



Developing an Effective  
Rapid Re-Housing Program  
for Transitional Age Youth

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Presentation Overview

- RRH program history and evolution
- Expansion of RRH to TAY
- TAY RRH Components
- TAY RRH Outcomes
- Lessons Learned

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Housing Program Overview

- Rapid Re-Housing since 1998
- Closed Emergency Shelter
- Embraced Housing First Philosophy

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## Housing Program Overview

- Homeless Prevention
- Rapid Re-Housing
- SSVF
- Permanent Supportive Housing

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## Housing Program Overview

### Rapid Re-Housing Programs

- Families, Individuals & Transitional Age Youth
- 700 Households
  - Columbus/Franklin County
  - Suburban/Rural Counties
  - 80 Ohio Balance of State Counties (Non-entitlement communities)

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## Housing Program Overview

- 3.1 million in funding from HUD, VA, Ohio Department of Development,, local United Ways, private Foundations and TSA
  - Staffing, Operations, Financial Assistance and Administration

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## Housing Program Overview

- Prior to 2009
  - Funded to serve families only
  - Typically encountered a handful of unaccompanied youth in rural communities
- Late 2009
  - Approached by Delaware County Children's Services to work with youth emancipating out of foster care
  - Need to house youth quickly and efficiently

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## Transitional Age Youth RRH - 2010

- Emancipating/Homeless Youth age 18-22
- Moderate to Severe Barriers
- Days to house: 14 days or less
- Scattered Site- market rent; Individual Leases
- 5-7 Months of Rental/Utility Assistance
  - Stair step diminishing assistance model\*
    - 100% rent: 4 months; 5th- 75%; 6th- 50%; 7th- 25%
    - 100% utility for 2 months
- Goal Development around housing stability, increased skills and/or income, non-cash benefits

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## Transitional Age Youth RRH - Pilot

- Projected to serve 5 youth
  - Served 8 in first 6 months
- Increased funding through support from local United Way/ODSA
- 8 out of 9 youth obtained and maintained housing for 6 months or more
- 100% of youth achieved 75% or greater or Housing Stability Plan goals

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What we found...

- Different than Families
  - More expensive and different challenges
- Roommates vs. singles
- Challenges of school enrollment
- Age/Development
- Life Skills
- Word of mouth expanded target population
- Roller Coaster of successes and failures

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How we adapted...

- Added Life Skills Curriculum
- Increased Home-base/Mobile Case Management/Staffing Pattern
- Increased Outreach w/ LL's/Partners
- Focus on Housing First, Strength based, Harm-Reduction practice/Training
- Expanded our definition of Success
- Advocated w/ Funders for appropriate Outcomes

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RRH Program Components

- 1) Crisis Intervention & Short Term Stabilization
- 2) Screening and Strength/Barrier Assessment
- 3) Provision of Housing Resources
- 4) Provision of Case Management Services

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**RRH Program Components**

1) Crisis Intervention & Short Term Stabilization (*Day 1-3*)

- Connect Youth with emergency, short-term housing option
- Focus on meeting basic needs while in shelter/hotel
- Immediately begin discussing Permanent Housing

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**RRH Program Components**

2) Screening, Intake, Assessment (*Day 3-9*)

- Begins gathering information regarding their homelessness situation
  - Strengths/Barrier Assessment
  - Housing & Employment Timeline

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**RRH Program Components**

3) Provision of Housing Resources (*Day 9-21*)

- Housing Search Plan – Begins Day One!
- Housing Search Activities
  - Landlord Identification/Advocacy
  - Housing Application
- Securing Permanent Housing
  - Scattered site, client holds lease
  - Financial Subsidy
  - Move-in Assistance

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### RRH Program Components

#### 4) Provision of Case Management Resources (*Day 31 – 365*)

- Home-Based Case Management
  - Progressive Engagement/Assistance
  - On-going financial subsidy
  - Employment/Income Assistance
  - Referral and Linkage to Community Resources
  - Goal Development and Monitoring
  - Eviction Prevention
  - Life Skill Development - TAY

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### TAY RRH Metrics

#### Balanced Score Card/Performance Measurement

- Youth exiting to Permanent Housing (83%)
- YC (85%)
- Rapid Placement to Permanent Housing (<21 Days) YC (14 Days)
- Length of Time in RRH Program (<150 Days) YC (240)

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### TAY RRH Metrics

#### Balanced Score Card/Performance Measurement

- Receipt of Non-cash Benefits and Health Insurance (85%) YC (87%)
- Employment/Income Increase (18%) YC (45%)
- Returns to Homelessness (7%-6 mo/12%-24 mo) YC (9%/3 %)

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**TAY RRH Metrics**  
Balanced Score Card/Performance Measurement

Outputs:

- # of Youth Served per Year
- Amount of Financial Asst. per Youth
- % of Youth Satisfied w/ Program (90%)
- Linkage w/ Mainstream Resources (90%)

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**Transitional Age Youth RRH**

Can operate as....

- Stand-alone programming
- Incorporated into existing agency RRH programming
- Single provider or multi-provider system

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**Transitional Age Youth RRH**

Personnel Expenses

- Housing Case Manager
  - 1 per 35-45 HH/short-term RRH (3-4 mos.)
  - 1 /per 20-30 HH in medium-term RRH (5-9 mos.)
  - 1 per 10 transitional age youth in medium-term RRH (8-12 mos.)

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**Transitional Age Youth  
RRH**

Operating Expenses

- Office Space
- Cell Phone (Wi-fi/Texting)
- Mileage
- Training/Conferences
- Supplies

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**Transitional Age Youth  
RRH**

Financial Assistance Expenses

- Medium-term: Dep + 4-7 months of rent

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**Transitional Age Youth  
RRH**

Financial Assistance Expenses

- Utilities
- Cell Phone
- Household Items
- Bus Passes/Cab Vouchers
- Thrift Store vouchers, food box (in-kind)

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**Transitional Age Youth  
RRH**

Administration Expenses

- Supervisor/Program Director
- Finance Staff
- HMIS

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**Lessons Learned -TAY  
RRH Programming**

- Shift to Housing First philosophy
  - Sell it to your LL and Funders
  - Create a Culture of Housing
    - Hiring/Interview ?s, New and Existing Staff , Management, Board
  - Take Chances/Don't be Afraid to Fail

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**Lessons Learned -TAY  
RRH Programming**

- Shift to Youth Centered service lens and philosophy
  - Unique youth programming not youth fit into adult system programming
  - Take Chances/Don't be Afraid to Fail

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**Lessons Learned -TAY  
RRH Programming**

- Create a Culture of Housing
  - Minimal Barriers to Entry & Participation
  - Target Low to Zero Income HH
  - Creative w/ Service & Housing Options
  - Mobile/Home Based
  - Progressive Engagement
  - Strength Based
  - Realistic
  - Celebrate Staff & Client Success
    - Use It – More Funding and Landlords

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**Lessons Learned -TAY  
RRH Programming**

- Secure on-going funding
  - Negotiate contractual obligations that may prohibit/inhibit change
  - Diversify

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**Lessons Learned -TAY  
RRH Programming**

- Access to affordable housing/Jobs
  - Partner for housing (Landlords, PHA, etc.)
  - Partner to increase client household income

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Lessons Learned -TAY  
RRH Programming

- Hire appropriate staff as case managers
  - Specific set of skills required (Housing/Landlord)
  - Wages must be competitive

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Lessons Learned -TAY  
RRH Programming

- Encourage appropriate/timely referrals
  - Short emergency shelter/hotel stay
  - Appropriate level of care

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Lessons Learned -TAY  
RRH Programming

- Keep youth engaged in services after they have entered housing
  - Housing First, not Housing Only
  - Voluntary, but “irresistible”
  - Youth Directed
  - Spread financial assistance over several months
  - Pull them into other agency services

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**Lessons Learned -TAY  
RRH Programming**

**Organizational Lessons Learned:**

- Its Hard, fun, frustrating and it Works – Adapt & Evolve to fill gaps –don't wait for perfect!
- Advocate for a Continuum of services
- Continual staff/agency training is necessary  
– Housing First, Strengths Perspective,  
Maslow's Hierarchy of Needs, Systems  
Theory

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