosts to ensure the success of the 6 to 9-month homesharing relationship.

- A. 100% of Hosts will complete the Host Orientation. Of those:
  - a) 75% of Hosts will report that the class was helpful immediately following completion of the course.
  - b) 85% of Hosts will report feeling prepared to enter the homesharing relationship.

Measurement Objective **#1A-B:**

Group attendance form

Post-course Questionnaire; a: Q1-2 b: Q10

- B. 100% of Homeseekers who complete the Homeseeker Orientation. Of those, 85% will report feeling prepared to enter the homesharing relationship.

Measurement Objective **#1B:**

Group attendance form

Post-Course Questionnaire Q1, 7-8

- C. Hosts and Homeseekers will report a positive relationship.

- a) 60% of Homeseekers will report a positive relationship with their Host.

Measurement Objective **#1Ca.:**

3-month Homeseeker survey Q2-3, 5-8, 10-13

6-months/exit Homeseeker survey Q27-32, 34-35

- b) 60% of Hosts will report a positive relationship with their Homeseeker.

Measurement Objective **#1Cb.:**

3-month Host survey: Q2-10

3-month Host survey addendum Q2-10

6-months and/or exit survey of Host: Q2-10

6-month Host survey addendum Q2-10

- D. Conflicts Resolved to Homeseeker and Host Satisfaction

- a) Among Homeseekers who complete a grievance form and engage in conflict resolution, 70% will report conflicts were resolved to their satisfaction.

- b) Among Hosts who a grievance form and engage in conflict resolution, 70% will report conflicts were resolved to their satisfaction.

Measurement Objective #1Da-b.: Calls for conflict resolution, TBD<sup>22</sup>  
Case management data  
Post-grievance questionnaire **TO BE DEVELOPED**

**Objective Statement 2:** Homeseekers are more prepared seek independent sustainable housing.

- A. Tenancy Preparation (Orientation Module)
  - a) 100% of Homeseekers will complete the tenancy preparation module of orientation. Of those: 75% will report that the class was helpful.  
Measurement Objective #2Aa.:  
Group attendance form  
Post-course Questionnaire Q19
  - b) 3- and 6-months post-orientation, 50% of Homeseekers will report the material learned in the tenancy preparation course was helpful.  
Measurement: Objective #2Ab.:  
3-month Homeseeker Survey Q17  
6-month/exit Homeseeker Survey Q17
- B. Digital Literacy/Technology Preparation (Orientation Module)
  - a) 100% of Homeseekers will complete the digital literacy/technology preparation module of orientation. Of those: 75% will report that the material was helpful.  
Measurement Objective #2Ba.:  
Group attendance form  
Post-course Questionnaire Q20
  - b) 3- and 6-months post-orientation, 50% of Homeseekers will report the material learned in the digital literacy/technology preparation module was helpful.  
Measurement: Objective #2Bb.:  
3-month Homeseeker Survey Q18  
6-month/exit Homeseeker Survey Q18
  - c) Of the Homeseekers who completed the digital literacy/technology preparation module of orientation, XX% will report that learning how to operate their phone and computers was helpful.  
Measurement Objective #2Bc.:  
Group attendance form  
Post-course Questionnaire Q21
  - d) 3- and 6-months post-orientation, XX% of Homeseekers will report that learning how to operate their phone and computers was helpful.  
Measurement: Objective #2Bd.:  
3-month Homeseeker Survey Q19  
6-month/exit Homeseeker Survey Q19

- C. Financial Fitness Workshop
  - a) Of the Homeseekers who attend the Financial Fitness Group Workshop, 75% will report that the course was helpful.  
Measurement Objective #2Ca:  
Group attendance form  
Post-course Questionnaire **TO BE DEVELOPED**
  - b) 3- and 6-months post-orientation, 50% of the Homeseekers who attend the Financial Fitness Group Workshop will report that the course was helpful.  
Measurement Objective #2Cb:  
3-month Homeseeker Survey Q20  
6-month/exit Homeseeker Survey Q19
  - c) Of Homeseekers who attend the Financial Fitness Group Workshop course with the Housing Counselor 40% will create a financial goal plan.  
Measurement Objective #2Cc.: **TBD**  
Case Management data
  
- B. Among Homeseekers interested in continuing a homesharing program as a renter or a traditional Homesharer (outside of the homecoming program), 85% will meet at least once with the Senior Case Manager and Youth Case Manager/Assistant Case Manager to discuss opportunities.  
Measurement Objective #2C: **TBD**  
Case management data

**Objective Statement 3:** Homeseekers will report an increase in job preparedness and find employment.

- A. Participation in Employment Programs
  - a) Among Homeseekers enrolled in employment (job training AND/OR internship) programs AND/OR job placement programs, 75% will complete the program.  
Measurement Objective #3Aa.:  
Case management data **TBD**  
3-month Homeseeker Survey Q14  
6-month/exit Homeseeker Survey Q23
  - b) Of those who complete the Employment/Job Training/Placement program, 75% of Homeseekers will report that the program is helpful.  
Measurement Objective #3Ab.  
3-month Homeseeker Survey Q14  
6-month/exit Homeseeker Survey Q23
  - c) Of those that completed an employment program, 90% will be employed (any form of employment) within 3-months of completing the employment program.  
Measurement Objective #3Ac.: Employment History, Date Employed, Job Position, FT/PT/Seasonal or Temporary, Benefits, Does salary cover living expenses (Y/N)?  
Application Form  
Case management data and/or pre-service, 3-month, 6-month Homeseeker Surveys

**Self-Report Measurement:** Date Employed, Job Position, FT/PT/Seasonal or Temporary, Benefits, Does salary cover living expenses (Y/N)?  
3-month Homeseeker Survey Q16  
6-month/exit Homeseeker Survey Q25

- d) Of those that complete an employment program, 50% will be employed in a full-time position at the time of exit from the 180 Homeshare program.  
Measurement Objective **#3Ad.:** Employment History, Date Employed, Job Position, FT/PT/Seasonal or Temporary, Benefits, Does salary cover living expenses (Y/N)?  
Application Form  
Case management data and/or pre-service, 3-month, 6-month Homeseeker Surveys  
**Self-Report Measurement:** Date Employed, Job Position, FT/PT/Seasonal or Temporary, Benefits, Does salary cover living expenses (Y/N)?  
3-month Homeseeker Survey Q16  
6-month/exit Homeseeker Survey Q25

**Objective Statement 4:** Promote reintegration of Homeseekers back into their communities and re-engagement with pro-social peers.

- A. Participation in Mentoring
- a) 90% of Homeseekers referred to an informal internal (180 HS) mentor will meet with the mentor regularly (i.e., check-ins on a monthly basis).  
Measurement Objective **#4Aa.:**  
180 Database - Mentor Contact Notes  
6-month/exit Homeseeker Survey Q15
- b) 75% of Homeseekers connected to a mentor and matched to a mentor will report the relationship is helpful.  
Measurement Objective **#4Ab.:**  
6-month/exit Homeseeker Survey Q15
- c) 40% of Homeseekers connected to a mentor will participate in one or more social events (e.g., sporting events, cook-outs) with their mentor.  
Measurement Objective **#4Ac.:**  
180 Database - Mentor Contact Notes  
6-month/exit Homeseeker Survey Q15 and Q18
- B. 75% of Homeseekers will report an increase in feeling reintegrated into the community within 3-months of being housed.  
Measurement Objective **#4B.:**  
“As a result of the homesharing relationship, I feel more connected to the community”  
3-month Homeseeker Survey Q9  
6-month/exit Homeseeker Survey Q34  
SSM Community Involvement Intake, 3-months, 6-months/program exit.
- C. Participation in Educational Events
- a) **XX%** of Homeseekers will attend **X or more** educational events (e.g. **DEFINE what an educational event is**) within 6 months of being housed in the 180 program.  
Measurement Objective **#4Ca:**

6-month/exit Homeseeker Survey Q14

- b) XX% of Homeseekers who attend X or more educational events (e.g. DEFINE what an educational event is) within 6 months of being housed will report that the program was helpful.

Measurement Objective #4Cb:

6-month/exit Homeseeker Survey Q14

D. Participation in Social Events

- a) XX% of Homeseekers will attend X or more social events (e.g. DEFINE what a social event is) within 6 months of being housed in the 180 program.

Measurement Objective #4Ca:

6-month/exit Homeseeker Survey Q18

- b) XX% of Homeseekers who attend X or more social events (e.g. DEFINE what a social event is) within 6 months of being housed will report that the program was helpful.

Measurement Objective #4Cb:

6-month/exit Homeseeker Survey Q18

~~OLD MEASURE — see notes~~

~~E. Participation in Social Events~~

- ~~a) 75% of Homeseekers will regularly attend social events within 1 month of being housed in the program.~~

~~Measurement Objective #4Ba: TBD HOLD for later program development~~

~~Group attendance forms~~

~~Pre-Service, 3 months, 6 months, and exit survey of Homeseekers and Hosts~~

**Objective Statement 5:** For Homeseekers with a mental health and/or substance use wellness goal, Homeseekers will actively participate in their wellness goals to help their readjustment to life in the community.

A. Referral to Mental Health Services

- a) Of Homeseekers referred for mental health services, 80% of Homeseekers will comply<sup>23</sup> with mental health provider recommendations<sup>24</sup>.

Measurement Objective #5Aa: TBD

Release form

Data from service provider

- b) Of Homeseekers referred for mental health services and was treated by the provider at least once, XX% of Homeseekers will report that mental health services were helpful.

Measurement Objective #5Ab:

Case management data (capture in referral follow-up form)

6-month/exit Homeseeker Survey Q16

<sup>23</sup> Compliance will be defined by the parameters set by Parole for those on parole. For those not on parole, compliance will be defined by their counselors. Releases of Information will be completed to ensure data sharing regarding attendance.

<sup>24</sup> 180HS has partnered with Huber & Associates to do mental health assessments. If Huber finds that the Seeker needs additional services, then they would be included in this measure and will be followed up.

B. Referral to Substance Abuse Services

- a) Of Homeseekers referred for sobriety services, 20% percent will remain sober for at least 3-months while in the 180 Homeshare program.

Measurement Objective #5Ba.: TBD

Release form

Group attendance forms, if considered reliable

Senior Case Manager and Youth Case Manager/Assistant Case Manager

observations/data/self-report

- b) Of Homeseekers referred for substance abuse services, XX% of Homeseekers will report that substance abuse services were helpful.

Measurement Objective #5Ab:

Case management data (see note above)

6-month/exit Homeseeker Survey Q17

**Objective Statement 6:** As a result of participation in 180 HOMESHARE, participants will experience increased self-sufficiency overall.

- A. At \_\_\_\_ months, \_\_\_\_ % of **180 HOMESHARE** participants will show an increase, on average, of at least 10% over their intake Self-Sufficiency score.

- i. At 3 months, 20% of Homeseekers *will show at least a 10% increase.*
- ii. At 6 months, 25% of Homeseekers *will show at least a 10% increase.*
- iii. At 9 months, 30% of Homeseekers *will show at least a 10% increase.*
- iv. At 12 months, 35% of Homeseekers *will show at least a 10% increase.*

- B. Among **180 HOMESHARE** participants, the overall average Self-Sufficiency score will increase by at least XX% by program exit or 6 months (whichever comes first).

Measurement Objective #6A-B Self-Sufficiency Matrix (SSM) completed every 90 days by Senior Case Manager and Youth Case Manager/Assistant Case Manager

## STEP 5: DESIGNING INTERVENTIONS

What are the major program components designed to achieve your objectives?

Interventions (List)	Objectives(s) Addressed
Placing Homeseekers in Host Homes	Goal 1, Objectives 1, 4, 5 and 6
Consistent Support of Host/Homeseeker Relationships	Goal 1, Objectives 1, 4 and 6
Robust Service Delivery through 180 Homeshare and Referrals	Goal 2, Objectives 2, 3 and 6

### Intervention 1: Placing Homeseekers in Host Homes

To place Homeseekers in Host homes, several steps will be taken to find the best-suited match.

#### 1) Outreach and Identification of Potential Homeseekers

- A. 180 Homeshare will establish relationships with organizations that can refer Homeseekers who are eligible for the program. These include:
  - Department of Parole and Probation-they can identify people soon to be released who need housing
  - Individual parole and probation officers-they can identify people who have been released and need housing
  - Non-profits serving returning citizens - they can identify people who have been out less than 6 months who need housing
  - Transitional housing organizations<sup>25</sup>
  - Job fairs, into prison, and other venues to conduct outreach.
  
- B. 180 Homeshare will host information sessions for these organizations (virtually and in-person) so they can learn about the program, who is eligible for it, how it works, the goals and expectations of the program, etc.
  
- C. The application process for the 180 Homeshare program will be designed to create positive matches between Homeseekers and Hosts. For example, this application will consider the following:
  - Design of living spaces (e.g., separate entrance, quiet hours, proximity to bus routes)
  - Include a FAQ Section to answer typical questions and set expectations for potential Homeseekers and Hosts
  - The 180 Homeshare Senior Case Manager and Youth Case Manager will review applications as well as interview Hosts and Homeseekers to determine best fitted matches

<sup>25</sup> At DPSCS, this is Assist. Secretary Carolyn Scruggs. Non-profits include PIVOT, Turnaround Tuesday, Center for Urban Families, No Struggle No Success, H.O.P.E. Baltimore. Need- contacts at transitional housing locations.

## 2) Outreach and Identification of Potential Hosts

- A. The Homesharing Host Coordinator will review and refer home providers (from the traditional St. Ambrose Homesharing or Journey of Hope Youth Program) and/or new homesharing applications identifying individuals (hosts) willing to provide housing spaces within their homes to house returning citizens that have been recently released or are going to be released from incarceration.
  - B. Senior Case Manager and Youth Case Manager might identify potential hosts.
  - C. Hosts will be recruited via outreach efforts through connections with other community organizations, i.e., churches<sup>26</sup>, nonprofits, parole/probation referrals, and judges. Hosts will be sourced on an ongoing basis starting before the first returning citizens are due to be housed. Recruitment will increase as need indicates based on the need of the Homeseekers. Each Host will complete an application and be interviewed and screened by the Homesharing Host Coordinator using a screening tool that collects information on each host, their home, and the area in which their home is located. Each Host interview will be conducted in their home, during which time the program requirements will be reviewed, their home will be assessed for fit within the program and program paperwork and any associated fees will be collected.
  - D. Host will be scheduled to attend orientation which must be completed before the Host is placed in the pool to be matched with potential Homeseeker matches.
    - i. Hosts will be re-assessed based on the Program Director's determination. E.g., if a Host wants to switch from the Youth housing program (also coordinated by St. Ambrose) to 180 Homeshare (the adult program), they would need to be re-assessed and do the other orientation. OR if a host has not had a Homeseeker in their home for a period greater than 6 MONTHs.
  - E. Host must be adequately screened and their fit for the program assessed in order to make successful matches.
  - F. The orientation will be developed by the Homesharing Program Director and the Homesharing Home Coordinator and implemented by 180 Homeshare Staff.
- 3) Select/Match Homeseekers and Hosts (see California FAQ on this issue) (St/Ambrose) – use - <https://impactjustice.org/impact/homecoming-project/#faq>
- A. The Senior Case Manager and Youth Case Manager and the Homesharing Host Coordinator will convene regularly to review the information for potential host providers and Homeseekers.
  - B. Matches are based on the Homeseeker's personal goals, parole/probation restrictions, lifestyle habits, and other information derived from their application, creative assignment, and interview.
  - C. Once potential matches are identified, 180 Homeshare staff will contact both the Homeseeker and the host. This can happen only after the Homeseeker and Hosts have completed the intake process, the Host has attended the Host Orientation and both Host and Homeseeker have been placed into the pool for matching.
  - D. Host and Homeseekers will be matched via telephone, then in person at the Host's home, and lastly via an in-office match meeting to take place in the St. Ambrose Homesharing office. The process is as follows:
    - i. Telephone meeting between Homeseeker and Host.
    - ii. Homeseeker goes to view the home (or views the home virtually if still incarcerated) (Senior Case Manager and Youth Case Manager's attendance available by request)

<sup>26</sup> The St. Ambrose Consultant, Thomas, also conducts outreach in churches, especially prison ministries; talks to the Pastor, makes announcements; and provides flyers.

- iii. Lastly, meeting at St. Ambrose Homesharing office.
    - E. Once potential matches are identified the Homeseeker and the Host, and following the phone meeting and if both Host and Homeseeker are in agreement, the Assistant Case Manager will facilitate the scheduling of the in-person home visit where the Homeseeker will be able to meet the Host at their home and examine the living space.
    - F. The process of making the match will be intensive to ensure quality matches that are built to last the duration of the match agreement.
    - G. NO MATCH: If the Case Manager has given 6 viable matches to the Homeseeker the account is placed on “pause”. When on pause, the Homeseeker is provided a list of other housing resource opportunities.
      - i. Example of viable match rejected: not liking where the hosts keep their shoes
        - 1. Viability is determined by things like location, proximity to transportation, COVID vaccination, willingness to have service animals in the home, private bathroom, etc.
      - ii. Example of nonviable match rejected: safety concerns of Homeseeker or Host; only-alley entrance with no lighting
    - H. The orientation will be developed by the Homesharing Program Director and the Senior Case Manager and Youth Case Manager and implemented by 180 Homeshare Staff.
- 4) Intake Process for Homeseekers
  - A. Senior Case Manager/ Youth Case Manager/Assistant Case Manager will collect, record, and review applications and conduct interviews. Applications are through referral only, referrals should come from a case manager from another program, judge, prison official/worker, parole/probation officer, Public Defender/attorney, churches specifically doing case management work, etc.
    - i. It is important to reduce self-referral because the vouchers through the city have to be tied to a referral for the HMIS system. The referral cannot be St. Ambrose (or self-referral).
  - B. Referral forms can be submitted via email, in person, or through the mail (paper form)
  - C. Interviews will be conducted in person and reviewed/rated based on the severity of need (1-5 with 1 being the lowest need and 5 being the highest level of need demonstrated by VI-SPDAT scores and interview [scoring structure TBD]), and evaluation of program success<sup>27</sup>.
  - D. Interviews will be completed prior to placing the potential Homeseeker into the pool to be matched.
  - E. During the implementation phase of the program, referrals will be the only source of intake into the program. This will enable staff to control the number of applications received. As the program grows intakes from others/self-referral may be considered.
- 5) Measurements/surveys/feedback.
  - A. The Senior Case Manager and Youth Case Manager or the Assistant Case Manager will collect data on Homeseekers upon application and interview processes.
    - i. This will also incorporate creating and tracking records of applicants that qualified but did not enter the program.

<sup>27</sup> Evaluation of Programmatic Success will be determined on two domains by the Program Director: 1) The severity of need based on VI-SPDAT and interview, and 2) appropriate program fit.

- ii. Once a potential match is identified, Senior Case Manager and Youth Case Manager or the Assistant Case Manager will track matching process with Hosts and Homeseekers.
- B. The Homesharing Home Coordinator will recruit and identify home providers, as well as review Host applications and conduct Host interviews. Once matched, conduct monthly check-in with Hosts, and creating and tracking data of those activities.
- C. The Senior Case Manager and Youth Case Manager will provide case management services to Homeseekers. In that process, they will complete the Self-Sufficiency Matrix (and update every 90 days) as well as provide direct services and referrals to other services. The Senior Case Manager and Youth Case Manager/Assistant Case Manager will track all records related to these activities.
- D. Program Manager
  - i. The Program Manager will oversee data collection efforts, incorporate learning from pilot, and update the PDE as needed.
  - ii. The Program Manager will coordinate regularly with outside evaluators to ensure progress on program evaluation efforts.

## **Intervention 2: Consistent Support of Host/Homeseeker Relationships**

- 1) Orientation for Hosts (St. Ambrose)
  - A. After receipt and acceptance of application and Host Home Visit; but prior to being placed into the pool to be matched, Hosts will complete orientation.
    - i. Note – the home visit, can result in exclusion or needing to incorporate changes before placement into the matching pool.
  - B. When: before matching but after vetting.
  - C. St. Ambrose Housing Aid Center Green room if possible; virtually if needed.
  - D. 3 ½ hour session (with break/ lunch offered if on-site). The orientation will cover the following topics:
    - i. Welcome and thank you to the Host Participants
    - ii. What is Homesharing?
    - iii. Overview of the Program Goals, timeframe, and the critical role of the Hosts
    - iv. Expectations of host and common issues that might arise and myths about returning citizens
    - v. Common challenges of re-entry and how they might be exhibited.
    - vi. Rules related to parole probation (e.g., Can the police enter the home?)
    - vii. Placement process – the importance of Homeseeker input on Host Placement
    - viii. Review of the expectations of the Hosts including normal wear and tear.
    - ix. Discussion on tailoring role to unique hopes and needs of the Homeseeker
    - x. What to do in case of emergency and example scenarios. (Need examples in the slideshow).
    - xi. Justice Involved Youth
      1. What is JI Youth
      2. Barriers for JI Youth
      3. Racial and Ethnic Disparities for youth
      4. JI Youth and Trauma
    - xii. Collectivist vs Individualist Cultures
    - xiii. Reasons for choosing homesharing

- xiv. Review of support resources – St. Ambrose staff, reading resources, and upcoming training.
- xv. Clarification of next steps.

2) Orientation for Homeseekers

- A. After receipt and acceptance of application and interview, Homeseekers must complete an Orientation to prepare them for the homesharing experience so as to create the best opportunity for a successful relationship with the host.
- B. Homeseeker Orientation is a single full day session) provided by St. Ambrose in how to be a good tenant and will cover the following topics:
  - i. Welcome and meet the 180HS Team
  - ii. What is homesharing?
  - iii. Racial and ethnic concerns about homesharing
  - iv. Overview of Program Goals
  - v. Critical Roles and Responsibilities of Homeseekers
  - vi. Crisis Intervention and when to call 911 with examples
  - vii. Common Challenges of returning citizens and how are they are exhibited
  - viii. Tenancy Rights and Housing Discrimination
  - ix. Technology Prep
    - 1. Safety online
    - 2. Basic Technology Skills
    - 3. Job Search Platforms and resources
    - 4. Online Communication Tools
    - 5. Use Your Resources
    - 6. How to setup your smartphone and computer/tablet
  - x. Responsibility for damage to home or room.
  - xi. Information related to housekeeping, trash, noise, smoking, internet use, respectful use of the host's property and of the community
  - xii. Why a host or HS may be removed
  - xiii. Review of support resources – Ambrose staff
- C. Homeseekers will be surveyed as per PDE on the impact of the training and the Homeseeker's feeling of readiness (orientation) to be in the program. If additional trainings are provided, a separate form for rating the training will be developed. (this form would be the same each training)

3) Monitor and Support pro-social relationship Homeseeker/ Host

- A. Interventions to include:
  - i. Senior Case Manager and Youth Case Manager conducts personal check-ins with Homeseeker (as part of the bi-weekly case management meetings); the Homesharing Host Coordinator conducts check-ins with the Hosts.
  - ii. Pre/Post surveys developed for Hosts and Homeseekers including satisfaction with the relationship (11/2024)
  - iii. Provision of conflict resolution and crisis intervention and immediate, onsite mediation for urgent issues

**Intervention 3: Provision of Comprehensive Service Delivery from 180 Homeshare and Partner Agencies**

- 1) Initial Individual Service Plan (ISP) Meeting
  - A. Senior Case Manager and Youth Case Manager meets/assess/goal sets/connects Homeseeker to resources (job training, job application, apply for benefits, refer to mentoring, counseling programs, etc.) (St. Ambrose). The Self-Sufficiency Matrix, completed during intake, should inform setting of ISP goals.
  - B. This ISP meeting can be conducted at intake (or when placed into the pool to be matched). The entire process will take about 2 hours.
  - C. Network and identify resources and partners (MOUs)
  
- 2) Additional Case Management Meetings as described below
  - A. Low need (score of 1 or 2): every 2 weeks for a minimum of 15 minutes (virtually, phone, or in-person)
  - B. Medium need (score of 3 or 4): still every 2 weeks, but amount of time would vary (virtually, phone, or in-person)
  - C. High need (score of 5 and/or mental health and/or substance treatment needs): every 2 weeks for a minimum of 30 minutes or more (virtually, phone, or in-person)
  
- 3) Create opportunities for community building **CURRENTLY ON HOLD**
  - A. To be flushed out further after partnerships finalized...
    - i. Example – youth café: this is where they air grievances (15 minutes at the end) and the beginning piece is an educational opportunity or learning experiences (e.g., cooking or banking); every 3<sup>rd</sup> Thursday at 4 p.m.
  - B. Senior Case Manager and Youth Case Manager arranges monthly gatherings/activities for both Homeseekers and Hosts to build supportive community that also provides a social structure for the new social community.

The following table will be completed once Letters of Support and/or MOUs are completed.

**Table 2: Services by Referral Partner and Domain**

Service	Referral Partner	Follow-up Possible? (Yes=Detailed; Yes*=Confirm showed up or not only; ±=Need Release or SR=Client Self Report)	Domain (Housing, Employment, income, Child Care, Community Involvement, Safety, etc.)

## STEP 6: SETTING IMPLEMENTATION STANDARDS

What are your expectations for the quantity and quality of the services to be provided in each intervention component?

### For Intervention #1: Placing Homeseekers in Host Homes

#### *Homeseekers*

#### **Referrals obtained through Homeseeker Information Sessions and through Partner Agencies**

1. 180 Homeshare Staff will conduct Homeseeker Outreach for the following locations on an ongoing basis:
  - Department of Parole and Probation
  - Individual parole and probation officers
  - Non-profits serving returning citizens
  - Transitional housing organizations<sup>28</sup> and
  - Other organizations such as Gaudenzia, HOPE, UB Reentry, and Church Prison Ministries
2. 180 Homeshare Staff will conduct quarterly outreach/information sessions directly to Homeseekers in DPSCS facilities on a quarterly basis for the following locations:
  - MCIW – Presentation to cohort of women (working with PREPARE). Leave flyers, applications, referral forms with the Case Managers/Counselors.
  - JCI & RCI – Resource Fair (180HS provide flyers at the event, but referral forms and application go with the Case Manager/Counselors).

For both groups, DOC will then refer Homeseekers to 180HS by using the referral form (most often through the case managers).

#### **Data: Outreach/Information Session Attendance Log**

3. At least 30% of attendees of information sessions (e.g., formal presentations by 180HS including those at DPSCS facilities) will send a Homeseeker referral to 180 Homeshare.

#### **Data: Outreach/Information Session Attendance Log and Referral Tracker**

4. Of information session and partner referrals:
  - a) 90% of referral forms will be complete;
  - b) 75% of Homeseekers will meet the screening criteria
  - c) **All incomplete referral forms:** The Assistant Case Manager will make at least 3 attempted contacts within 10 days with the referral source to obtain additional required information;

<sup>28</sup> At DPSCS, this is Assist. Secretary Carolyn Scruggs. Non-profits include PIVOT, Turnaround Tuesday, Center for Urban Families, No Struggle No Success, H.O.P.E. Baltimore. Need - contacts at transitional housing locations.

- d) **All completed referrals where Homeseeker meets screening criteria:** Assistant Case Manager will make at least 3 attempted contacts within 10 days with the Homeseeker or DOC Case Manager (If the individual is incarcerated) to complete the program application;
- e) 90% of Homeseekers or DOC Case Manager successfully contacted by the Assistant Case Manager will complete the program application within 10 days of initial completed contact.

**Data: Referral Tracker and Case Management Tracker (Contact Log)**

5. For 100% of those who completed an application, 85% of Referred Homeseekers will attend an interview with the Senior Case Manager / Youth Case Manager/Assistant Case Manager within 14 days of submitting the application.<sup>29</sup>
6. Of those interviewed, 85% of Homeseekers will be accepted into the 180 Homeshare program and placed into the pool to be matched to a Host by the Program Director within 5 days of completed interview.
7. The Senior Case Manager and Youth Case Manager will assess 100% of Homeseekers placed into the matching pool with the VI-SPDAT within 3 days of completed interview.
8. 100% of Homeseekers accepted into the program will be referred to the 180 Homeshare mental health provider (e.g., Huber Rehabilitation Services) for assessment (appointments can be conducted virtually to accommodate incarcerated applicants). (As of 11/2024)
9. Before being placed into a home, 100% of Homeseekers must have completed the mental health provider assessment. (As of 11/2024)
10. 100% of Homeseekers accepted into the program will be classified by Senior Case Manager and Youth Case Manager based on severity of need as demonstrated by VI-SPDAT scores and interview [scoring structure TBD]:
  - a. Score of 1 to 2 = Low Need
  - b. Score of 3 or 4 = Medium Need
  - c. Score of 5 = High Need
11. The Senior Case Manager and Youth Case Manager will schedule a telephone match for 50% of Homeseekers with a prospective Host within 30 days of acceptance into the matching pool.
  - a) Of those with scheduled telephone match, 90% of Homeseekers will attend the call.
  - b) Of those who attend the telephone match, 75% of Homeseekers will agree to move forward with in-person home visit.
12. For all Homeseekers who completed a telephone match **and** Host and Homeseeker agree to move forward, Senior Case Manager and Youth Case Manager will schedule an in-person home visit meeting between the Host and Homeseeker within 3 days of the telephone match.
  - a) Of those with scheduled in-person meeting, 90% of Homeseekers will attend in-person home visit.
  - b) Of those who attend the in-person home visit meeting, 75% of Homeseekers will agree to move forward with in-office Match meeting.

<sup>29</sup> Note: the intake process is separate, but may occur on the same day as the interview.

13. For all Homeseekers who completed an in-person home visit **and** Host and Homeseeker agree to move forward, the Senior Case Manager and Youth Case Managers will schedule an in-office match meeting at St. Ambrose within 7 days of the in-person home visit for 90% of Homeseekers.
  - a) Of those with scheduled in-office match meeting, 90% of Homeseekers will attend.
  - b) Of those who attend the in-office match meeting, 100% of Homeseekers will agree to move forward.
14. Once matched, 90% of Homeseekers will move into their Host home within 10 days of the in-office Match Meeting.
15. 100% of Homeseekers who receive four potential viable Host matches without finding a match will be placed on “pause”.
  - a) The Assistant Case manager will attempt to contact 100% of these “paused” Homeseekers at least 3 times within 7 days of decision to advise them of the decision.
  - b) Of those successfully contacted, 100% will be provided a list of other housing resources by the Assistant Case Manager via email or letter.

**Data for Standards 5 to 15: Case Management Tracker (Contact Log) and Homeseeker Milestone Log**

[Consider adding additional standards regarding the matching process (e.g., rematching examination of goodness of fit based on feedback from matches, etc.) after first year]]

*Hosts*

16. 180 Homeshare Staff (predominantly the Homesharing Host Coordinator) will conduct community Host Information Sessions quarterly. These community sessions will be held at various sites based on relationships developed with churches, non-profits, etc.

**Data: Information Session Attendance Log**

17. Of potential Hosts who attended an information session, 75% will complete a Host application:
  - a) 90% of Host application forms will be complete;
  - b) **All Incomplete application forms:** Homesharing Host Coordinator will make at least 3 attempted contacts within 10 days to obtain additional required information;
  - c) **All Completed application forms:**
    - a. 100% of Hosts will be screened by the Homesharing Host Coordinator for program fit within 10 days of submitting their application.
    - b. 75% of Hosts applicants will meet the screening criteria.
    - c. Of those meeting the screening criteria, the Homesharing Host Coordinator will make at least 3 attempted contacts within 10 days to schedule the in-house interview;
    - d. Of those successfully contacted, 75% will complete an in-house interview and home inspection with the Homesharing Host Coordinator within 45days of submitting their application.
    - e. Of those who participate in the in-house interview 85% will pass the home inspection the first time.

- i. Of those who do not pass the first home inspection, 85% of Hosts will pass the home inspection the second time.
- ii. Of those who do not pass the second home inspection, 90% of Hosts will pass the home inspection the third time.

**Data: Information Session Attendance Log, Host Tracker, and Case Management Tracker (Contact Log)**

18. Of those passing the home inspection, 100% of Host applicants will be accepted into the 180 Homeshare program and placed into the pool to be matched to a Homeseeker by the Housing Host Coordinator within 3 days of passing inspection.

**Data for Standards 17 and 18: Host Tracker**

19. Once the Senior Case Manager and Youth Case Manager has identified a Homeseeker as a potential match for the Host, the Senior Case Manager and Youth Case Manager will schedule a telephone match for 90% of Hosts with a prospective Homeseeker within 3 days of identification of potential match.
  - a) Of those with scheduled telephone match, 90% of Hosts will attend.
  - b) Of those who attend the telephone match, 85% of Hosts will agree to move forward.
20. For all Hosts who completed a telephone match **and** Host and Homeseeker agree to move forward, the Senior Case Manager and Youth Case Manager will schedule an in-person or virtual (if Homeseeker is incarcerated) home visit between Host and Homeseeker within 7 days of the telephone match.
  - a) Of those with scheduled in-person or virtual home visit, 90% of Hosts will attend.
  - b) Of those who attend the in-person or virtual home visit, 80% of Hosts will agree to move forward.
21. For all Hosts who completed an in-person or virtual home visit **and** Host and Homeseeker agree to move forward, the Senior Case Manager and Youth Case Manager will schedule an in-office<sup>30</sup> match meeting at St. Ambrose within 7 days of the in-person meeting for 90% of Hosts.
  - a) Of those with scheduled match meeting, 90% of Hosts will attend.
  - b) Of those who attend the match meeting, 100% of Hosts will agree to move forward.
22. Once matched, 100% of Hosts will be prepared for Homeseeker move-in within 7 days of confirmed match.

**Data for Standards 19 to 22: Case Management Tracker (Contact Log) and Host Tracker**

<sup>30</sup> Sometimes when the Homeseeker is incarcerated, the “in-office” meeting may actually occur at the Host’s home. They must be housed that day.

## **For Intervention #2: Consistent Support of Host/Homeseeker Relationships**

### *Hosts*

1. 100% of Hosts placed into the matching pool will complete Orientation prior to placement in the matching pool.

#### **Data: Host Tracker**

2. Within 10 days of Homeseeker's move-in date, the Housing Host Coordinator will meet to conduct a check-in with 100% of Hosts.
3. Homesharing Host Coordinator will meet with 100% of Hosts at least once a month (virtually, phone, or in-person) for the duration of the homesharing relationship.

#### **Data for Standards 2 to 3: Case Management Tracker (Contact Log) and Host Tracker**

4. 100% of Hosts will attend 90% of all other training sessions mandated by 180 Homeshare over the duration of the homesharing relationship.

#### **Data: Host Tracker**

### *Homeseekers*

5. 100% of Homeseekers placed into the matching pool will complete Orientation.
6. 90% of Homeseekers will attend 90% of all other training sessions mandated by 180 Homeshare over the duration of the homesharing relationship.

#### **Data for Standards 5 to 6: Homeseeker Milestone Log**

## **For Intervention #3: Provision of Comprehensive Service Delivery from 180 Homeshare and Partner Agencies**

### *Homeseekers Only*

1. The Senior Case Manager and Youth Case Manager will provide case management services for 100% of Homeseekers placed with Hosts.
2. Within 14 days of move-in, 100% of Homeseekers will meet with their Senior Case Manager and Youth Case Manager to draft the Individual Service Plan (ISP) to set initial programmatic goals.
3. The Senior Case Manager and Youth Case Manager will provide case management services based on designated need:
  - 100% of low need (score of 1 or 2) Homeseekers will meet with their Senior Case Manager and Youth Case Manager every two weeks for a minimum of 15 minutes (virtually, phone, or in-person)
  - 90% of medium need (Score of 3 or 4) Homeseekers will meet with their Senior Case Manager and Youth Case Manager every two weeks for 15 minutes or more (virtually, phone, or in-person)
  - 80% of high need (Score of 5) (e.g., substance use) Homeseekers will meet with their Senior Case Manager and Youth Case Manager every two weeks for a minimum of 30 minutes or more (virtually, phone, or in-person)

4. By program exit, Senior Case Manager and Youth Case Manager will address 80% of goals identified by Homeseekers in the initial service plan (ISP) by providing either a direct service or a referral to other services/partners.
5. Senior Case Manager and Youth Case Manager/Assistant Case Manager will follow-up with either the referral partner and/or Homeseekers to confirm 100% of referrals to determine if service linkage occurred.

**Data for Standards 1 to 6: Case Management Tracker (Contact Log and Referrals to Services), and/or Homeseeker Milestone Log**

6. For 100% of Homeseekers those with programmatic goals related to substance use and/or mental health: 100% will be provided with a referral or direct service to address those goals.  
**Data: Case Management Tracker (Referral to Services Log)<sup>31</sup>**
7. 50% of Homeseekers will be referred to the 180 HomeShare Reentry Mentor program within 30 days of placement in matching pool.  
**Data: Case Management Tracker (Contact Log and Referrals to Services)**

**Data Collection Standards**

A. Homeseekers

1. 100% of Homeseekers who pass the referral review will be reported on the Case Management Tracker.
2. 100% of Homeseekers will complete a data evaluation and consent form as part of their initial application. A copy of all data evaluation forms will be submitted to Choice Research Associates (CRA).

**Among Homeseekers who agree to participate in the evaluation:**

3. **Intake Documentation**

- i. 100% of Homeseekers will complete a pre-test survey during the in-office interview or if incarcerated, by mail.
- ii. 100% of Homeseekers will complete the WHOQOL-BREF Index

4. **Post-Surveys**

a. **Homeseekers (180 HS Program Participants)**

- i. 75% of Homeseekers will complete a 3-month survey 90 days after being housed.
- ii. At 6 months, or at program exit (whichever comes first); 75% of Homeseekers will complete a post-test survey.

b. **Homeseekers Not Engaged in Program (Comparison Group)**

- i. 6 months after applying for 180 Homeshare, 50% of eligible Homeseekers who did not participate in the program will complete a post-test survey.

<sup>31</sup> Data collection methods to be determined based on form and database development.

5. **Self-Sufficiency Matrix (SSM) (180 HS Program Participants)**
  - a) At Intake or ISP meeting, the Senior Case Manager and Youth Case Manager will complete an SSM with 100% of Homeseekers.
  - b) Senior Case Manager and Youth Case Manager will complete an SSM every 90 days with 85% of Homeseekers during Senior Case Manager and Youth Case Manager meetings until program exit.
  - c) After program exit, Senior Case Manager and Youth Case Manager will complete an SSM every 90 days with 75% of Homeseekers for a period of one year.
  
6. **WHO Quality of Life (180 HS Program Participants Only)**
  - a) At 6 months, or at program exit (whichever comes first); 85% of Homeseekers will complete the WHOQOL-BREF Index.

**Data for standards A1 to 6: Case Management Tracker and Assessment Data**

**Data Collection Standards**

B. Hosts

1. 100% of Hosts who pass the referral review will be reported on the Host Tracker.
2. 100% of Hosts will complete a data evaluation and consent form as part of their initial application. A copy of all data evaluation forms will be submitted to Choice Research Associates (CRA).

**Among Hosts who agree to participate in the evaluation:**

3. 100% of Hosts will complete a pre-test survey during the home visit/inspection or in-office interview.
4. At 3 months; 75% of Hosts will complete a 3-month survey for each Homeseeker placed.
5. At 6 months, or at exit of the placed Homeseeker (whichever comes first); 75% of Hosts will complete a post-test survey.

**Data for standards B1 to 5: Host Tracker and Assessment Data**

## **STEP 7: ASSESSING THE ENVIRONMENT USING FORCE-FIELD ANALYSIS:**

What obstacles to implementing your chosen interventions can be anticipated at present?  
What resources can you call on to overcome these obstacles?  
What strategy is implied?

### Force-Field Analysis

#### **Intervention #3: Provision of Comprehensive Service Delivery from 180 Homeshare and Partner Agencies**

**Date:** 9/5/2024

**Obstacles:** Once employed, Homeseekers are unavailable to attend in-person events. 180 struggles with Homeseekers picking up monthly financial assistance. As a result, it is difficult to provide ongoing training and to create community within those served. In addition, Homeseekers are not technologically savvy – making it difficult to create on-line content that they can access. Finally, orientation is occurring quarterly, but Homeseekers are added to the program on a rolling basis, rendering it difficult to ensure that orientation takes place prior to placing the Homeseeker with the host.

**Resources:** Homeseekers provided computer and phone upon placement. 180 HS Staff are experienced providers.

**Strategy:** Change Orientation Strategy

Possible Options:

- Carve out essential elements of Homeseeker Orientation that must be done prior to/at placement in Host home. Case Manager to provide this information verbally and provide written confirmation for future reference.
- Have full-day Homeseeker orientation (which may occur after placement) to include:
  - Digital Literacy to train Homeseekers how to use their phones and computers
  - Tenancy Preparation module
  - Other training?
- Create required educational/training modules on You-Tube. Include a survey link to ensure knowledge transfer.
- Create a Homeseeker Manual to include expectations, grievance process, and the like.

## **STEP 8: IDENTIFYING CRITICAL BENCHMARKS:**

**What specific changes must occur in the project environment for you to implement your intervention?**

For each intervention for which a force-field analysis was conducted, list key events (“Critical Benchmarks- CB’s”) that must happen to overcome obstacles to implementing your interventions and to make the situation conducive to a strong program. State specifically what key events or arrangements must be observed, by when, and who is responsible for bringing those events or arrangements about.

### Critical Benchmarks

Intervention #1:

Date Developed	Critical Benchmark	When	Who is Responsible?

## **STEP 9: ASSIGNING TASKS:**

**Who must do what by when in order to meet your critical benchmarks, implement the program as it is planned, monitor progress, and evaluate the activity?**

List everything on the tables below that must be done to develop the program, secure materials and training, establish a location, recruit participants, locate service providers, begin and maintain services, achieve critical benchmarks, and monitor program implementation for each intervention, then do the same for all evaluation activities.

**TASKS**

**Intervention #1 :**

Date Developed	Who?	What?	By When?