



## Re-Imagining Homeless Programs into Rapid Re-Housing

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## Rapid Re-Housing

- Overview of Housing First/Rapid Re-Housing
- Why it works/HUD Priority
- TSACO Programming
- RRH Program Components
- RRH Outcomes
- RRH Budget
- Lessons Learned



## Housing First

- An approach that emphasizes stable, permanent housing as a primary strategy to ending homelessness
- Centers on providing people experiencing homelessness with housing as quickly as possible – and then providing services as needed.



## Housing First – Critical Elements

- Focus on helping persons access & sustain permanent rental housing as quickly as possible without time limits;
- Individualized services delivered to promote housing stability on an as-needed basis. (Progressive Engagement)



**Housing First – Critical Elements**



- Standard lease agreement to housing as opposed to mandated therapy or services compliance.
- Program models vary significantly depending upon the population served.



**Housing First.....Not your traditional Homeless Programming**



- Permanent Housing rather than extended lengths of stay in Homeless System : ES to TH to PH
- Strength Based/Progressive Engagement rather than Deficiency/ Fix first: Employment, Mental Health, Substance Abuse, etc.



**Rapid Re-Housing**




RRH: A Housing First Strategy to quickly re-house households who are homeless

Addresses the 2 primary obstacles homeless households face in leaving shelter:

- 1) Rental housing is expensive
- 2) Landlords application denial




**Rapid Re-Housing**



HUD Priority/Best practice :


- Most households enter/exit homelessness quickly
- Mostly economic reasons
- Shallow subsidies can protect against homelessness
- Long-term shelter stays are destabilizing
- Overall reduction in costs to homeless system
- Households have different barriers/need different interventions...triage and target to meet needs
- **Meets clients primary need/goal: Housing**



## Rapid Re-Housing

Aligns with HUD's HEARTH Act -  
Outcomes: RRH as an exit strategy to end homelessness

- Length of time homeless (less than 30 days)
- Recidivism (subsequent return to homelessness)



## TSA in Central Ohio

The Salvation Army in Central Ohio has been administering Rapid Re-Housing since 1998


- Closed Emergency Shelter
- Embraced Housing First Philosophy



## TSA in Central Ohio

### Rapid Re-Housing Programs

- Families, Individuals & Transitional Age Youth
- 725 Households
  - Columbus/Franklin County
  - Suburban/Rural Counties (11)
  - 80 Ohio Balance of State Counties (Non-entitlement communities)



## TSA in Central Ohio

- Families, Individuals, Emancipating youth age 18-22
- Moderate to Severe Barriers to Maintaining Housing (<30 AMI and/or zero income)
- Days to house: 14 days or less
- Scattered Site; Individual Leases
- 3-8 Months of Rental/Utility Assistance
- Housing Stability Plan



## TSA in Central Ohio

### Rapid Re-Housing/Housing First Programs

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



## TSA in Central Ohio

### Rapid Re-Housing Programs

- Financial Assistance and Home-based Supportive Services
  - Short and medium term
  - Adapted for different target populations
    - Transitional Age Youth
    - Veterans - SSVF



## 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



## RRH Program Components

- 1) Crisis Intervention & Short Term Stabilization
  - Connect HH with emergency, short-term housing option
  - Focus on meeting basic needs while in shelter/hotel
  - Immediately begin discussing Permanent Housing



RRH Program Components  DOING THE MOST GOOD

### 2) Screening, Intake, Assessment

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



RRH Program Components  DOING THE MOST GOOD

### 3) Provision of Housing Resources


- 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




RRH Program Components  DOING THE MOST GOOD

### 4) Provision of Case Management Resources


- Home-Based/Mobile Case Management
- Progressive Engagement
  - Financial subsidy
  - Referral and Linkage to Community Resources
  - Employment/Income Assistance
  - Housing Stability Plan Development/Monitoring
  - Eviction Prevention
  - Life Skill Development - TAY



RRH Outputs/Outcomes  DOING THE MOST GOOD

Utilize a Balanced Score Card Performance Measurement System

- # of Families/Individuals/Youth Housed
- % of Families/Individuals/Youth exiting with Successful Housing Outcomes (85-90%)
- # of Days to Permanent Housing (<14)



## Outputs/Outcomes

Utilize a Balanced Score Card Performance Measurement System


- Recidivism (<5%)
- Average Amount of Financial Subsidy
- % of Families/Youth Satisfied w/ Program



## Rapid Re-Housing Program

Can operate as...

- Stand-alone programming or Incorporated into shelter programming
- Single provider or multi-provider system



## TSA in Central Ohio

### Personnel Expenses

- Case Manager
  - 1 per 35-45 families/short-term RRH (3-4 mos.)
  - 1 per 10 transitional age youth in medium-term RRH (9-15 mos.)



## TSA in Central Ohio

### Operating Expenses



- Office Space
- Cell Phone
- Mileage
- Training/Conferences
- Supplies



## TSA in Central Ohio

### Financial Assistance Expenses

- Short-term: Dep + 2-3 months rent
- Medium-term: Dep + 4-7 months of rent



## TSA in Central Ohio

### Financial Assistance Expenses

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



## TSA in Central Ohio

### Administration Expenses


- Supervisor/Program Director
- HMIS



## TSA in Central Ohio

### Necessary Steps for Implementing/Sustaining RRH Programming

- Shift to Housing First philosophy
- Secure on-going funding
  - Negotiate contractual obligations that may prohibit/inhibit change
  - Diversify



DOING THE MOST GOOD

### Necessary Steps for Implementing/Sustaining RRH Programming

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



DOING THE MOST GOOD

### Necessary Steps for Implementing/Sustaining RRH Programming

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



DOING THE MOST GOOD

### Necessary Steps for Implementing/Sustaining RRH Programming

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



DOING THE MOST GOOD

### Necessary Steps for Implementing/Sustaining RRH Programming

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





## Necessary Steps for Implementing/Sustaining RRH Programming

Organizational Lessons Learned:

- It Works
- Continual staff/agency training is necessary
  - Housing First, Strengths Perspective, Maslow's Hierarchy of Needs, Systems Theory



## Necessary Steps for Implementing/Sustaining RRH Programming

Organizational Lessons Learned:

- Board updated and engaged
- Remain true to your agency mission and service philosophy
- Create appropriate outcome measurements
- Advocate for a continuum of services



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