
Transitional Housing: What is it?

Indiana BoS Spring Development Day
April 2026

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Welcome and Introductions



Clear the deck: Think about a lovely place for a moment.....take a breath.

Suzanne Wagner, Housing Innovations

- Support to the Indiana BoS for 10 years - Howard Burchman
- Previously, years of HOPWA TA in Indianapolis

Who is in the room? Please raise your hand as many times as is applicable

- Executive Directors, Persons with Lived Experience of Homelessness, Agency Administrator, Program Managers, Front Line Staff, Advocate, Funder, Government, Business, Housing Authority, Street Outreach, Transitional Housing, PSH, Rapid Rehousing, Law Enforcement, University, HMIS, DV Agency, Youth serving agency, Veterans, Others?

How long have you been in this field?

- Less than 1 year, 2-5 years, 6-10 years, 10-20 years, more than 20 years

Agenda

What is Transitional Housing?

History of Transitional Housing

Goals and Target Populations

Models and Essential Services

Staffing Structures

HUD Expectations

Budgeting



What is Transitional Housing (TH)?

Time-limited program
(HUD limit of 2 years
w/up to 6 months of
aftercare)

Provides
accommodations
and services to help
people access
housing

Increase income,
connections to
resources and skills
for stability



Service Program

- Assertive engagement
- Recovery practice connected to program and participant goals
- “Environmentalize” housing
- Population-specific services – DV, Youth, Substance Use, Veterans etc.

Use the Lease/
Occupancy
Agreement to teach
tenancy skills.
Separate roles of
case manager and
rule enforcer.
“Looks like housing”

History of TH



- Developed extensively in the second part of the 20th century
- Targeted to people making life-stage transitions
 - People leaving psychiatric hospitals - deinstitutionalization
 - People leaving detox and rehab for substance use issues
 - Youth leaving foster care
 - People leaving the prison system
 - Major expansion during the 1980's in homelessness arena
- Outcomes were middling at best – lots of drop outs, no stable housing on the other end
- HUD has re-committed to this model after moving away from it for decades

TH Goals

- Goals:
 - Help people make the **transition** from homelessness to housing as quickly as possible
 - Increase income and savings
 - Teach skills to manage housing and resources
 - Help achieve goals and develop new roles
- Target Populations (in a life-stage transition)
 - Youth/young adults
 - People in recovery from substance use
 - Domestic violence survivors
 - People exiting incarceration
 - Recovery from medical condition
 - People with mental health issues – caveats
 - Families - caveats



Models of TH

- Single-Site/Congregate

- Semi-private rooms
- Private rooms/units
- Dormitory
- Sleeping cubicles



- Scatter-Site

- Apartments/homes in the community
- Can be master-leased by agency – occupancy agreements with participants
- Individual leases w/sub-lease to participants - tenant can assume lease at end of the term
 - “Transition in Place”



Models of TH - Services



- Housing-Focused Case Management
 - Onsite in congregate
 - In units and/or central office in scatter-site
 - Service plan within 30 days, updated monthly
- 24-hour on-site coverage, cameras or after hours number
- Specialized services for the program's target population
- Tenancy, life and self-advocacy skills training
- Housing search
- Partners/sub-recipients for specialized services – e.g., employment, health care, legal, psychiatry, tenancy skills training, etc.
- Agreements with community-based providers for services to TH participants off site/in the community
 - Substance use treatment, mental health services, employment services, community colleges
- Transportation and Meals assistance

7 CORE SERVICE CATEGORIES

1. HOUSING NAVIGATION

- Housing needs assessments
- Application assistance
- Rental/subsidy identification
- Barrier resolution
- Individual housing plans

2. SKILLS TRAINING

- Financial literacy & budgeting
- Housekeeping & cooking
- Household management
- Tenant education
- Self-advocacy skills

3. EMPLOYMENT & EDUCATION

- Job training & counseling
- Resume & interview prep
- GED & continuing education
- Vocational programs
- Career exploration

4. BASIC NEEDS

- Food/meals
- Transportation assistance
- Clothing & household supplies
- Childcare assistance
- Benefits enrollment

5. HEALTH & WELLNESS

- Medical services/referrals
- Mental health counseling
- Substance use support
- Support groups
- Trauma recovery services

6. COMMUNITY ENRICHMENT

- House meetings
- Peer support groups
- Recreational activities
- Mentorship programs
- Community events

7. SELF-AGENCY & ADVOCACY

Participant-led planning • Informed choice • Goal setting • Decision-making support • Strengths-based approach • Trauma-informed care

Link to Resident Handbook: [Transitional-Housing-Handbook-MT-Action-Youth-Services](#)

Sample List of Services

- **Assistance With Moving** (connection to volunteers that assist with moving, one-time moving costs)
- **Intensive Case Management** (available during participation in the Program and six months after exiting the Program)
- Connection to **Childcare and Parenting/Family Supports**
- **Education** Services
- **Employment** Assistance and Job Training
- **Food** (monthly food boxes, purchasing of emergency food)
- **Housing Search and Counseling** Services (tenant counseling, landlord mediation, credit counseling, assistance with rental application fees)
- Connection to **Legal Services**
- **Skills for Managing** an apartment/home and accessing resources
- **Connection to Healthcare, Mental Health, & Substance Abuse**
- Outreach (**addressing urgent needs**: meals, blankets, clothing, toiletries)
- Opportunities to **Increase Social Networks** (professional, informational, educational, hobbies, academic)
- **Transportation** (scheduled transportation options for medical appts., education, employment, or other reasonably expressed need)
- **Utility Deposit** Assistance (one-time utility deposits)



Staffing



- Program Director/Coordinator
- Program Supervisor
- Case Managers:
 - Recommended caseload of 1:10 to 1:15
- Specialty Positions:
 - Housing Navigator, Peer Support, Benefits Specialist, Employment Specialist, Nurse, Counselor, Educational Liaison, Licensed Clinician
- Facility Staff:
 - Cleaning, maintenance, repairs
 - Apartment/unit turnover, minor repairs
- Security/Front Desk

HUD Requirements

- Length of stay is 2 years or less
 - Can provide aftercare for up to 6 months
- Must have a signed lease, sub-lease or occupancy agreement
- Annual assessments of service needs
- New: Services are mandatory and 40 hours per week of services must be provided to each participant (may be adjusted for employment)
- Performance Measures
 - Increases in income
 - 50% exit with employment income
 - Exits to permanent housing
 - Low returns to homelessness
 - Length of stay



HUD TH Project Quality Threshold

Need 7 of 10 points to get funded*

Criteria	Points
Project will provide/partner to provide services necessary to assist participants to obtain/maintain housing	2
Applicant prior experience operating TH or other projects that successfully helped people to exit homelessness within 24 months	1
Applicant previously/currently operates TH or other homeless project; or has a plan to ensure at least 50% of participants exit with employment income.	1
Project will supplement with resources from other public or private sources (e.g., mainstream health, employment, benefits)	1

*If awarded, HUD may indicate conditions requiring all criteria to be met prior to grant execution.

HUD TH Project Quality Threshold (2)

Need 7 of 10 points to get funded*

Criteria	Points
Project will require participants to take part in services (e.g., case management, employment training, treatment, etc.) – must attach a contract, occupancy agreement, or lease	2
Project will provide 40 hours/week of customized services for each participant – reduced proportionately for those employed	2
Average cost per household is reasonable	1

* If awarded, HUD may indicate conditions requiring all criteria to be met prior to grant execution.

Budgeting for TH



- Transitional housing costs are all over the map
 - From HUD Family Option study, average was \$2,700 per unit (household) per month (\$32,400 annually)
 - Some much lower and some higher
 - More expensive than other options
- Budget includes:
 - Housing:
 - Leasing or Rental Assistance (RA)
 - Operating Costs alone or in combination with leasing, not RA
 - Security/residential staff, maintenance, repair etc.
 - Supportive Services:
 - Program Director and CM Supervisor
 - Case Managers
 - Specialty Staff
 - Costs of operating the service program
 - Separate these budget categories to determine costs per HH

HUD Supportive Services: Eligible Budget Activities*

- Annual Assessment of Services ([§ 578.53\(e\)\(1\)](#))
- Moving costs ([§ 578.53\(e\)\(2\)](#))
- Case management ([§ 578.53\(e\)\(3\)](#))
- Childcare ([§ 578.53\(e\)\(4\)](#))
- Education services ([§ 578.53\(e\)\(5\)](#))
- Employment assistance and job training ([§ 578.53\(e\)\(6\)](#))
- Food ([§ 578.53\(e\)\(7\)](#))
- Housing search and counseling ([§ 578.53\(e\)\(8\)](#))



- Legal services ([§ 578.53\(e\)\(9\)](#))
- Life skills training ([§ 578.53\(e\)\(10\)](#))
- Mental health services ([§ 578.53\(e\)\(11\)](#))
- Outpatient health services ([§ 578.53\(e\)\(12\)](#))
- Outreach services ([§ 578.53\(e\)\(13\)](#))
- Substance abuse treatment services ([§ 578.53\(e\)\(14\)](#))
- Transportation ([§ 578.53\(e\)\(15\)](#))
- Utility deposits ([§ 578.53\(e\)\(16\)](#))

*If the supportive services are provided in a services facility not contained in a housing structure, the costs of day-to-day operation of the supportive service facility, including maintenance, repair, building security, furniture, utilities, and equipment are eligible as a supportive service cost ([§ 578.53\(a\)](#)).

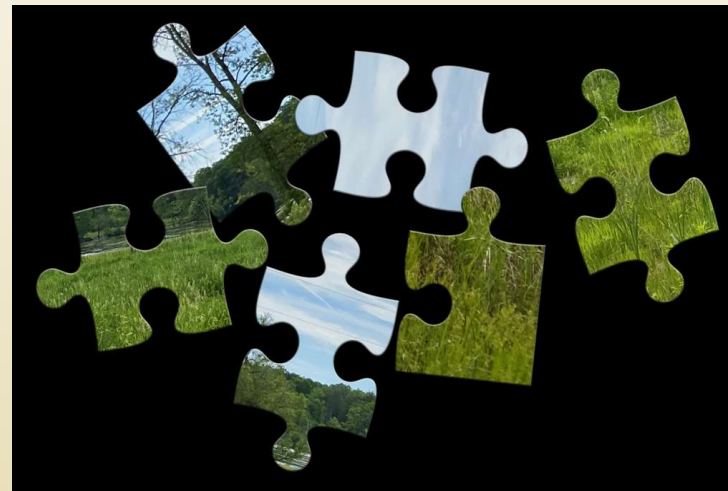
HUD Operating Costs: Eligible Budget Activities

- The costs of maintenance and repair of housing **not included in the lease** ([§ 578.55\(b\)\(1\)](#))
- Property taxes and insurance ([§ 578.55\(b\)\(2\)](#))
- Scheduled payments to a reserve fund for the replacement of **major buildings systems**.
- Major building systems include structural support, roofing, cladding, weatherproofing, plumbing, electrical, heating, ventilation, and air conditioning ([§ 578.55\(b\)\(3\)](#))
- Security for a housing program if more than 50 percent of the units or building area are CoC-funded ([§ 578.55\(b\)\(4\)](#))
- Utilities including electricity, gas, heating oil or other heating/cooling costs, water, sewer, and trash removal ([§ 578.55\(b\)\(5\)](#))
- Furniture (office/apartment) that remains with the project. **Mattresses are also eligible costs, even if they remain with the program participant** ([§ 578.55\(b\)\(6\)](#))
- Equipment, including office equipment, appliances such as microwaves, refrigerators, stoves, washers and dryers, etc. **that remain with the project** ([§ 578.55\(b\)\(7\)](#))
- Staff time spent carrying out the above eligible operating activities that are part of the approved grant.



Program Design Considerations

- Program Model
 - Site Based v Scatter site, target populations, capacity
 - Goals and intended outcomes
- Property and Housing Plan
 - Own, lease, develop
- Service Program Design
 - Intended length of stay
- Staffing and Operations
- Funding and Budget
- Policies and Compliance
- Performance Monitoring



Closing

- TH is an old model.....and it is new again
- Opportunity to do it better this time
- Natural conversion for RRH programs through Transition Grant process
- Opportunity to make use of property
- For some people, these programs can fill a critical gap
- If you do it, ensure adequate services and focus on housing planning from day 1
 - Make sure it makes sense for the population and program goals
 - All activities geared to housing in some way

