

Retooling Transitional Housing: Steps for Implementing Changes to Your Program



Conference on Ending Family and Youth
Homelessness
New Orleans
February 18 & 19



National Alliance to
END HOMELESSNESS

Retooling Transitional Housing: Steps for Implementing Changes to Your Program

Transitional housing providers are retooling their programs to align with HEARTH Act objectives and meet the needs of their local Continuums of Care. There are a number of issues to consider when moving to new models of service. This workshop will highlight providers who have retooled their family transitional housing programs into successful rapid re-housing models.

Retooling Transitional Housing: Steps for Implementing Changes to Your Program

ACTIVITY

Get in groups of 3 to 4, and identify one challenge/issue/concern you would like to know more about when retooling a transitional housing program to a rapid re-housing model.

Write it on your index card.

Pass cards to center aisle.

Retooling Transitional Housing: Steps for Implementing Changes to Your Program

PRESENTERS

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Technical Assurances Specialist, NAEH

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Senior Director of Housing and Homeless Services for St. Joseph's Villa in Richmond, Virginia

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Area Director of Housing & Supportive Services with Community Connections of Jacksonville

Why Retool to Rapid Re-Housing?

- Changing models and funding increase impact on system results to reducing homelessness
- Programs are successfully retooling with significant results
- Cost comparisons for PH exits from different systems

2013 HUD CoC NOFA

- HUD encouraged CoC's to review TH models for cost effectiveness, performance, eligibility criteria, and determine if RRH may be a better model (Performance threshold for TH increased to 80% or higher exit rate to PH)
- CoC's showing increase in families served with RRH and increase in RRH resources get points
- Only option for new RRH projects is reallocation

Retooling Checklist

Steps to Retooling



Retooling Transitional Housing Checklist

This checklist was developed by the National Alliance to End Homelessness to help transitional housing providers conceptualize and plan the retooling process. The checklist should be modified based on the circumstances in your community. For questions, comments, or to learn more, email Key Moshier McDivitt at kmoshiermcdivitt@naeh.org or the Alliance's Center for Capacity Building at thecenter@naeh.org.

Phase I Assessment, Planning and Preparation (30-60 days)

- Meet with your local Continuum of Care Planning Committee**
It is critical that your retooling is in alignment with your community's Continuum of Care and Ten Year Plan. Your retooling plan should meet the most pressing needs in your community.
- Develop the Retooling Assessment Committee**
The retooling planning process should include stakeholders who are needed to move the process forward. Key participants in the assessment committee may include:
 - Executive Director;
 - Key Board Member(s);
 - 1 to 2 Key Staff;
 - Major Funder(s); and
 - Community Ten Year Plan staff.
- Assess and Evaluate the Current Program**
Assess and evaluate current data and establish baseline data. Include information on what populations are currently being served, how long participants stay in the program, number and percentage of people who exit to permanent housing, and the length of time people typically stay in the program.
- Identify Potential Models**
The model may include rapid re-housing, emergency housing, or permanent housing. Take into consideration your community's needs, your target population, needed staffing configuration, new and different partnerships needed, and any merging options.

Retooling Checklist

Steps to Retooling

Retooling Checklist: 3 Phases

- Phase I: Assessment, Planning and Preparation (30-60 days)
- Phase II: Develop the Implementation Strategy (4-6 months)
- Phase III: Start the Shift

Retooling Checklist

Steps to Retooling

Planning Phase

- Coordinate with local CoC Planning
- Get buy in
- Communicate

Implementation Strategy Phase

- Identify new staffing needs and job descriptions
- Work with funders
- Building issues

Start Up Phase

- Evaluate and readjust
- Believe in what you do

Communicate

Communicate

Communicate

Communicate

Communicate

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Communicate



Retooling Transitional Housing: Steps for Implementing Changes to Your Program

Jackie Edwards, MHS, Service Area Director

Emergency and Community Services
Catholic Charities, Diocese of Trenton

2014 National Conference on Ending Family and Youth Homelessness
New Orleans, February 18, 2014



1913-2013

A century of renewing lives and restoring hope.

Mercer County Strategy

Government partners agreed to:

- ▶ Align with emerging national position.
- ▶ Enlist Local TANF and State TANF as major partners.
- ▶ Create pilot program for Rapid Rehousing in NJ.
- ▶ Work with provider community to build consensus.



**The Mercer County Community
Joined forces and pooled resources to
implement a pilot rapid rehousing program**

Partner Organizations:

Mercer Alliance to End Homelessness
Mercer County Board of Social Services (MCBOSS)
Mercer County, NJ Division of Family Development

Provider Organizations:

Catholic Charities, Diocese of Trenton
MCBOSS

Funding Streams:

SSH – Social Services to the Homeless allocation to Mercer County
NJ Division of Family Development – matched County commitment
from SSH funds



Catholic Charities' Response to Systems Change

- ▶ Operated a transitional housing program for 17 years
- ▶ In 2010, shifted its focus to Rapid Rehousing
- ▶ Applied for and was awarded funding to operate a rapid rehousing program for families receiving TANF from the Mercer County Department of Human Services (MCDHS), Office of Homeless Services
- ▶ Serves 40–50 families annually with services that foster self-sufficiency
- ▶ Places families into affordable homes as rapidly as possible, in most cases within thirty (30) days or less from their entry into the program
- ▶ Wraps services around families, in their homes



Retooling to Rapid Rehousing

Challenges and Solutions

Challenge:

Both Catholic Charities' Transitional Housing Case Managers and those with the referral source resisted the system change by continuing to send referrals for Transitional Housing; this affected referrals for rapid rehousing.

Solution:

We developed a process for screening referrals to ensure that eligible families were received rapid rehousing services.



Retooling to Rapid Rehousing

Challenges and Solutions

Challenge:

Early on we focused on housing people in 30 days; in the first year we realized that the success of rapid rehousing requires case management that focuses strongly on employment.

Solution:

We hired case managers with an employment background and created an employment assistance component.



Retooling to Rapid Rehousing

Challenges and Solutions

Challenge:

We had hoped to repurpose 15 transitional housing rental units by transitioning participants in place but could not do so successfully because the rents were too high.

Solution:

We engaged a housing locator and placed 6 out of 35 transitional housing clients into permanent housing.



Rapid Rehousing Outcomes

Housing Stability

- ▶ 359 families entered RRH within an average of 54 days of entering the homeless system
- ▶ 163 families exited RRH with an average length of stay of 190 days
- ▶ 82% exited RRH stably housed
- ▶ 59% exited RRH stably housed in less than 6 months
- ▶ 25% were stably housed within 90 days
- ▶ Only 6% of RRH families have reentered the homeless system as of 4-1-13

Increased Income

- ▶ 50% exited RRH with an earned income
- ▶ 12% reported new income (other source)
- ▶ Average monthly income at entry: \$659
- ▶ Average monthly income at exit: \$926



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Flagler at St. Joseph's Villa

From Transitional Housing to Rapid Re-housing

Why did we change?

- The old model wasn't working.
- We were trying to fit families into our solution.
- A hard look revealed limited success with actual re-housing.
- It was costly - \$45,000 per household per year at its highest point.

How did we do it?

- Participated in a RRH pilot in 2010.
- Moved from Transitional Housing to Long Term Shelter with RRH focus.
 - Restructured program, re-wrote all job descriptions, staff re-applied.
 - Eliminated case managers at TH.
 - Revamped all processes and procedures to become housing focused.
- Closed TH in June 2013 and became a full rapid re-housing program.

Flagler at St. Joseph's Villa

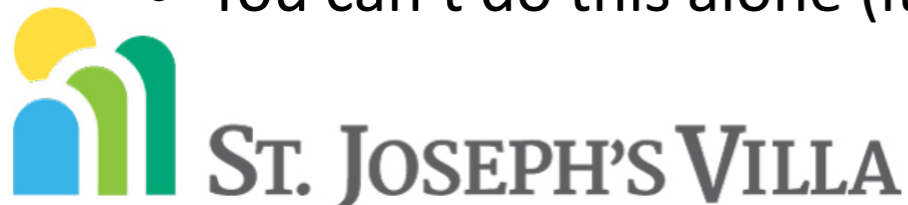
From Transitional Housing to Rapid Re-housing

Is it working?

- 97% of families housed during pilot still housed – three years later!
- 91% still housed 12 months after discharge (no subsidy) in Richmond and Petersburg.
- The cost per household is approximately \$4,500 (\$2,000 in Petersburg. Includes staff costs, not just financial assistance.

Lessons Learned

- People surprise you (don't assume a high barrier client won't make it).
- People are more willing to work on their obstacles once they're in their own housing.
- Yes, you can re-house a household without income and they will stay housed.
- You've got to re-examine how you do everything.
- You can't do this alone (it's all about partnerships and linkages).



Contact info:

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Community Connections of Jacksonville



Retooling Transitional Housing: A Community Story

Will Evans

**Area Director of Housing & Supportive
Service**

**Community Connections of
Jacksonville**

www.communityconnectionsjax.org

THE MISSION

To change the culture of managing homelessness to ending homelessness

THE VISION

Rapid Re-Housing is the outgrowth of work from our Transitional Housing Programs

Background

- CCJ has operated a transitional housing program for the past 25 years or more.
- Served over 10,000 children and families in TH with community-based afterschool programs and services.
- Operated two types of Transitional Housing Programs
 - ❑ A 3 story 79 bed Congregate Living Facility owned by CCJ, and a
 - ❑ Single site 50 unit Apartment complex that were Master leased through the apartment owner.

Where We Started

- Attended a National Alliance to End Homelessness Conference seminar on Housing First.
- We modeled a newly funded TH program using the Housing First Model concept and compared the data to our other TH programs.
- Utilize HPRP as a learning tool for Rapid Re-Housing
- Continued to educate ourselves on how to best transition from TH to RR.

Challenges

- Changing Paradigm for Board, Staff, Participants and Supporters.
- Dissolving Partnerships
- What should we do with this building?
- This building has been the capstone of our agency since its conception.
- Loss of Income from tenant rents.

Steps to consider when retooling your transitional housing program

1. Don't be afraid of change.
2. Contemplate your mission and strategic plan
3. Look at your data and the needs in your community
4. Talk with your decision makers and funders
 - a. Your Board
 - b. HUD
5. Address barriers
 - a. Permanent structures/buildings
 - b. Partnerships etc....
6. Process the above information with your continuum.

GOOD LUCK !

- Questions
- Enjoy the remaining of the conference.
- Will Evans
- Community Connections of Jacksonville
- wevans@communityconnectionsjax.org



Responding to Your Questions

Q&A

“Conversion Conversation”

- WHO:** TH providers currently retooling
- WHAT:** Opportunity to talk with each other
- WHEN:** Wednesday, February 19th
- TIME:** 8:00 – 8:45 AM
- WHERE:** Napoleon 3C

Resources

From the Alliance @

www.endhomelessness.org

- [Organizational Change; Adopting a Housing First Approach](#)
- [Rapid Rehousing: Creating Programs that Work](#)
- Retooling Transitional Housing Toolkit

Other Websites:

- Technical Assistance Collaborative @ www.tacinc.org
- Corporation for Supportive Housing @ www.csh.org