

Rapid Re-Housing Institute

System Track
Day 1 & 2



ABOUT THE RAPID RE-HOUSING INSTITUTE

Goals

- Improve and standardize RRH practice across your community
- Align RRH programs from all funding streams with national best practice standards
- Implement RRH in a systemic way

Partners

- US Department of Veterans Affairs
- US Department of Housing and Urban Development
- The Technical Assistance Collaborative (TAC)
- Abt Associates
- National Alliance to End Homelessness
- National Coalition for Homeless Veterans

Tracks

- System Track
- Practice Track

AGENDA

Overview of RRH

- Research
- Data
- Core Components of RRH

A Framework for a Systemic Approach to RRH

- I. Align Parts of the Homeless Crisis Response System
- II. Bring RRH to Scale
- III. Standardize and Improve Practice
- IV. Mobilize Partners to Support RRH

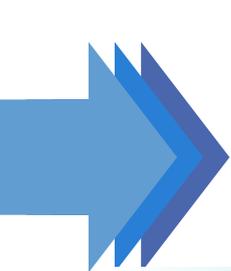
SYSTEM TRACK

Why is RRH an effective response to homelessness?

What are the core components of effective RRH?

Why and how should a community take a systemic approach to implementing RRH?

How can a community make RRH a system-wide response to end homelessness?

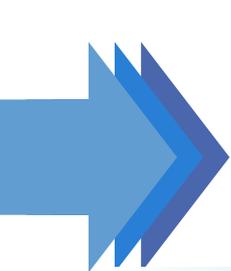


A Systemic Approach to Rapid Re-housing

Why?

Rapid re-housing is more than a program

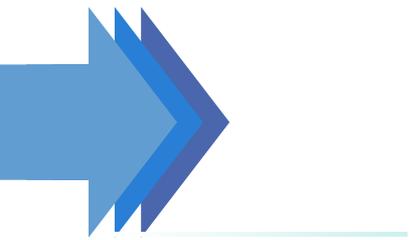
RRH is a critical system-wide strategy to end homelessness



A Systemic Approach to Rapid Re-housing

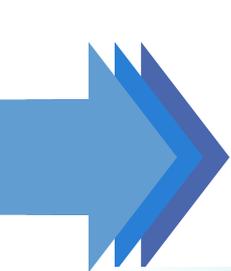
- Housing is the solution to homelessness
- The goal of an effective crisis response system is to re-house people quickly
- RRH helps people obtain permanent housing and end their homelessness quickly
- RRH works for most people experiencing homelessness

So...



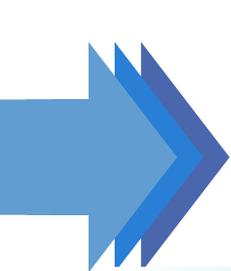
So...

RRH should be an ***integral and primary part*** of every homeless crisis response system



A Systemic Approach to Rapid Re-housing

In an *effective* crisis response system, resources and programs align roles and activities in a coordinated way around the common goal of helping people to quickly exit homelessness

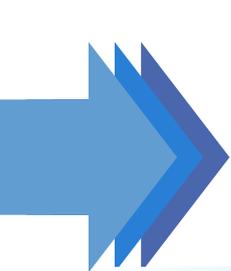


A Systemic Approach to Rapid Re-housing

- To be most successful, **RRH practice** should also be implemented in a standardized way, however it is funded
- Good RRH really requires training, high standards of practice, skills, and strong relationships with the community – landlords, other programs, systems of care
- RRH is something that agencies need to specialize in so they can do it well
- A systemic approach will promote standardized practice and high performance from providers

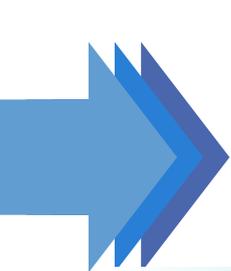
A Systemic Approach to Rapid Re-housing

Standardizing best practices in all RRH programs is particularly important for RRH to be effective in very high-cost, low-vacancy markets



Who Is Here?

- RRH Program Front Line Staff
- RRH Program Manager/Director
- Executive Director
- SSVF-funded RRH
- HUD-funded RRH
- Other-funded RRH
- CoC/ System Leadership
- Funders
- HMIS/Data Analysts
- Other



What Is Your Experience With RRH?

- Expert in RRH
- Very familiar with RRH
- Somewhat familiar with RRH
- Just learning/starting an RRH program
- I don't know anything about RRH



ACTIVITY

Complete the following statements:

“One thing I love about RRH is...”

“One question/concern I have about RRH is...”



ACTIVITY

ACTION CARDS

Throughout the next two days, on index cards, write down action items you want to complete when you go home. At the end of the two days, you will get a chance to review and compile these action items.

Overview of Rapid Re-housing



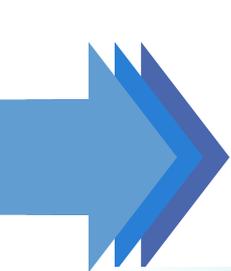
HOUSED PEOPLE ARE NOT HOMELESS



RAPID RE-HOUSING

RRRH

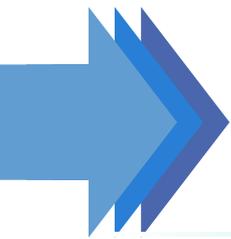
Rapid Re-Housing (RRH) **ends homelessness** for families and individuals.



What Is Rapid Re-housing (RRH)?

Rapid re-housing is an intervention designed to:

- help individuals and families to quickly exit homelessness,
- return to housing in the community, and
- not become homeless again in the near term.



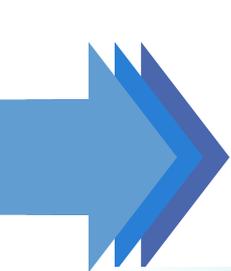
What RRH Does Do and Does Not Do

• Rapid Re-Housing **Does**

- Reduce the length of time people experience homelessness
- Minimize the negative impact of homelessness on their lives
- Assist people to access resources that can help with personal goals

• Rapid Re-Housing **Does Not**

- Eliminate poverty
- Assure people will have affordable housing (to pay 30% or less of their income to rent)
- Protect people from the impact of life losses or challenging situations
- Eliminate housing mobility



Why RRH?

Majority of households experience homelessness due to a financial or other crisis

- RRH is designed to alleviate the burden of that immediate crisis as quickly as possible

Prolonged exposure to homelessness has a significant negative impact on adults and children

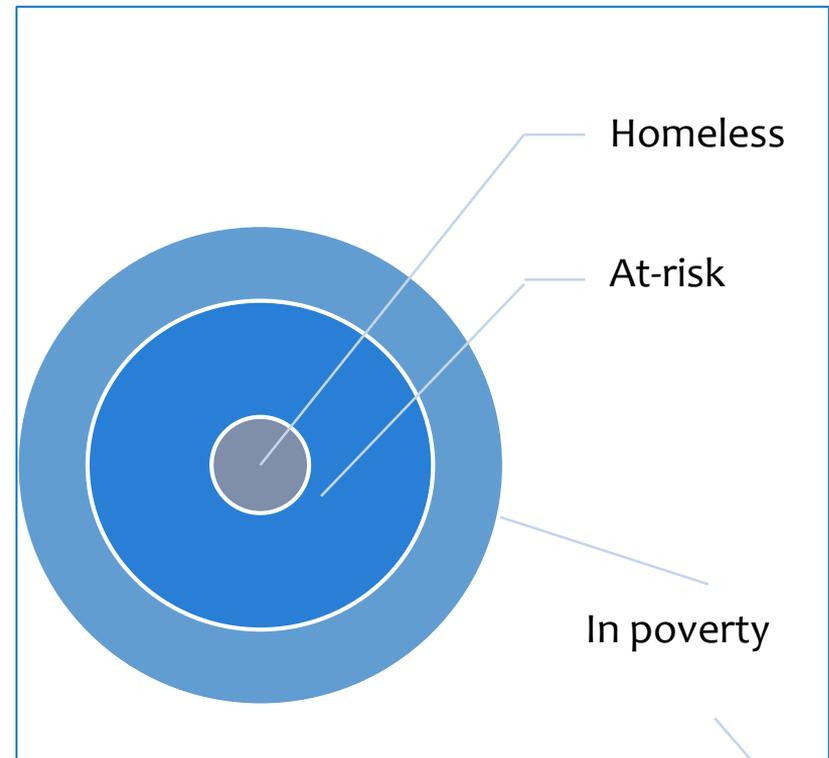
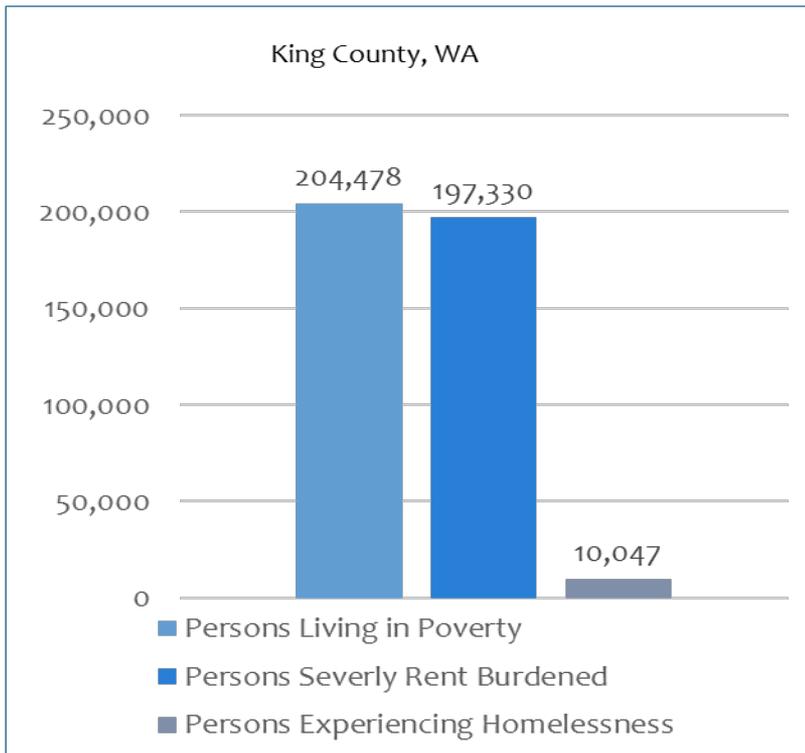
- RRH is designed to shorten the length of time people are homeless

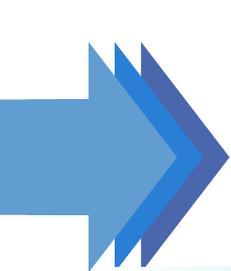
RRH is focused specifically on removing barriers to tenancy so people can return to housing

- RRH is not designed to resolve every challenge a household faces more generally
- A household can attend to challenges that may have contributed to their crisis more effectively once they are housed

Why RRH?

- Households experiencing homelessness are not significantly different than other poor households
- Most poor households do not become homeless
- Most households only need a light touch of assistance to exit homelessness
- Some sub-populations in poverty have a higher incidence of homelessness(e.g., veterans)





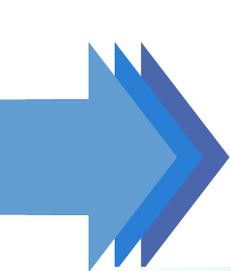
RRH: Program Philosophy and Design

Housing First Approach: Permanent housing assistance is not contingent on sobriety, treatment, background, or income

Crisis Response: RRH is designed to help quickly resolve the immediate housing crisis and end someone's homelessness

Client Choice: Participants determine when they want to be housed, choose the services they want, and have choices in the type and location of housing they enter whenever possible

Screen In, Not Out: RRH is for all types of individuals and families, no matter what kind of tenancy barriers exist

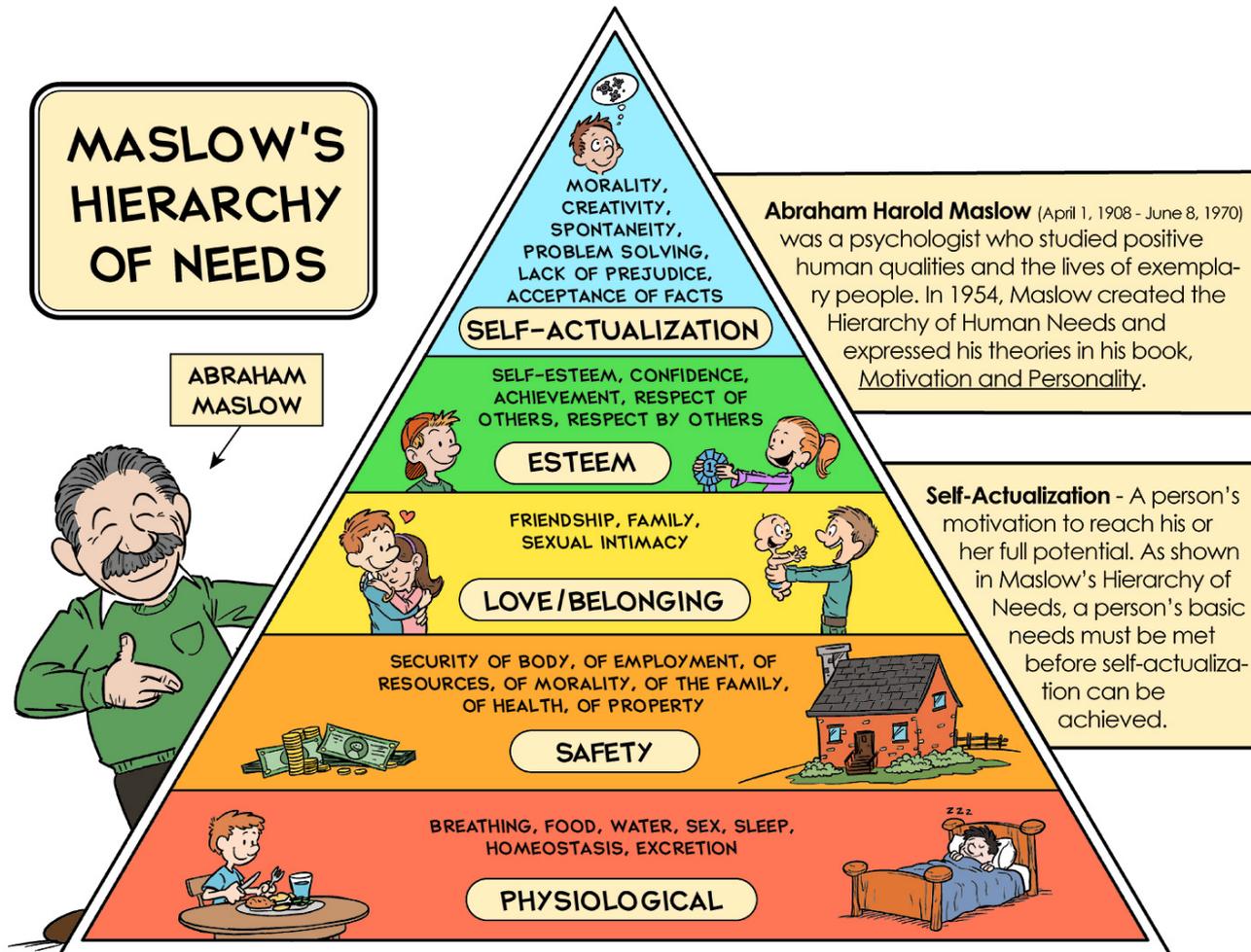


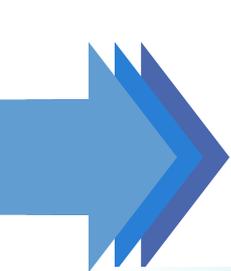
RRH: Program Philosophy and Design

What does Housing First mean?

- A homeless assistance approach that prioritizes providing permanent housing to people experiencing homelessness, thus ending their homelessness
- Housing serves as a platform from which people can pursue personal goals and improve their quality of life
- Issues that may have contributed to housing instability can best be addressed once people are permanently housed

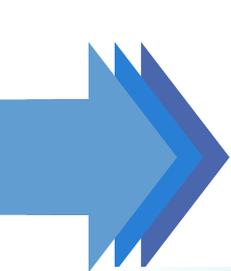
RRH: Program Philosophy and Design





RRH: Program Philosophy and Design

- So, is Rapid Re-housing for everyone? (YES!)
- Rapid Re-housing works for many types of households
 - Families
 - Individuals
 - Youth
 - Veterans
 - Survivors of Domestic Violence
 - People experiencing chronic homelessness in some instances
- No research has shown predictors who will and who will not be successful in RRH
- We can't "assess" client resiliency



RRH: Program Philosophy and Design

Don't screen people out for:

- Not enough or zero income at entry
- Low “employability”
- Lacking a “desire” to be housed
- Being “uncooperative”
- Having been unsuccessful at rapid re-housing before



ACTIVITY

Housing First Assessment

HUD Housing First Assessment Tool

Overview: This tool aims to assess and document how closely a housing and service provider adheres to the recommended best practice standards of the Housing First model, in the context of the broader work to implement a Housing First orientation at the system-level. This tool specifically evaluates project-level fidelity to Housing First, which directly impacts a system's fidelity to Housing First. In addition to the universal best practice standards identified in this tool, Continuums should also take into account their local community context and local written standards pertaining to Housing First when assessing projects. A Continuum of Care can use this tool to prompt discussion and to make recommendations for improvement to projects that identify themselves as meeting the Housing First requirements, and homeless service providers can use this tool as a self-

Provider Info tab: The Provider Information tab should be completed *prior* to beginning the assessment. Specifically, the **Project Name**, **Project Type**, **Target Sub-Population served**, and **Date of Assessment** fields need to be completed in order to populate the assessment standards and report summary with questions that are specific to the project type and population. Please complete this section prior to printing any standards for assessment.

Standards: The standards have been arranged into the following categories: *Access, Evaluation, Services, Housing, Leases, and Project-Specific*. The "Tab" chart at the bottom of this page describes each of the categories in more detail. Some of the categories are not applicable for all project types, and those standards do not need to be completed, (see "Project Type/Applicable standards" chart for the list of which standards need to be completed for each project type.)

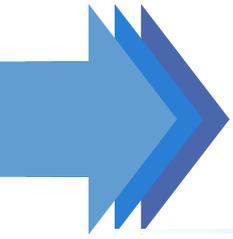
Project Type	Applicable Standards
Coordinated Entry	Access & Evaluation; Project-specific
Street Outreach	Access & Evaluation; Project-specific
Emergency Shelter	Access & Evaluation; Service & Housing; Project-specific
Transitional Housing	Access & Evaluation; Service & Housing; Leases; Project-specific
Rapid Rehousing	Access & Evaluation; Service & Housing; Leases; Project-specific
Permanent Supportive Housing	Access & Evaluation; Service & Housing; Leases; Project-specific

Safeguarding: Please keep in mind safeguarding concerns when assessing projects. In particular, we advise Continuums of Care to work with projects with victims of domestic violence to make sure that adequate safety and confidentiality policies and practices are in place before beginning assessments.

Scoring: For each standard, there are three scoring criteria: "Say It", "Document It", and "Do It" (as explained further below). To show that a project is in full compliance with each standard, the assessor should mark "Always" for each scoring criteria. Use the drop down in the three columns to the right to select "Always" or "Somewhat" or "Not at all". Once

"Say It" means that project and agency staff can describe verbally what they do concerning each standard. The assessor should be able to identify that the

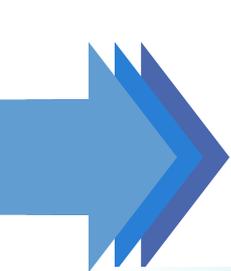
CoCs can use this new tool from HUD to assess and measure a project's progress in aligning with Housing First best practice standards, and an individual project can use this tool to identify what they are doing well and where improvements can be made



Break

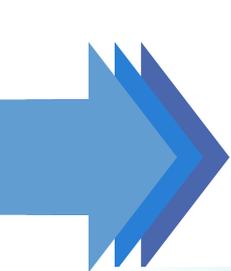
Research, Outcomes, and Data





RRH: Outcomes

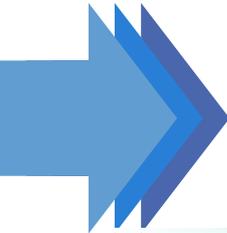
- **Increases** exits to permanent housing
- **Decreases** length of shelter stay/homelessness
 - Reduced length of shelter stays frees up crisis beds for others in need
- **Reduces** returns to homelessness
- **Increases** system flow



RRH: Research

- Households exited shelter 3.2 months faster than those referred to rapid re-housing but did not enroll
- 5 families rapidly re-housed with what it costs via transitional housing (6k per family vs. 32k)
- RRH showed equivalent results when compared to usual care in terms of housing stability

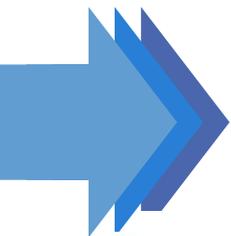
[Source: Family Options Study](#)



RRH: National Data

Supportive Services for Veteran Families (2014/2015 Reports)

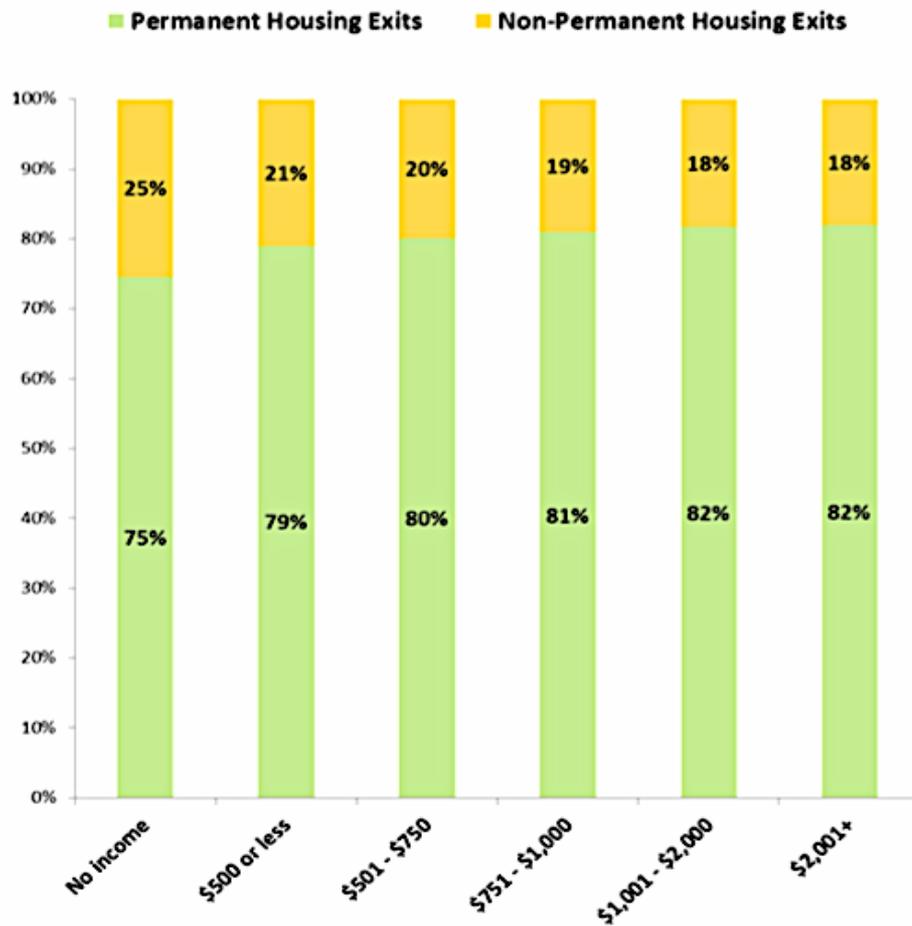
- **Veteran homeless reduced by 47 percent between 2010 and 2016**
- Since its inception in 2012, 165,589 participants have exited SSVF
- 78% (129,969) of households exited the program to permanent housing
- 90% of families and 86% of individuals were still housed 1 year after exiting the program (2014 Annual Report)
- The average length of stay in SSVF among the individuals and families who exited during FY 2014 was 15 weeks (110 days)
- The cost of SSVF rapid re-housing was \$3,689 per household

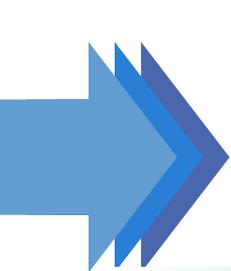


RRH: National Data

SSVF Success Rates by Monthly Income at Program Entry

PH Success Rates by Monthly Income at Program Entry Among Veterans Served, FY 2015³⁴

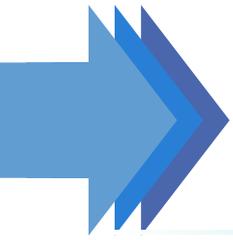




RRH: Community Data

University of Connecticut RRH Evaluation (2017)

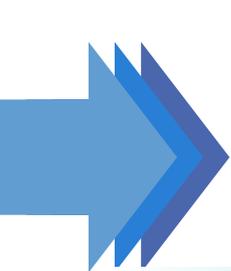
- At time of program exit, **84%** of CT RRH population clients (**669 households**) exited to permanent housing
- **5%** returned to literal homelessness
- Of those surveyed, **94%** had moved one time or less since being housing through RRH
- **92%** did not return to shelter in the first 12 months after the program
- **89%** did not return to shelter 24 months after program exit
- Those enrolled in CT RRH were **significantly less likely to return to shelter** by 12 and 24 months post-program than those who received services through emergency shelter and reported leaving to permanent housing



Questions?

The Core Components of Rapid Re-housing





Core Components of Rapid Re-Housing

Housing Identification

Rapid Re-Housing Case Management & Services

Rent and Move-In Assistance (Financial)

Rapid Re-Housing (RRH)

ends homelessness for families and individuals.

RRH HELPS



FIND HOUSING

Help people quickly find housing within one month or less.

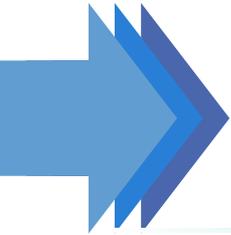
PAY FOR HOUSING

Help people pay for housing short term; longer-term help an option.

STAY IN HOUSING

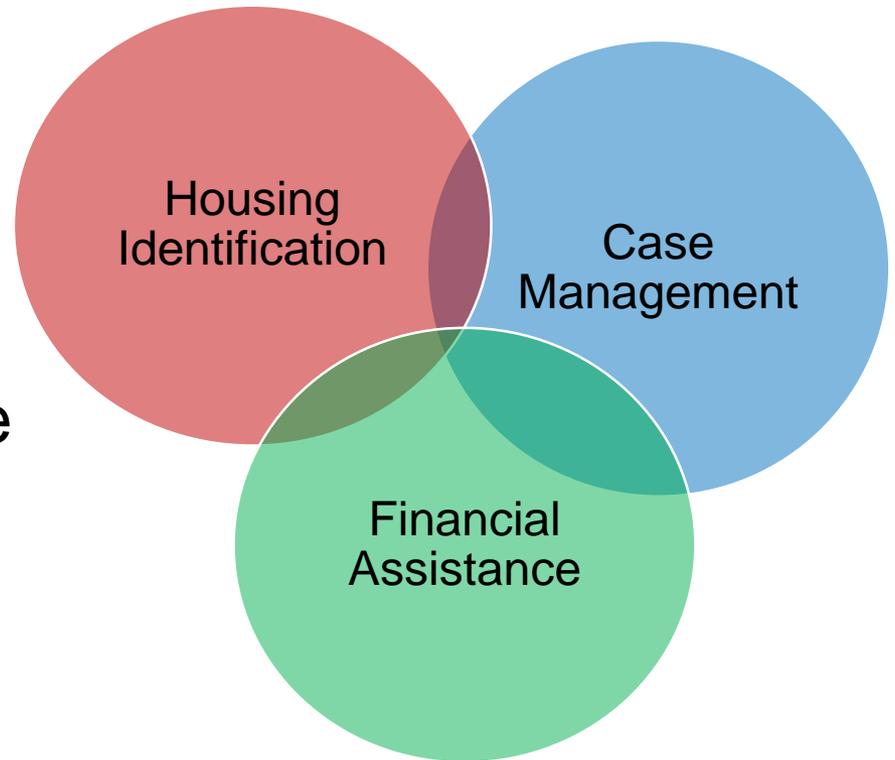
Help access services so people can stay in housing.

The **Core Components** of Rapid Re-Housing help people **find** housing fast, **pay** for housing, and **stay** in housing.



Core Components of RRH

- Not linear
- Cannot work in silos
- All three components do not have to be within one program but must be well-coordinated



Core Component: Housing Identification



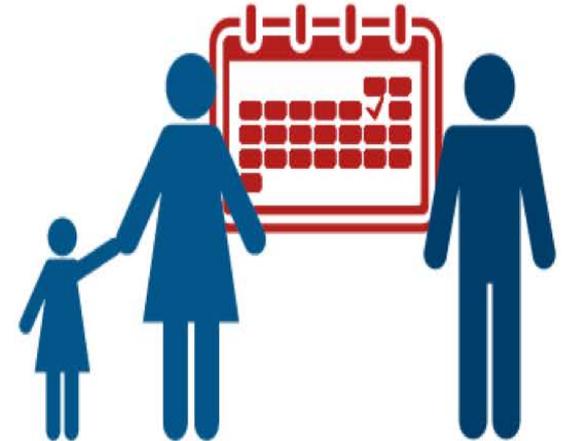
FIND FAST HOUSING IDENTIFICATION



Build relationships with landlords to have access to as many housing units as possible.

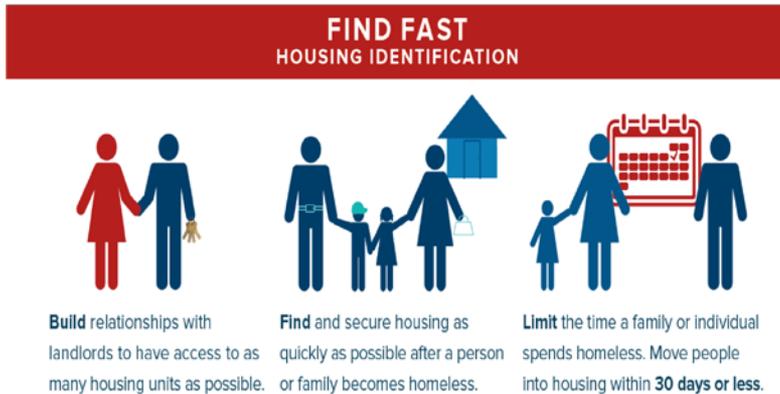


Find and secure housing as quickly as possible after a person or family becomes homeless.



Limit the time a family or individual spends homeless. Move people into housing within **30 days or less**.

Housing Identification: Principles



- Actively recruit and retain landlords willing to rent to program participants who may otherwise fail to pass typical tenant screening criteria
- Assist participants to secure housing that can be maintained after program exit
- Help participants to secure shared housing including, including negotiating landlord approval, shared rent, etc.
- Help participants access desirable units (e.g. neighborhoods they want to live in, access to transportation, close to employment, safe

-RRH Performance Benchmarks and Program Standards

Housing Identification Staffing: Roles of Housing Staff vs. Case Managers

FIND FAST HOUSING IDENTIFICATION



Build relationships with landlords to have access to as many housing units as possible.



Find and secure housing as quickly as possible after a person or family becomes homeless.

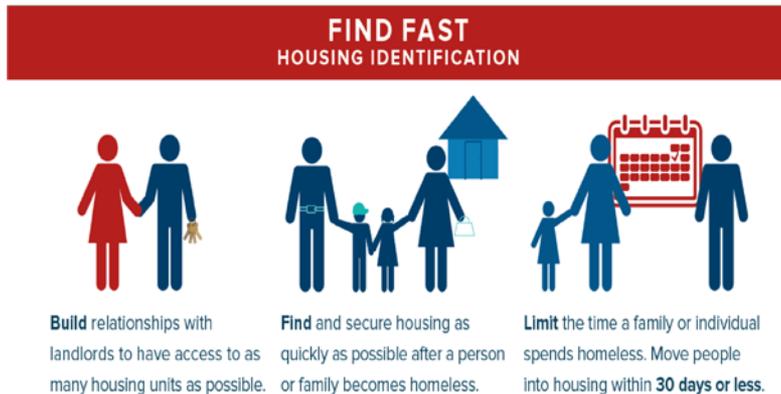


Limit the time a family or individual spends homeless. Move people into housing within **30 days or less**.

RRH Dedicated Housing Search Staff

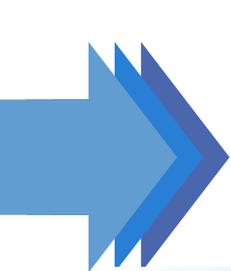
- Understands the needs and concerns of landlords
- Identifies housing resources and continually recruits landlords
- Makes the “business pitch” to landlords
- Creates a pipeline of available units
- Maintains relationships with landlords and housing partners
- Has real estate background or other housing search experience

Housing Identification Staffing: Roles of Housing Staff vs. Case Managers



RRH Case Manager

- Assists client to identify the “right” and realistic housing option
- Provides case management during and after housing placement
- Links clients to mainstream and community resources for stabilization
- Helps client identify strengths to retain housing and behaviors that contribute to housing instability
- Home-based visits

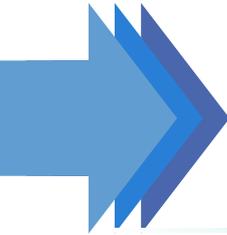


Landlord Recruitment and Retention

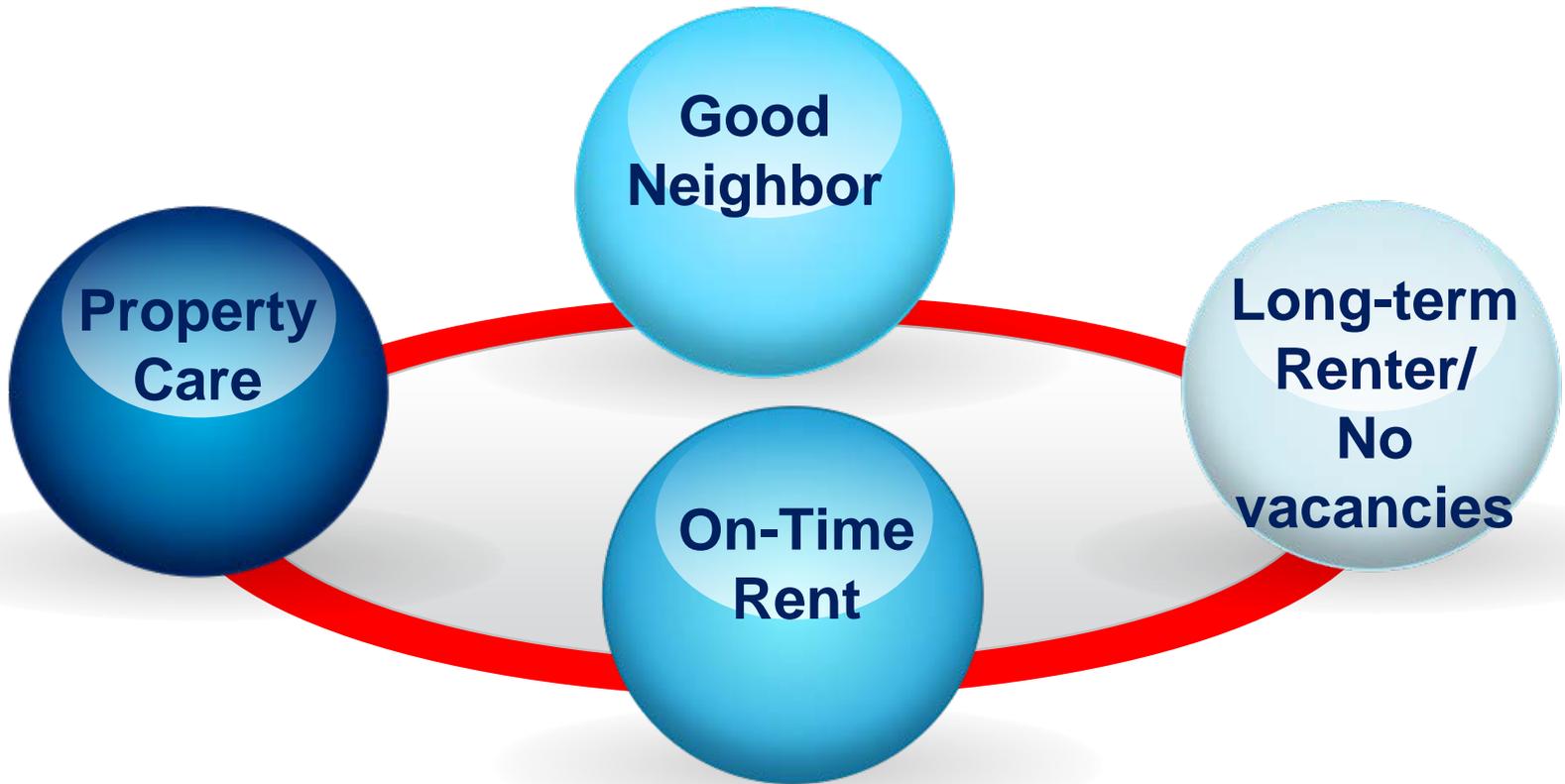
- The landlord is a vital partner to RRH
- RRH must be **responsive to landlords** to preserve and develop those partnerships for the purposes future housing placement
- Landlord recruitment must be **constant and continuous** to create a pipeline of units that are readily available to match to clients

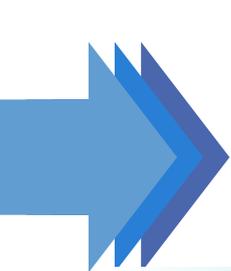
Landlord Recruitment and Retention: What Do Landlords Want?





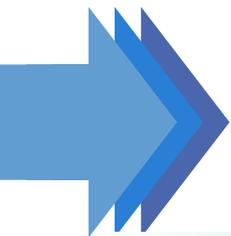
Landlord Recruitment and Retention: What Do Landlords Want?





Incentives for a Landlord Partnership

- Cut checks fast and on time
- Double damage deposit if/when needed for “risky” client
- Risk Mitigation Fund for damages caused by tenant
Help with minor repairs Steady referral source of new tenants; no need to advertise
- Calls returned within one business day
- Staff teach “good tenant” skills
- If problems can’t be solved, assist tenant to move out without an eviction
- Part of a mission to end homelessness-part of the team
- Annual recognition event, potential positive media exposure



Landlord Recruitment: Leave No Stone Unturned



Landlord Recruitment: Messaging



There are many **benefits** to participating with the community of Homeless Service Providers

Sign up today!
<http://www.pbcgov.com/SMARTLandlord>
 #SMARTLandlord (561) 355-4777



SUPPORT

Landlords **support the community** by offering affordable housing to extremely low income individuals and families at Fair Market Rent.



MARKETING

Save on **costs of marketing** and advertising your unit. We have a list of clients ready to move in.



ASSISTANCE

Every tenant has a case manager who **provides assistance** to the client and is the landlord's immediate point of contact.



RENT

Landlords **receive timely rent payments** with facilitation from the organization placing the tenant.

TENANT

Always have a tenant in your unit and reduce vacancies.

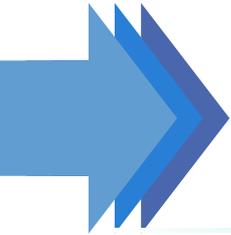




ACTIVITY: Landlord Recruitment

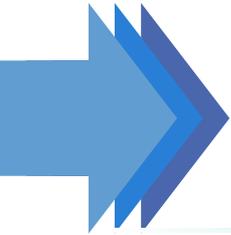
- 1) With your table, share ways you are already recruiting landlords.

- 2) As a table, make a list of new ways your can create a system-wide and coordinated strategy to recruit and retain landlords.



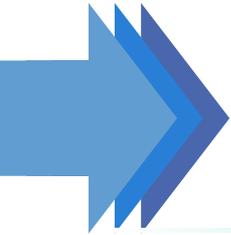
Landlord Recruitment and Retention: Program Approach

- Your system has coordinated its RRH programs to have a good outreach strategy to identify potential partners
- Your system's programs offers attractive incentives for landlords who partner with you
- Your system's programs know your landlords concerns and needs and respond to them accordingly
- Your system's programs try to create a "Win-Win" for landlords and clients through ongoing, individualized tenant and landlord supports



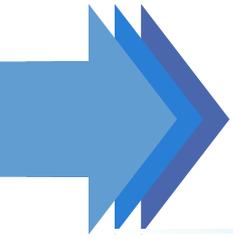
Landlord Recruitment and Retention: Systems Approach

- Centralize/Coordinate landlord recruitment
- Build a centralized database on landlords
- Coordinate all housing locators from all types of programs into one group that can share information on search and retention methods
- Integrate housing partner activities with the Continuum of Care planning and governance process
- Use common messaging and outreach methods
- Use common incentives so that landlords don't "program shop" for the best deal
- Respond to landlords concerns in a coordinated way
- System should create standards for "landlord engagement and care" for all RRH programs to use
- Involve political persuasion



Landlord Recruitment and Retention: Risk Mitigation

- Covers damage above and beyond security deposit
- Funded by foundations, city, county
- Funds are used very rarely
 - Denver: One claim since 2014
 - Orlando: No claims since 2014
 - Portland: One claim since 2014
 - Seattle: Original funds since 2009 remain



Lunch

Core Component: Rent and Move-in Assistance



HELP PAY

RENT AND MOVE-IN ASSISTANCE



Pay for security deposits,
move-in expenses...



... and/or rent and utilities.

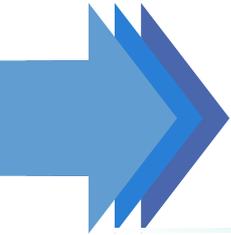


Length of assistance varies,
but often **4 to 6 months**.

Rent and Move-in Assistance: Principles



- Assistance is **flexible and tailored** to the varying and changing needs of a household
 - Financial assistance is **not a standard “package”** and must be flexible enough to adjust to participants’ unique needs and resources, especially as participants’ financial circumstances or housing costs change.
- Provide assistance in a **progressive** manner – start with the amount that is necessary for participants to **move immediately out of homelessness and to stabilize** in permanent housing and provide more *when and if needed*.
 - This helps to maximize the number of households able to be served



Why Should Financial Assistance Be Flexible and Tailored?



- Each household has different needs and strengths and RRH is designed to respond to those differences
- Every household doesn't need the same amount of assistance to exit homelessness and stabilize in housing
- Builds on the strengths of households and believes in their resiliency

Structuring Financial Assistance: Program-level Progressive Engagement

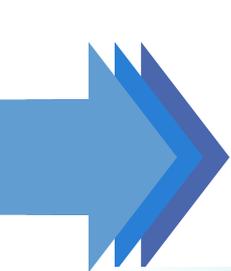


- Program initially provides a basic amount of financial assistance that is just enough to help a household obtain and eventually sustain housing on their own
- Program periodically assesses if the household is on the path to self-sufficiency or needs more assistance
- If the initial amount of assistance provided *is* enough for the household to sustain housing on their own and not become homeless in the near term, assistance will not need to be extended/increased
- If periodic assessment shows household needs more assistance, the program can extend/increase financial assistance as needed and provide proactive case management to help the household stabilize in housing until they are no longer at risk of becoming homeless

Structuring Financial Assistance: Program-level Progressive Engagement

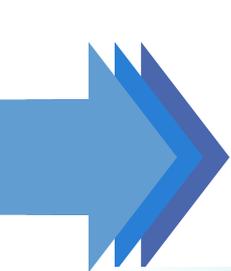


- When each household receives only what is needed to help them exit homelessness, programs have more resources to help others who are struggling and waiting for assistance
- You can always add more support, services and financial assistance, but it is much more difficult to take it away



Use Data to Adjust Method of Structuring Assistance

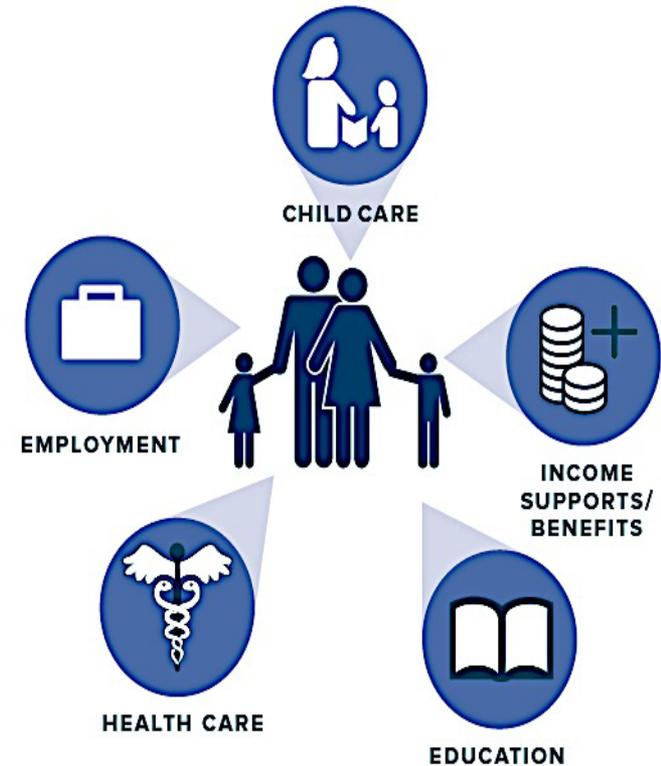
- **Unacceptable losses or rates of return to shelter?**
 - Re-size financial assistance, provide longer assistance, check-in more often, develop new partnerships
 - Look at service package and training
 - Do case managers need training?
- **Almost zero recidivism?**
 - Try giving less support
 - Examine admissions criteria-- are you “creaming”?
 - Remember: Some Failure is likely
- **Some succeed and some don't?**
 - Is there a pattern (household, staff, etc.) that can help you improve outcomes?
 - Are there patterns between/amongst providers?



Remember!

- Remember the goal of RRH: ending the housing crisis quickly—for this household and all the other households experiencing homelessness
- Households who have experienced homelessness are very resilient and data shows most will keep their housing even while remaining very poor
- RRH financial assistance designed to pay for housing, not alleviate poverty
- Do not count on a permanent subsidy being available

Core Component: Case Management and Services



HELP CONNECT TO JOBS AND SERVICES

Connect families and individuals to services and supports in the community.

Help resolve issues that may threaten housing stability, including conflicts with landlords.



Case Management and Services: Principles

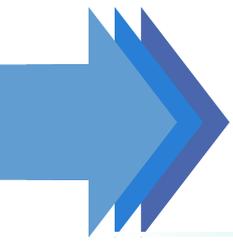
- RRH case management focuses on helping a household obtain and maintain housing RRH case management should be client-driven and **voluntary**
- RRH case management should be **flexible in intensity** — offering only essential assistance until or unless the participant demonstrates the need for or requests additional help



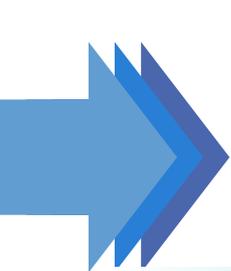
Case Management and Services: Principles

- RRH case management uses a **strengths-based** approach to empower clients
- RRH case management reflects the **short-term nature** of the rapid re-housing assistance
- RRH case management is home-based



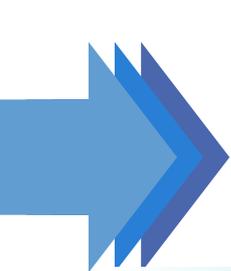


Questions?



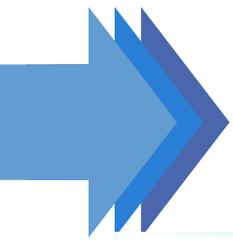
A Systemic Approach to Rapid Re-housing

- I. Align Parts of the Homeless Crisis Response System
- II. Bring RRH to Scale
- III. Standardize and Improve Practice
- IV. Mobilize Partners to Support RRH



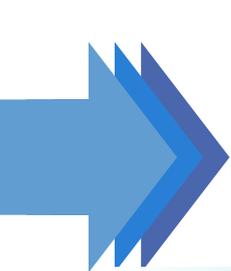
What is a System?

- Inter-dependent parts
- Regularly interacting
- With a defined set of resources and practices
- Working together
- To achieve a common goal



What is System Flow?

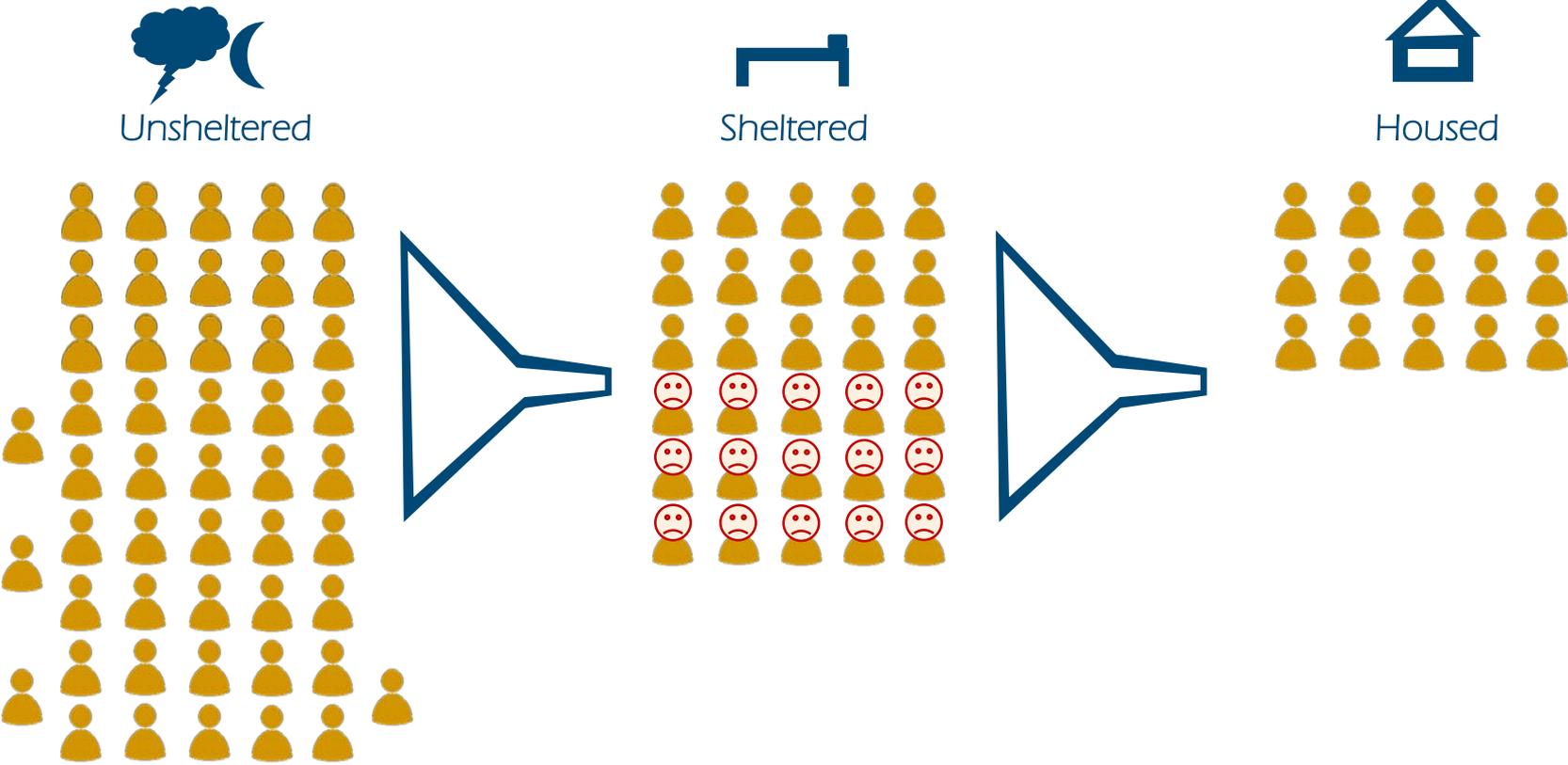
An efficient and coordinated process that moves people from homelessness to housing as quickly as possible.



A "Stuck" System:

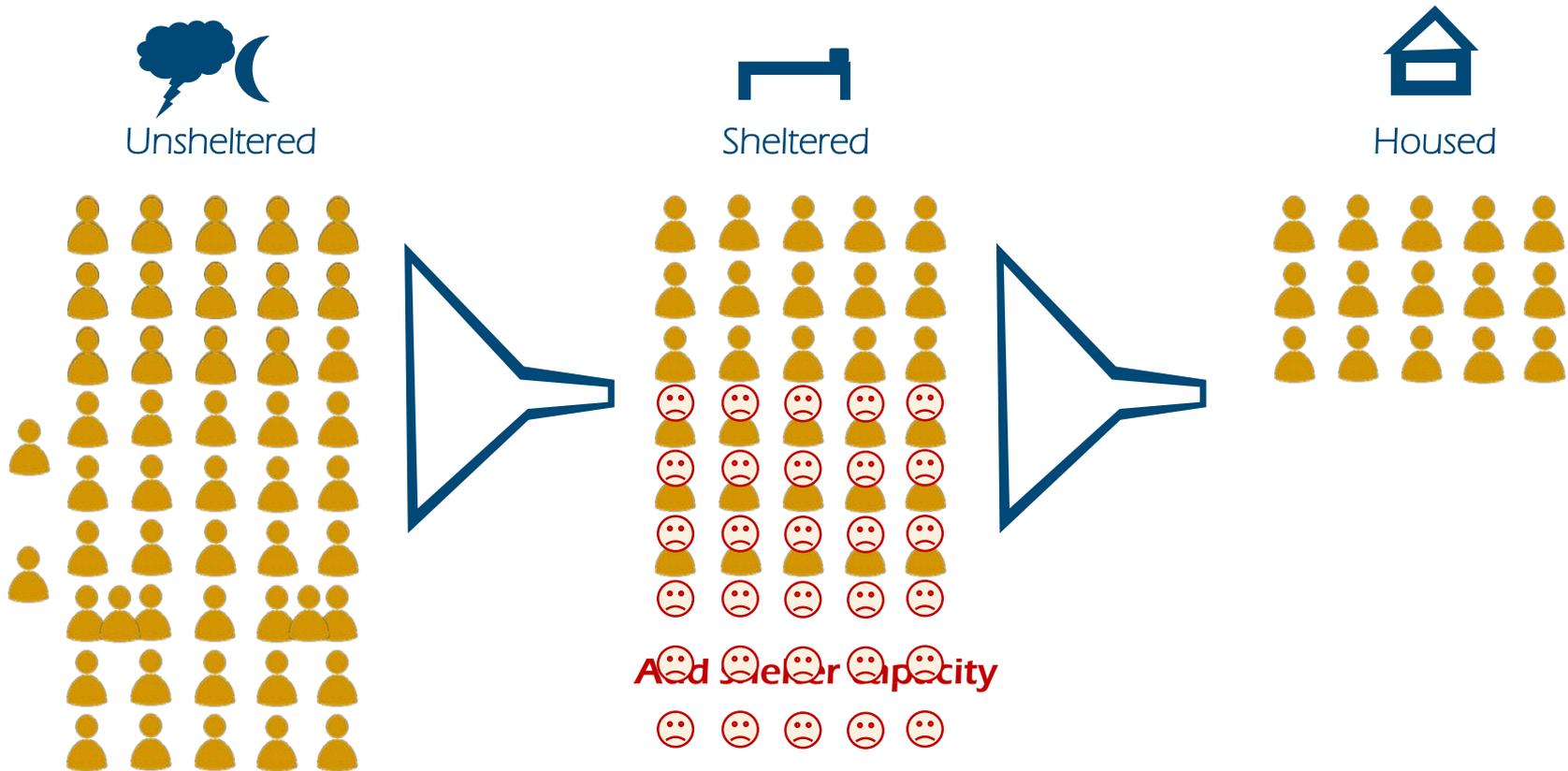
- Unchanging or increasing number of unsheltered people
- Waitlist for shelter
- Long lengths of stay in shelter (more than 30 days)
- High percentage of exits from shelter back into homelessness
- Average length of homelessness is not decreasing
- Long waitlists for RRH, PSH
- No diversion strategy in place

A “Stuck” System



49 unsheltered + 30 sheltered = **79**

Adding More Shelter Capacity



$$34 \text{ unsheltered} + 45 \text{ sheltered} = 79$$

Adding More RRH Capacity



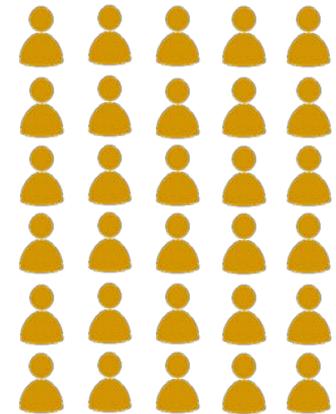
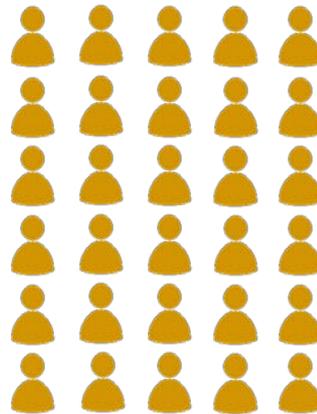
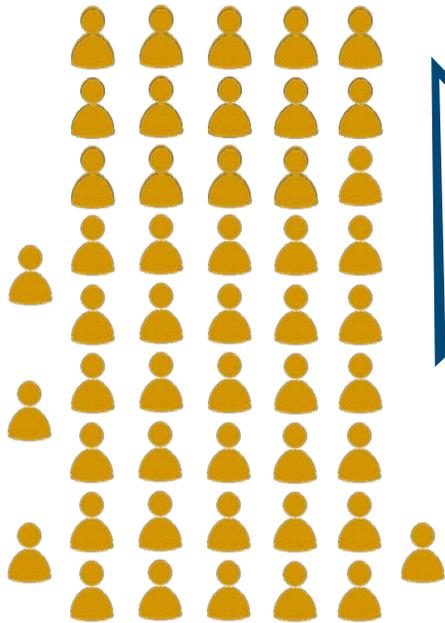
Unsheltered



Sheltered

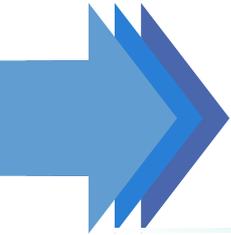


Housed



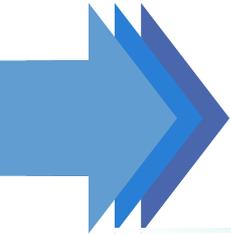
Add RRH capacity

$$34 \text{ unsheltered} + 30 \text{ sheltered} = \mathbf{64}$$



Characteristics of an Effective Crisis Response System With Good System Flow

- **Prevention of or diversion** from homelessness when possible
- **Rapid identification and engagement of people** experiencing unsheltered homelessness to connect them to crisis services
- **Quick, accessible pathways to shelter** and other crisis services with short stays in shelter
- **Rapid connection to permanent housing** for all sheltered and unsheltered people, with priority on most vulnerable



Characteristics of an Effective Crisis Response System With Good System Flow

- **Enough rapid re-housing** and other housing interventions to match the needs of people in a community to decrease number of people experiencing homelessness and the average length of homelessness across the system
- Utilization of long-term and intensive resources like PSH and vouchers reserved only for small number of people who most need those to exit homelessness
- Strong connections to internal and external system partners, services, and mainstream agency benefits and networks to promote longer-term housing stability

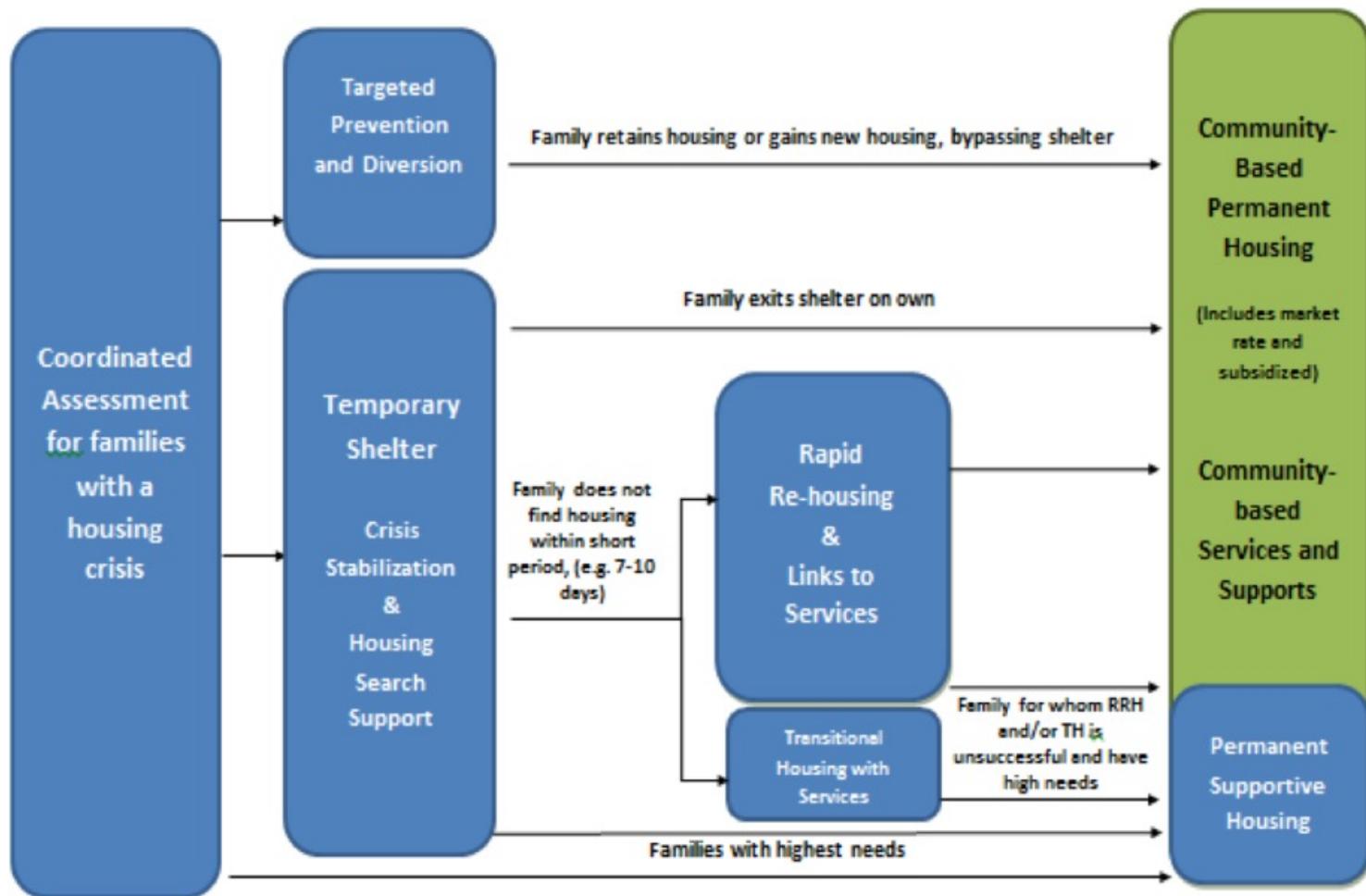
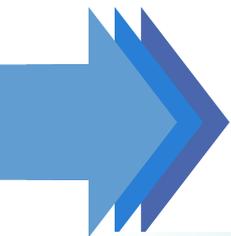
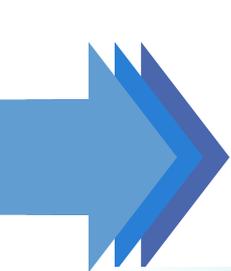


Diagram of Crisis Response System
 From Family Connection, US Interagency Council on Homelessness

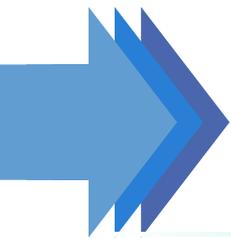


Break



Align Parts of the Crisis Response System

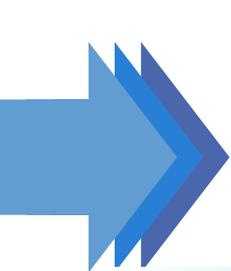
1. **Align all interventions of your system** around the common goal to quickly get people into permanent housing
 - Create “system flow”
 - Align diversion, outreach, emergency shelter, transitional housing, rapid re-housing, and other permanent housing interventions (PSH, vouchers, etc.)
2. **Design and align system activities** to support this goal
 - Ongoing Diversion
 - Coordinated Entry
 - System-wide Progressive Engagement
3. **Develop strategic resource collaboration and coordination** across all types of providers to support this goal



Align Parts of the Crisis Response System

Define Roles

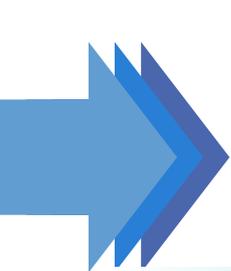
- What is the role and function of each part of the system?
 - What is the purpose of each intervention?
 - Who is each intervention for/who does it serve?
- What role does each intervention play in improving system performance outcomes?
 - Exits to permanent housing
 - Average length of homelessness
 - Returns to homelessness



Role of Diversion

What is it?

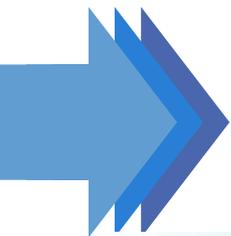
- A problem-solving strategy that prevents homelessness by helping people experiencing a housing crisis and seeking shelter to preserve their current permanent housing situation or make immediate alternative arrangements without having to enter shelter
- Services that offer conflict resolution and mediation with landlords, friends, or family. Connection to mainstream services, housing search assistance, housing stabilization planning, limited financial, utility, and/or rental assistance
- Doesn't necessarily require financial resources or a separate diversion program to provide diversion services effectively



Role of Diversion

What role does it play in improving system outcomes?

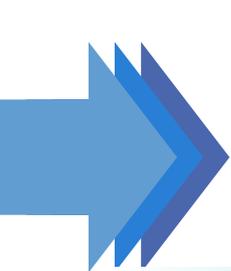
- Reduces new entries into homelessness
- Improves system flow
- Conserves and targets homeless resources for those who need it the most—shelter beds used only when there is no alternative and cuts down on shelter waitlists



Role of Street Outreach

What is it?

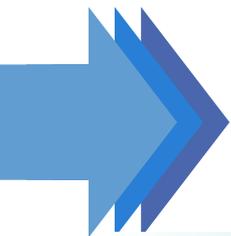
Coordinated, comprehensive outreach to people who are unsheltered and ensures all areas of the geography are covered



Role of Street Outreach

What role does it play in improving system outcomes?

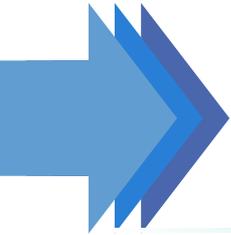
- Ensures that all homeless households are identified and connected to service and housing support
- Provides direct connection to coordinated entry, shelter, or other safe temporary settings where people can access housing supports



Role of Emergency Shelter and Crisis Housing

What is it?

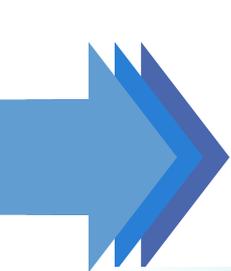
Provides low-barrier and immediate access to crisis housing and services and focuses on rapidly exiting people to housing or connecting them to housing support programs and services



Role of Emergency Shelter and Crisis Housing

What role does it play in improving system outcomes?

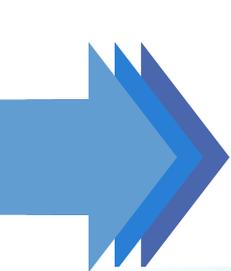
- Ensures individuals and households experiencing homelessness have a safe, decent place to stay that is immediately accessible while focusing on exiting people to housing
- Provides housing support within shelter or connections to rapid re-housing and other housing resources for quick exits to housing.
- Contributes towards the performance of the system:
 - Length of time people spend homeless
 - % of people exiting to housing vs. exiting to homelessness
 - Recidivism



Role of Transitional Housing

What is it?

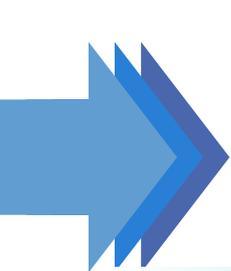
- Provides low-barrier, longer-term, and more intensive residential services for specialized populations based on client choice and self-determined goals
- Also can serve as short-term crisis housing
 - TH extends length of time people spend homeless at high cost so should only be used in limited instances for people who really need an intensive and service-rich TH stay
 - TH should maintain a Housing First/Low Barrier approach to services and housing connections



Role of Transitional Housing

What role does it play in improving system outcomes?

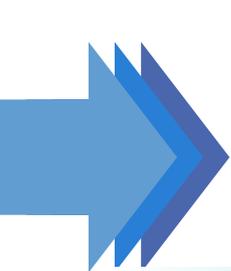
- Facilitates connections to permanent housing and connection to services in the community for particular populations who choose more intensive support services and a longer length of stay in temporary housing
 - Note: Impacts average length of homelessness



Role of Permanent Supportive Housing

What is it?

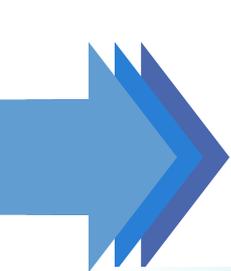
Permanent housing with intensive supports targeted to people who are chronically homeless (with disabilities and those with the highest level of vulnerabilities and barriers to maintain permanent housing)



Role of Permanent Supportive Housing

What role does it play in improving system outcomes?

- Provides a permanent housing subsidy and intensive supports for people with the greatest needs
- Decreases returns to homelessness
- Provides a housing solution for people who have been housed through RRH one or more times but show a need for more permanent assistance (Progressive Engagement)



Role of Rapid Re-housing

What is it?

- Helps individuals and families quickly exit homelessness and return to permanent housing by providing housing identification, financial assistance, and case management and services when needed

What role does it play in improving system outcomes?

- Creates system flow by moving people from the streets and shelter into permanent housing quickly
- Shortens the length of time people spend homeless
- Decreases returns to homelessness



ACTIVITY

“Unsticking” The System to Create Flow

- 1) Read your table's scenario
- 2) Follow instructions to review how the system scenario can be improved to create better system flow

Rapid Re-Housing Institute

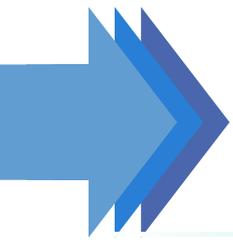
System Track
Day 2



AGENDA

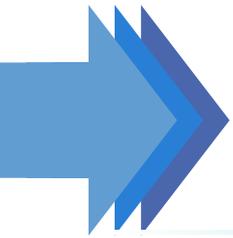
A Framework for a Systemic Approach to RRH

- I. Align Parts of the Homeless Crisis Response System
- II. Bring RRH to Scale
- III. Standardize and Improve Practice
- IV. Mobilize Partners to Support RRH



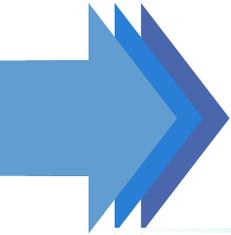
Review of Yesterday

Questions?



Align System *Activities*

- System-wide Progressive Engagement
- Coordinated Entry

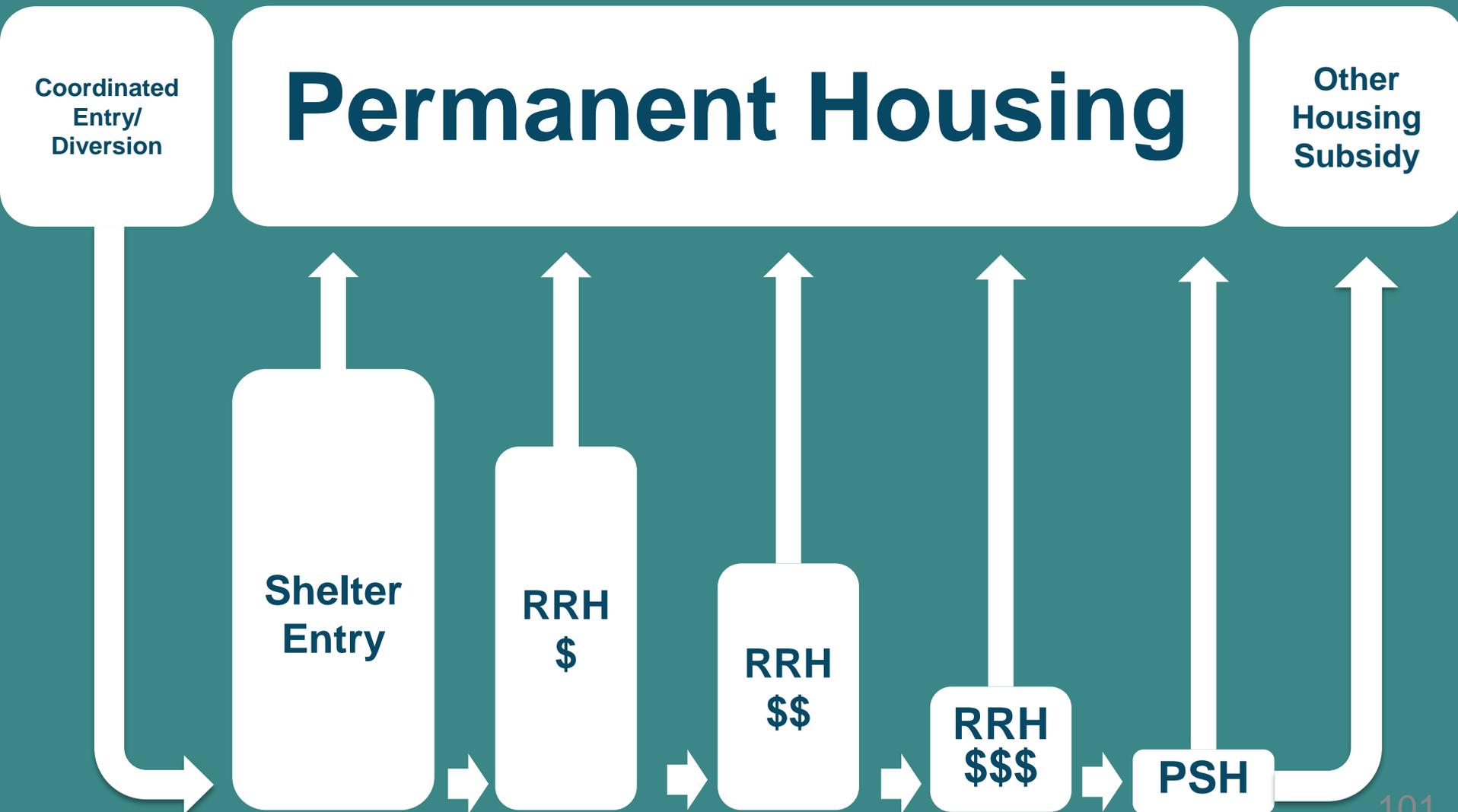


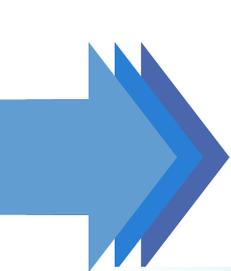
Progressive Engagement Across the System Using RRH

What is system-wide progressive engagement?

Progressive engagement (PE) is a system strategy to provide most or all people with just enough RRH assistance at system entry to help them exit from homelessness, while reserving intensive resources for people who are most in need of PSH and longer-term supports, in order to shorten the time people are homeless and help more people exit homelessness.

System-Wide Progressive Engagement

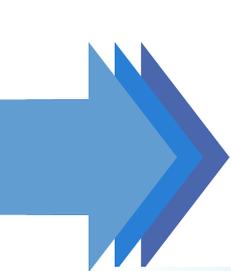




Progressive Engagement Across the System Using RRH

How?

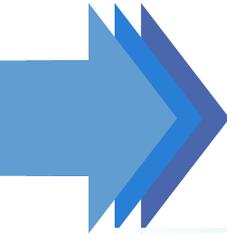
- Provide a light touch (RRH) to all people entering the system, offering more only when need arises
- Provide just enough financial and services support needed to help people obtain and stabilize in housing
- Provide a “backstop” of a deeper resource if RRH or other interventions aren’t working out (PSH, vouchers, other longer subsidies)
 - System can match the small % of people with PSH and more intensive supports at system entry if they are eligible (e.g., chronically homeless) but should save some of these resources to provide a “back-stop” who show a need for more than RRH



Progressive Engagement (PE) Across the System Using RRH

Why?

- We want to try RRH for lots of households and PE helps use RRH efficiently to serve more people
- But, we know it won't work every time for every household
- AND, we aren't good at telling who at the front end is going to succeed
- So, rather than screening people out at the front end, we should build our system to give people the opportunity to get RRH
- Reserve the resources to provide that something deeper when and if what we're trying isn't working. But don't think of all RRH as a bridge!



Progressive Engagement Across the System Using RRH

Differences between PE at program-level and system-level:

- Program-level: Do periodic assessments within RRH programs before continuing support
- System-level: Deep resources like vouchers and PSH are able to step in when RRH has been tried (one or many times) and is not enough
 - Coordinated Entry ensures system has some deeper resources “in the back pocket”

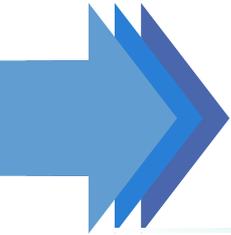


ACTIVITY

Progressive Engagement Activity

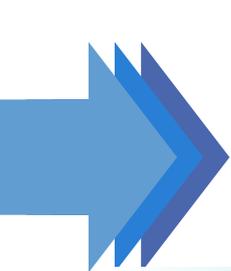
Who Needs More Assistance and Is the System Structured to Respond?

Read the scenario and discuss and decide.



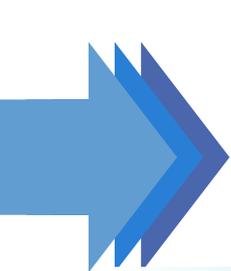
Progressive Engagement Debrief Discussion

- How should the system decide when enough assistance is provided?
- How should the system respond when rapid re-housing ends and isn't enough?
- How should accessing deeper resources be structured to be client-centered?



Role of Coordinated Entry

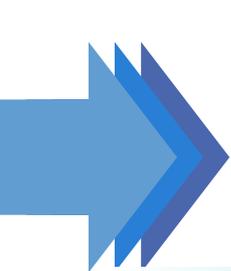
The purpose of implementing a Coordinated Entry System (CES) is to align providers and resources within a system to ensure every person experiencing homelessness is accounted for and helped with the most appropriate and available support...and, in the fastest way possible.



Coordinated Entry and Prioritization of RRH

Who gets RRH?

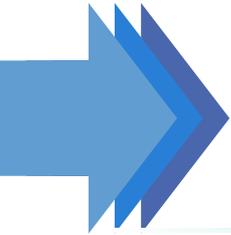
- A system with the goal of housing people quickly should prioritize most people for RRH
- Have a clear and transparent prioritization process



Coordinated Entry and Prioritization of RRH

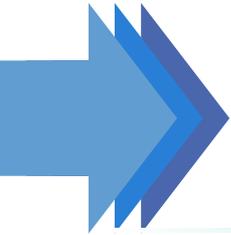
How?

- Rapid re-housing is offered as the primary intervention for most families, individuals, young people, including newly homeless, and long-term stayers
- Use assessment tools as helpful guides but not as the only or final say in prioritizing for every household
 - Assessment tools are not predictive of who will be successful in RRH – they are one component to a comprehensive assessment and prioritization strategy
- Don't prioritize to a resource that has a long waiting list or that you don't have so people have to stay homeless longer!



Coordinated Entry and Prioritization of RRH

- “One of the most important factors to successfully ending an episode of homelessness is **the speed** with which the intervention is made available to the person”
- “Ensure that the prioritization process does not allow people who are more vulnerable... to languish in shelters or on the streets because more intensive types of assistance are not available”
- “CoCs should not assume that because a person is prioritized for one type of assistance, they could not be served well by another type of assistance”



Coordinated Entry and Prioritization of RRH

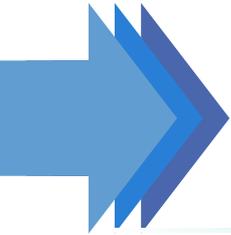
Dynamic Prioritization

A system management approach that considers an array of factors to assess a participant's priority in real time and make a quick referral to available housing

Prioritize – continuously adjusted with inflow

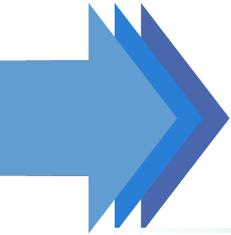
Refer – based on what's available

- The process of prioritization and referral to a housing and supports intervention is nimble
- The concept of who is “most vulnerable” can change dynamically in relation to other CES participants currently known to the CoC



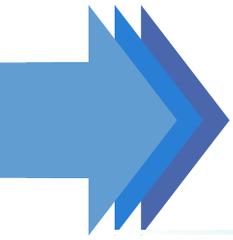
Coordinated Entry and Prioritization of RRH

- Avoid creating long waitlists through your prioritization process
- Consider Rapid Re-housing (or other available interventions) for highly vulnerable people if waiting time for PSH is excessive
- HUD, VA and USICH all agree: Prioritize, but **don't assign to nothing!**



Coordinated Entry and Prioritization of RRH

- How could your coordinated entry system ensure people aren't skipped over because they aren't assessed as a "good fit" for RRH?
- Is anyone doing dynamic prioritization? If so, how is it working?

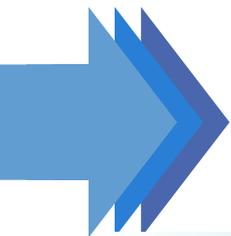


Questions?

A Systemic Approach to RRH

Bring RRH to
Scale

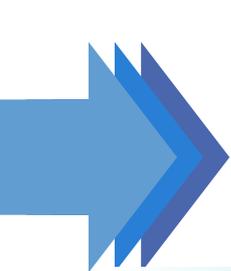




A Systemic Approach to RRH

II. Bring RRH to Scale

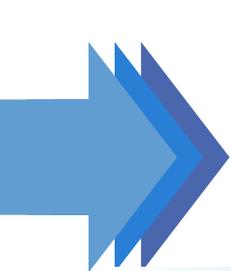




Bring RRH to Scale

Why?

- The resources of the crisis response system need to reflect this systemic alignment and prioritization of RRH as a primary strategy
- There needs to be enough RRH for everyone who needs it - we can't have a system that says we prioritize re-housing people rapidly and make people wait months or even years for that resource
- Scaling is important to efficiency and effectiveness of RRH
- RRH is the best intervention to create flow in the system

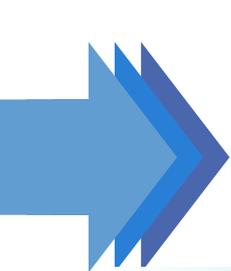


Bring RRH to Scale

Why?

Scaling up RRH is a key feature of communities that have seen significant decreases in their homeless numbers:

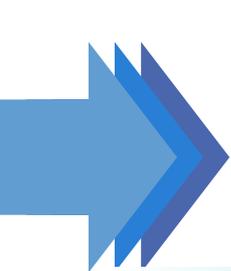
- Houston
- Virginia
- Salt Lake City
- Mercer County, NJ



Bring RRH to Scale

How?

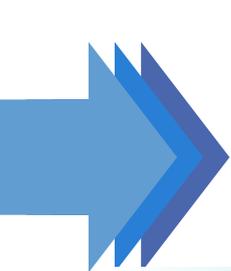
- Look at the whole system and identify where RRH is needed
- Take stock of your system's needs, strengths and gaps
- Analyze your programs' and system's performance
- Assess your system's investments and existing resources
- Allocate resources to match the need



Bring RRH to Scale

Gaps

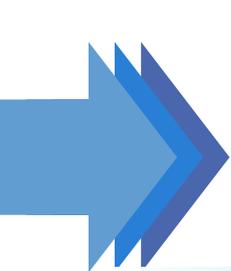
- Knowledge of gaps helps you understand where new or reallocated resources should go
- Use system data to identify gaps
 - HMIS, PIT, HIC, By-name-list Data, CES data
- Where is RRH needed to create flow?
 - What populations are not getting RRH?
 - Where are people getting “stuck” waiting for a housing resource?
 - What are the barriers to accessing RRH?



Bring RRH to Scale

Gaps

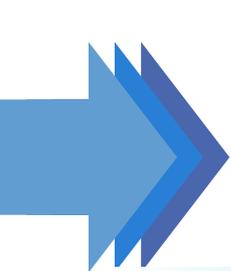
- Along the way, look for “deal-breaker” gaps that bottleneck the system
- Is RRH or another intervention or service not being accessed because of an unnoticed barrier?



Bring RRH to Scale

Performance Data

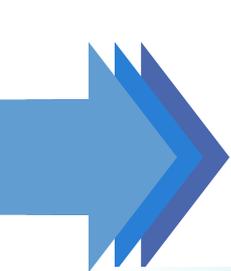
- Use program performance data to make resource decisions between programs
 - Which RRH programs are most successful?
 - Which RRH programs are particularly good at serving a sub-population or geographic region?
 - Which programs are good at a particular core component of RRH?
- Use system performance data to allocate to more effective interventions
 - Which interventions are meeting the system's goals and which ones are not as effective?
- Allocate resources to strong performers
- Build capacity and infrastructure to administer high-quality and standardized RRH in programs that do not have strong outcomes



Bring RRH to Scale

Demand vs. Resources

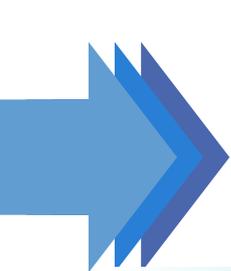
- What percentage of your resources are being used on RRH and does it match the demand?
- Demand will likely always be higher than resources
- Consider who needs housing (everyone who is experiencing homelessness)
- What are your seasonal or other growth patterns?
- What other external factors are at play? New housing being developed? Programs ending?



Bring RRH to Scale

Assess Existing Funding Sources

- Are you maximizing all current funding sources?
- Are funding sources being used in the most strategic way?
- Can you move funding from a less effective intervention to RRH?



Bring RRH to Scale

Assess Existing Funding Sources

Traditional Homelessness Funds

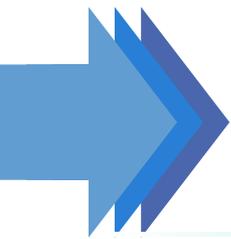
- ESG
- CoC

Other Government

- TANF
- CDBG
- HOME
- Housing Trust Funds
- State/local (SHIP)
- EFSP (FEMA)
- SSVF

Private/Other

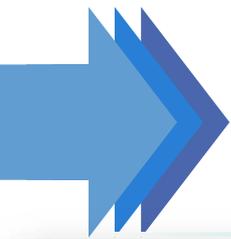
- Foundations
- Faith
- Business/BID



Bring RRH to Scale

Braiding and Blending Funding

- Funding sources have different restrictions so figure out which funds can be used
 - If you can combine sources, you can move households through RRH services and have multiple sources address different core components of RRH
- Make it seamless: the household being served should never feel the change in funding type
- With sources braided, more households can be served and with a wider array of options

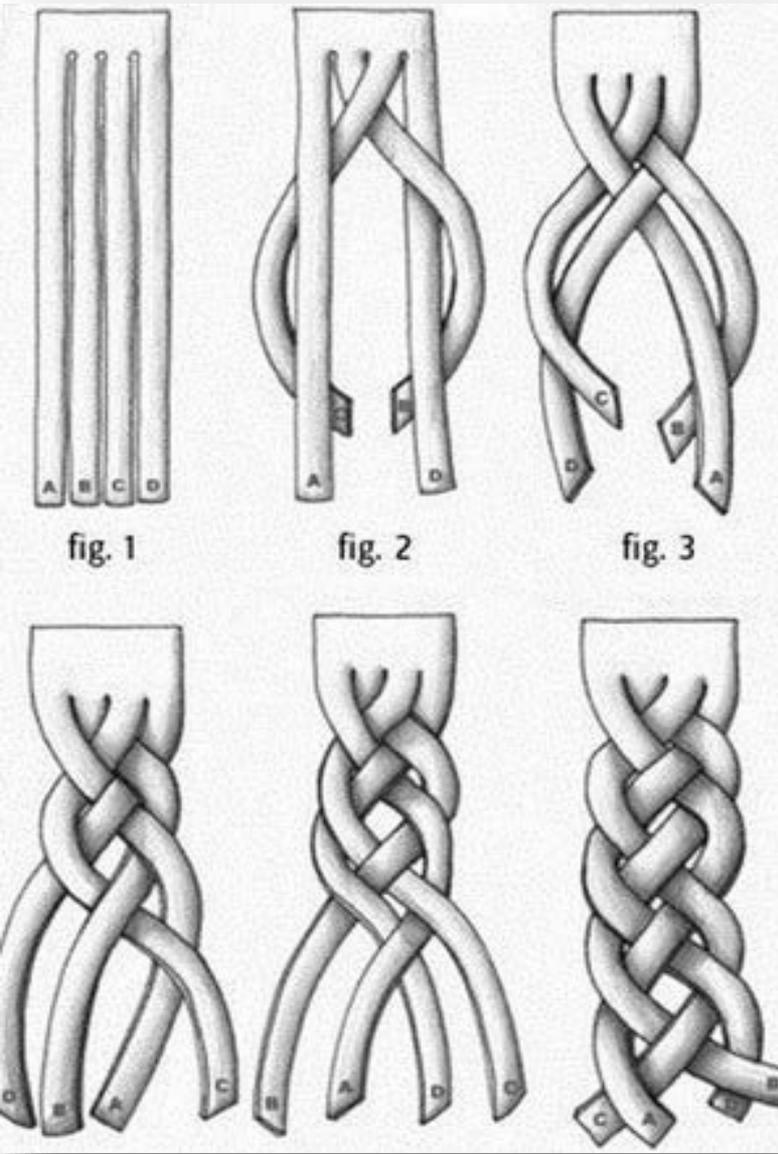


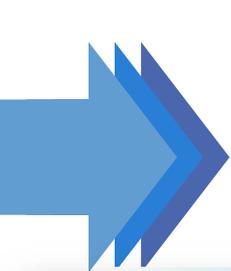
Bring RRH to Scale

Braiding and Blending Funding

Braiding Funding

- Lots of different funds are used for rapid re-housing
- Funding streams may have different eligibility or reporting requirements
- Tracking and accountability is maintained at administrative/systems level
- One contract





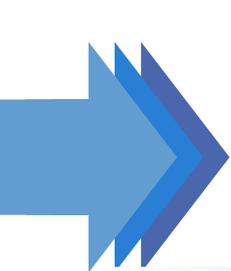
Bring RRH to Scale



Braiding and Blending Funding

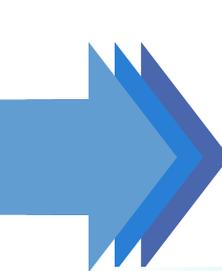
Blending Funding

- Lots of different funds are combined into a flexible pool for rapid re-housing
- One set of eligibility and reporting requirements
- They are allocated to providers without specific requirements
- One contract



Ancillary (and Critical) Supports to Bring RRH to Scale

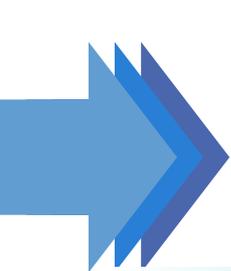
- Accounting support
- Managerial support
- Political entities and public officials
- Community connections
- Development/fundraising support
- Communications



Ancillary (and Critical) Supports

Accounting Support

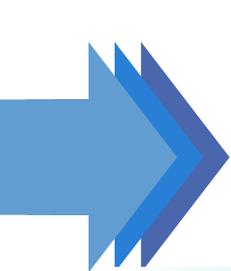
- Households need application fees, rent checks, etc., RAPIDLY!
- Consider which systems can administer and track Rapid Rehousing and which can't
- Especially when multiple funding sources are involved, accounting practices can make or break the structure of the program



Ancillary (and Critical) Supports

Managerial and Supervisor Support

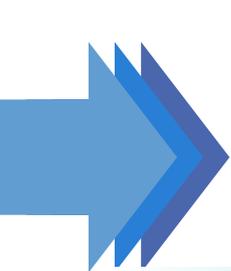
- Rapid Rehousing is short-term: Managers and Supervisor are key for supporting a quick-decision based program
- Administrators, boards and other oversight entities can provide support for the RRH system



Ancillary (and Critical) Supports

Political Entities and Public Officials

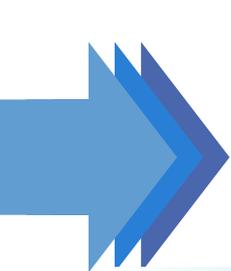
- Education about what RRH can do and cannot do is imperative
- Equip your politicians and public officials with outcomes data they can discuss
- As you continue to grow your RRH system, public officials can be instrumental in disseminating information to other systems



Ancillary (and Critical) Supports

Community Connections

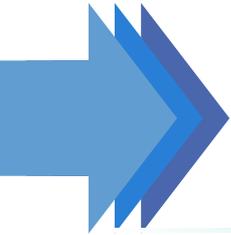
- Schools
- VA (sometimes ancillary, sometimes central)
- Food pantries, community centers, child care
- Mainstream benefits providers work alongside the RRH system
 - TANF
 - Public workforce development programs
 - Public education
 - Public housing agency



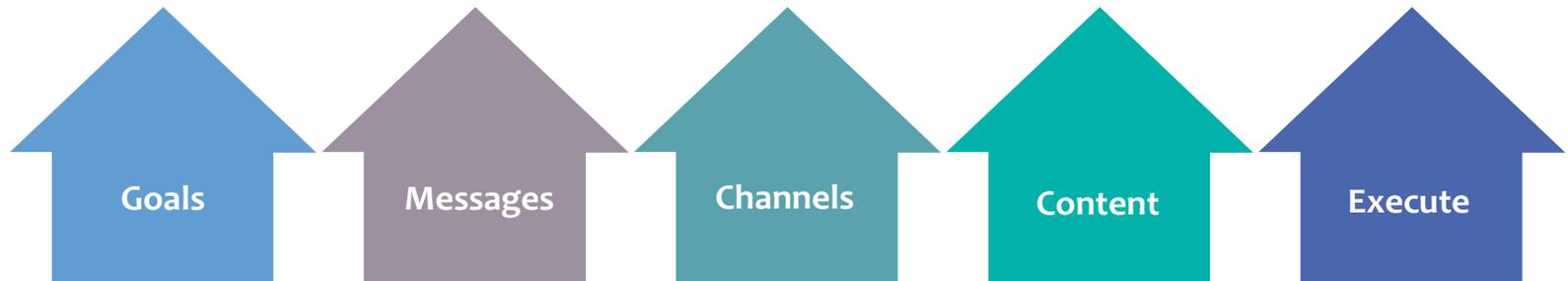
Ancillary (and Critical) Supports

Development/Fundraising Support

- Publicity about RRH should be constant and messaging should be consistent
- The message is no longer: “our agency supported this person for XX years”
- Instead, the message could be: “this mom and her kids were able to get back on their feet in their own home in four months”



Five Key Communication Strategies About Rapid Re-housing





Goals

Set Your Goals: What do you want people to do/how do you want them to act?



Messages

Develop Key Messages that Effectively Speak to Target Audiences: Messages should be tailored to resonate with target audience(s).



Channels

Identify Effective Communication Channels, Techniques and Tools: What are the techniques and tools that most effectively reach the audience(s) through these different channels?



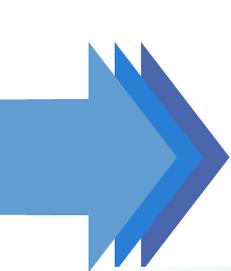
Content

Create Your Content: Good content is short and varied.



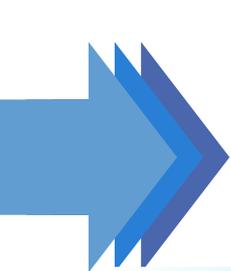
Execute

Establish a Calendar and Follow the Plan: Be consistent, track how people are responding to your content and messages and adjust if needed.



Communication Campaign: Goals

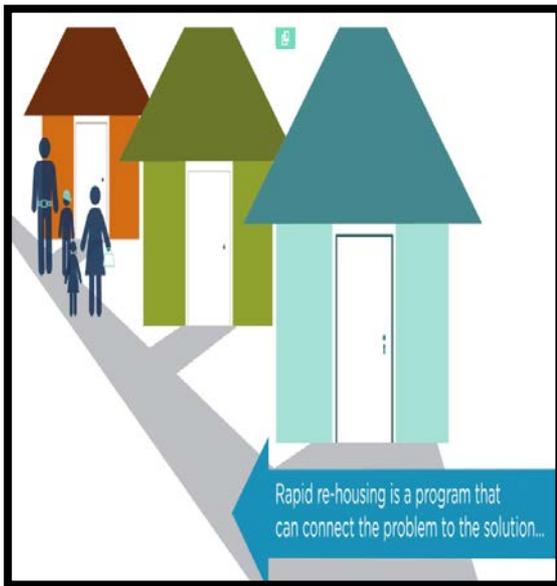
- To create momentum around the adoption of rapid re-housing as a solution using fresh thinking and releasing new data, tools and resources around the practice
- To promote and support specific Calls-To-Action using new data, tools and resources for people to use as guides to talk about, initiate, or improve the practice of rapid re-housing



Communication Campaign: Key Messages

- Is rapid re-housing part of our community's solution to end homelessness? It should be.
- Rapid re-housing works when it comes to ending homelessness.

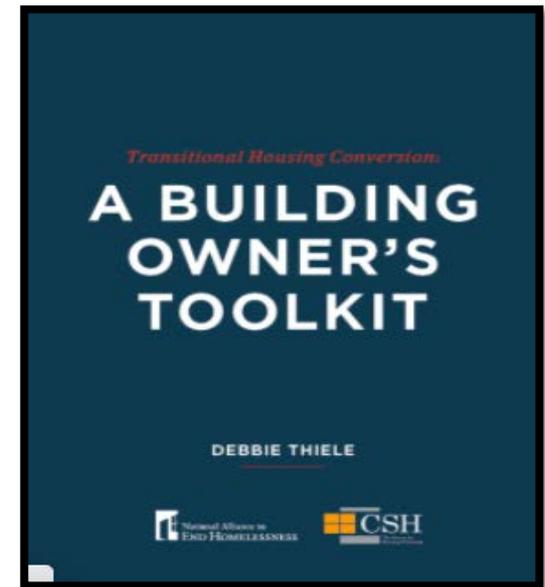
Available RRH Communications Resources



[Video](#)



[Infographics](#)



[Resources](#)



ACTIVITY

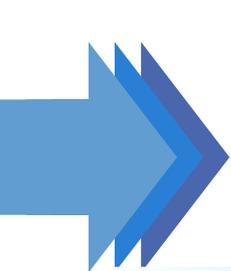
Scaling up Rapid Re-housing: Conversations to Help You Scale Up RRH

Review the scenario and play out the situation at your table

A Systemic Approach to RRH

Standardize and Improve Practice





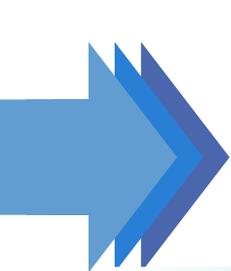
Remember...

- RRH should be the primary homeless crisis response system intervention
- RRH should be implemented system-wide, rather than as a collection of “boutique” programs that operate in different ways, no matter how they are funded
- RRH should have uniform best practice standards
- RRH should have standardized performance benchmarks so we know what to expect of its performance from every RRH program

Standardize and Improve Practice

- RRH should be implemented in a standardized way, rather than as a collection of “boutique” and unique programs that operate in different ways, no matter how they are funded
- By standardizing practice across programs, your community can improve RRH delivery across the system





Standardize and Improve Practice

Administer RRH uniformly on two levels:

- Crisis Response System – transformed into a re-housing system in which all programs and activities are aligned with a common goal
- RRH Practice – standardized, common policies and procedures for all RRH programs; common forms and processes; hold providers accountable to common performance measures

I INTRODUCTION

Rapid re-housing is an intervention designed to help individuals and families to quickly exit homelessness, return to housing in the community, and not become homeless again in the near term. The core components of a rapid re-housing program are housing identification, move-in and rent assistance, and rapid re-housing case management and services. These core components represent the minimum that a program must be providing to households to be considered a rapid re-housing program, but do not provide guidance for what constitutes an effective rapid re-housing program.

This document provides details on performance benchmarks that would qualify a program as effective. These benchmarks are accompanied by qualitative program standards for each of the rapid re-housing core components that are likely to help a program meet the performance benchmarks. Lastly, this document includes a section on program philosophy and design standards that provide more guidance on the broader role a rapid re-housing program should play in ending homelessness.

The standards included in this document are based on what is currently considered promising practice by the National Alliance to End Homelessness, the U.S. Department of Veteran Affairs (VA), the U.S. Department of Housing and Urban Development (HUD), U.S. Interagency Council on Homelessness (USICH), Abt Associates and other federal technical assistance providers, and nationally recognized, high-performing rapid re-housing providers.¹ As rapid re-housing practice continues to evolve, these program standards will be updated. This living document is intended to be a tool to help current and potential rapid re-housing providers, funders, and other stakeholders design and identify rapid rehousing programs that are or are likely to be the most successful in ending homelessness for individuals and families through the use of the three core components of rapid re-housing.

¹CARF and COA have also developed rapid re-housing standards. The standards included in this document do not conflict with the standards published by CARF or COA.

National Performance Benchmarks and Program Standards

- Standards for RRH Core Components and program philosophy and design
- Provide performance benchmarks for RRH
- Based on what is currently considered best practice
- Endorsed by VA, HUD, USICH
- National Alliance to End Homelessness

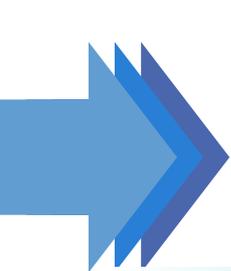
www.endhomelessness.org

How to Use

Funder, State, or Local Government: Funders can use these standards to inform programmatic implementation. These standards can be used as a development tool for a variety of programs, even those that are not currently organized as rapid re-housing programs.

Provider: Providers can use these standards to evaluate their current practice and to develop a plan to improve their practice. Providers can also use these standards to inform their practice and to develop a plan to improve their practice.

Continuum of Care: Continuum of Care (CoC) administrators can use these standards to inform their practice and to develop a plan to improve their practice. CoCs can also use these standards to inform their practice and to develop a plan to improve their practice.



How to Use the RRH Standards

Funder, State Leaders, and Coalitions

- Development of Requests For Proposals (RFPs) for a variety of funding streams
- Set performance and outcome goals for programs
- Evaluate applications for new rapid re-housing programs
- Review current program performance

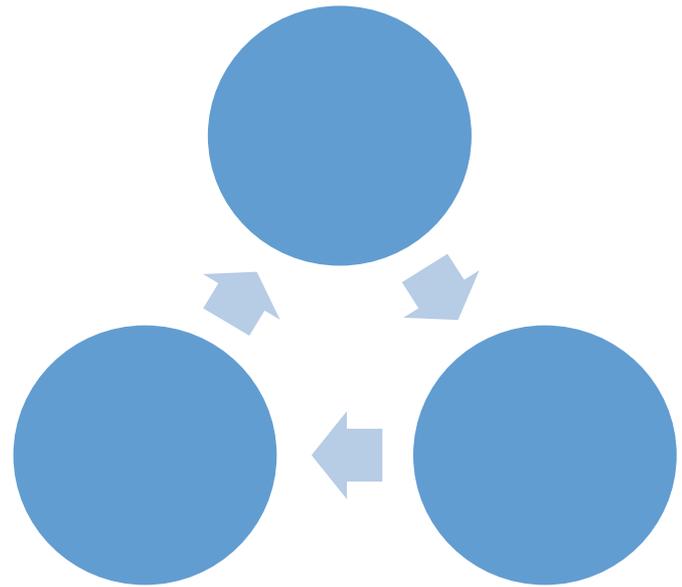
Providers

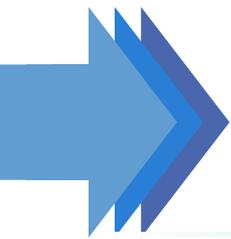
- Use standards to improve their own rapid re-housing practice and to evaluate possible rapid re-housing partner agencies
- Use standards to set program policies, training needs and other operations

Continuums of Care (CoCs)

- Use standards during the process of developing written standards for how they plan to administer assistance through coordinated assessment.
- Use standards to gauge effectiveness of RRH providers for funding and other decisions

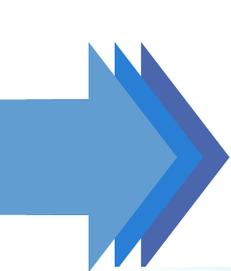
Evaluating and Improving Rapid Re-Housing





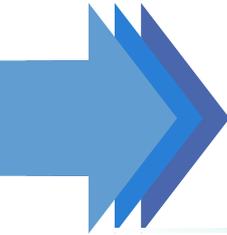
Performance Benchmarks

- Data is only valuable if acted on
- How does your system's programs use data to improve design, policies, training?
- Do programs have access to and use outcome data to improve their own practice?



Performance Benchmarks

- Do not screen people out of RRH to meet performance benchmarks
- Performance measures should take into account whether a program is serving the most vulnerable households



Rapid re-housing Performance Benchmarks

1. Length of Stay

2. Permanent Housing Exits

3. Returns to
Homelessness

4. Efficiency

Benchmark

- Clients move into housing in an average of 30 days or less from program entry

How to measure

- Average length of time from program entry to residential move-in for households who moved into permanent housing

1. Length of Stay

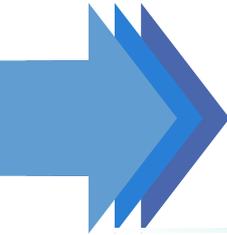
2. Permanent Housing Exits

3. Returns to
Homelessness

4. Efficiency

How can we shorten the length of stay in homelessness?

- Robust landlord recruitment
- Remove programmatic prerequisites to housing
- Housing-focused messaging from entry into the system



Rapid re-housing Performance Benchmarks

1. Length of Stay

2. Permanent Housing Exits

3. Returns to
Homelessness

4. Efficiency

Benchmark

- 80% exit rapid re-housing to permanent housing

How to measure

- Percent of clients who exit rapid re-housing to permanent housing

1. Length of Stay

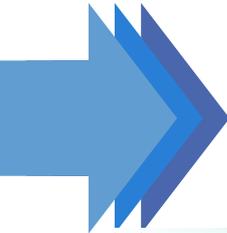
2. Permanent Housing Exits

3. Returns to
Homelessness

4. Efficiency

How can we increase exits to permanent housing?

- Match clients with units that work for them
- Flexible financial assistance
- Proactive case management and connection to services
- Move clients if needed



Rapid re-housing Performance Benchmarks

1. Length of Stay

2. Permanent Housing Exits

3. Returns to
Homelessness

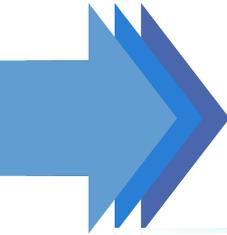
4. Efficiency

Benchmark

- 85% of households that exit rapid re-housing to permanent housing do not become homeless again within a year

How to measure

- Percent of clients who remain housed 12 months after program exit to permanent housing



Rapid re-housing Performance Benchmarks

1. Length of Stay

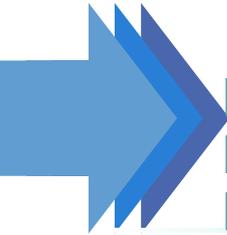
2. Permanent Housing Exits

3. Returns to
Homelessness

4. Efficiency

How can we limit returns to homelessness?

- Place clients in units they can eventually afford
- Warm hand-offs to community services
- Pro-active follow up



Rapid re-housing Performance Benchmarks

1. Length of Stay

2. Permanent Housing Exits

3. Returns to
Homelessness

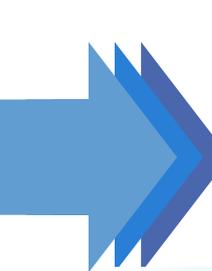
4. **Efficiency**

Benchmark

- Determine based on local housing costs, comparison to other program types

How to measure

- Average cost per exit to permanent housing



Rapid re-housing Performance Benchmarks

1. Length of Stay

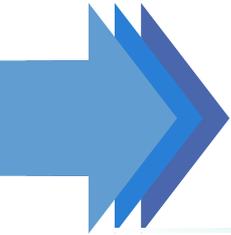
2. Permanent Housing Exits

3. Returns to
Homelessness

4. **Efficiency**

How can we increase our efficiency?

- Flexible financial assistance
- Leverage mainstream connections
- Evaluate case management ratio



RRH Performance Improvement Toolkit

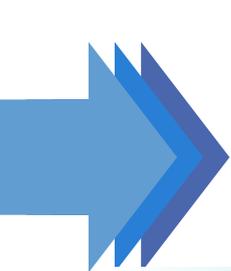
Rapid Re-housing:

PERFORMANCE EVALUATION AND IMPROVEMENT TOOLKIT



Toolkit to help current and potential rapid re-housing providers, funders, and other stakeholders understand how effectively programs are operating on their own and in comparison to others

www.endhomelessness.org



Discussion

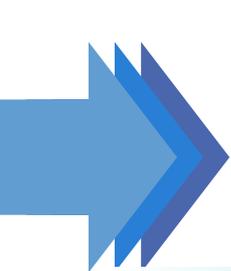
In a systemic approach to RRH:

- How much are programs expected to follow similar models versus how much specialization does the system want/permit (by population, different program models on Length of Stay, assistance, etc.)?
- How do communities decide which providers should administer RRH?

A Systemic Approach to RRH

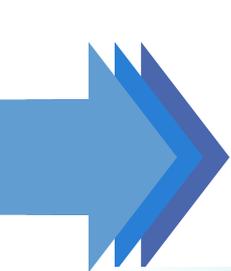
Mobilize
System
Partners to
Support RRH





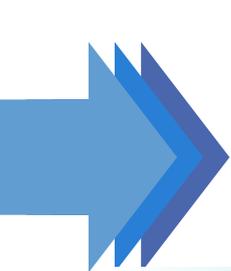
Mobilize System Partners to Support RRH

- Partnerships help to bring housing stabilization supports to people in RRH
- Relationships ***within your system*** that connect the program types are critical
 - **E.g., Shelters and RRH are natural partners**
- Relationships ***with other external systems*** that connect people to other resources are critical, too
 - We can't do everything (and shouldn't)
 - Other systems of care need us and we need them
 - Partner with other systems, such as employment, health, child care, to provide additional housing stabilization supports



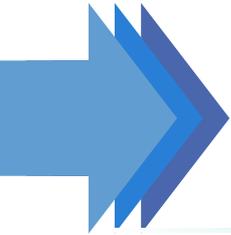
Mobilize System Partners to Support RRH

- System leaders need to be the primary drivers of making connections to non-homeless mainstream resources for clients
- Crisis response system leadership should develop partnership with the leaders of other systems



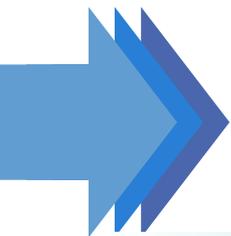
How Can Partners Support RRH?

- Promoting a positive message
- Bringing other stakeholders to the table
- Money
- Helping to educate political players
- Encouraging agencies managing a challenging program



Messaging: How to tell the RRH story to Partners

- Create clear messages **using community data and national research**, not just anecdotes:
 - RRH is intended to end homelessness fast
- RRH is not just a rental assistance program:
 - Linkages to other resources are done once the homeless crisis is solved
- RRH is an exit out of homelessness:
 - Sustaining housing can be worked on after the household

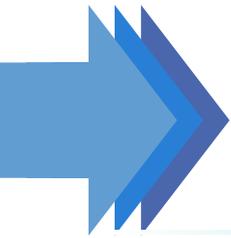


Messaging: How to tell the RRH story to Partners

Create messages that are tailored to communicate with different systems:

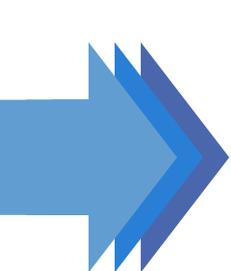
RRH is a permanent housing intervention and...

- Housing promotes better health outcomes
- Housing lowers recidivism to jails and prisons
- Housing helps kids do better in school



Questions and Wrap-up

- What are some action items you will tackle when you get home?
- What is one thing you will do differently because of what you discussed over the last two days?



Community Partner Connections and Planning

- AK Manhattan Beach
- AL Manhattan Beach
- AR Santa Monica Beach
- AZ Ballroom
- CA Ballroom
- CO Huntington Beach
- DC Venice Beach
- FL Venice Beach
- GU Ballroom
- HI Ballroom
- IA Laguna Beach
- ID Manhattan Beach
- IL Venice Beach
- KS Santa Monica Beach
- KY Santa Monica Beach
- LA Santa Monica Beach
- MA Venice Beach
- MD Venice Beach
- MN Laguna Beach
- MO Santa Monica Beach
- MS Santa Monica Beach
- MT Huntington Beach
- NC Venice Beach
- ND Laguna Beach
- NE Laguna Beach
- NM Ballroom
- NV Ballroom
- NY Venice Beach
- OH Laguna Beach
- OK Huntington Beach
- OR Manhattan Beach
- PA Venice Beach
- SD Laguna Beach
- TN Venice Beach
- TX Ballroom
- UT Huntington Beach
- VA Huntington Beach
- WA Manhattan Beach
- WI Venice Beach
- WY Huntington Beach