



## Rapid Re-Housing: *An Organizational Shift to Housing First*

Beth Fetzer-Rice, MSW, LISW-S  
Director of Housing & Disaster Services  
The Salvation Army in Central Ohio

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## 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.



## 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**  DOING THE MOST GOOD

**Housing First Programs - 15**

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



**TSA in Central Ohio**  DOING THE MOST GOOD

**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)




**TSA in Central Ohio**  DOING THE MOST GOOD

**Rapid Re-Housing/Housing First Programs**

- 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




**TSA in Central Ohio**  DOING THE MOST GOOD


- 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
- Goal Development around housing maintenance, self determination, and increased skills and/or income



**TSA in Central Ohio**  DOING THE MOST GOOD

- 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



**RRH Program Components**  DOING THE MOST GOOD

- 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**  DOING THE MOST GOOD

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

- 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 (*Day 3-9*)


- 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 (*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




**RRH Program Components**  DOING THE MOST GOOD

4) Provision of Case Management Resources (Day 31 – 150)


- Home-Based Case Management
  - Progressive Engagement
  - On-going financial subsidy
  - Employment/Income Assistance
  - Referral and Linkage to Community Resources
  - Goal Development and 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**  DOING THE MOST GOOD

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 20-30 families in medium-term RRH (5-9 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
- Support Service



**Necessary Steps for Implementing/Sustaining RRH Programming**

 **DOING THE MOST GOOD**

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



**Necessary Steps for Implementing/Sustaining RRH Programming**

 **DOING THE MOST GOOD**

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



**Necessary Steps for Implementing/Sustaining RRH Programming**

 **DOING THE MOST GOOD**

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



**Necessary Steps for Implementing/Sustaining RRH Programming**

 **DOING THE MOST GOOD**

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



**Necessary Steps for Implementing/Sustaining RRH Programming**

 **DOING THE MOST GOOD**

- 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**

 **DOING THE MOST GOOD**

Organizational Lessons Learned:

- It Works – Adapt to survive!!
- 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



## Contact Information

Beth Fetzer-Rice, MSW, LISW-S  
Director of Housing & Disaster Services  
The Salvation Army in Central Ohio  
966 East Main Street  
Columbus, OH 43205  
614-437-2148  
bfetzer-rice@use.salvationarmy.org