Rapid Re-housing in 2018:

Program Features and Assistance Models

Understanding Rapid Re-housing

DISCLAIMER

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Final

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FOREWORD

Rapid re-housing (RRH) provides temporary assistance to help people quickly move from homelessness into housing. RRH programs vary widely in aspects like funding sources, target populations served (for example, individuals versus families), landlord engagement practices, and duration and amounts of assistance provided. *The Understanding Rapid Re-housing* study seeks to shed light on the current state of RRH regarding short-term participant outcomes as well as program practices in different types of communities—urban, suburban, and rural, for example, or those with tighter or looser rental housing markets.

Two new papers from the study, being published in tandem here, comprise a compelling pairing of perspectives, one that examines programmatic characteristics and the other an exploration of the role that RRH plays in the lives of individual participants.

- **Rapid Re-housing in 2018: Program Features and Assistance Models** is a community scan that uses newly collected data from surveys administered to Continuums of Care (CoCs) and RRH programs, along with in-depth interviews with staff from 20 RRH programs, to describe key features of RRH programs across the nation.

- **Findings from Initial Interviews with Rapid Re-housing Participants** describes findings from one-time, in-depth interviews with 30 RRH participants, in two communities, who were at different stages of RRH. Of the interviewees, six were enrolled in RRH but still in emergency shelter, 18 were currently receiving RRH assistance, and six had exited RRH within the previous six months.

In addition to these papers, the **2018 RRH Data Repository**—to be published concurrently on HUDUser.gov—is a data tool that combines newly collected survey data from CoCs and RRH programs with data from secondary data sources to provide the first comprehensive documentation of RRH programs nationwide. The repository has a dashboard with a query function that allows users to select options such as state, housing market cost (for example, high, moderate, or low cost), and/or target population to find specific statistics for selected characteristics.

These two papers follow two previously published reports from the *Understanding Rapid Re-housing* study, the **Systematic Review of Rapid Re-housing Outcomes Literature**[1] and the **Supplemental Analysis of Data from the Family Options Study**[2]. There will be one more paper published from this study which will describe findings from 15-months of ethnographic research with 16 participant households; this last report is expected to be published in Fall 2020.

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[1] https://www.huduser.gov/portal/publications/Systematic-Review-of-Rapid-Re-housing.html

[2] https://www.huduser.gov/portal/publications/Supplemental-Analysis-Rapid-Re-housing.html

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Acknowledgements

1.   Introduction

Rapid re-housing programs provide temporary assistance to individuals and families who experience homelessness so they may quickly move into permanent housing and stabilize there (National Alliance to End Homelessness, 2014). Though rapid re-housing (RRH) is considered a single approach to addressing homelessness and has a common set of core components—housing identification, financial assistance, and case management—the design and implementation of programs vary considerably nationwide. Requirements attached to program funding and local housing market characteristics may shape decisions around program design. At the same time, programs are embedded within homeless service systems that differ in their strategic use of RRH to accomplish system-level goals. Furthermore, the core components of RRH programs leave much room for variation in their models of rental assistance and case management. This paper, part of the U.S. Department of Housing and Urban Development's *Understanding Rapid Re-housing Study,* combines newly collected data with existing administrative data on RRH programs to describe key features of RRH programs across communities nationwide.

2018 Repository of Rapid Re-housing Programs

In 2018, Abt Associates developed the Repository of Rapid Re-housing Programs to provide the first comprehensive documentation of RRH programs. To produce the repository, Abt undertook two new data collection activities to gather information from all RRH programs currently in operation to understand their program models.

1. ***Survey of Continuums of Care.*** An online survey of all Continuums of Care (CoCs) in winter 2018 to identify RRH programs operating in the CoC and to understand how CoCs are utilizing RRH.

2. ***Survey of Rapid Re-housing Programs.*** An online survey of RRH programs in spring 2018 to understand the types and duration of assistance offered to participating households.[3]

New survey data collected for the repository represents 62 percent of all RRH programs reported on the Housing Inventory Count (HIC), representing more than 80 percent of CoCs. The universe of 399 CoCs was identified from a list provided by HUD. The universe of 4,046 RRH programs includes RRH programs identified in the HIC, and additional programs identified by CoCs in their responses to the CoC survey. Appendix A provides additional information on the data collection process, response rates, and nonresponse analysis for the CoC and program surveys.

In addition to the survey data, the repository also includes information from several other secondary data sources: the HUD 2018 HIC; U.S. Census Bureau's 2011–2015 5-Year American Community Survey (ACS) data on local rental vacancy rates, median gross rents and renter income levels; and the Annual Homelessness Assessment Report (AHAR)'s census-based classification of major city, urban, rural, and suburban status for CoCs.

By combining these rich data sources, the repository offers extensive information on the design and operation of RRH programs, the role they serve in CoCs' overall strategy for assisting people experiencing homelessness, and the housing and community contexts in which they operate. In

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[3] In some cases, a survey response applied to multiple RRH programs listed in the Housing Inventory Count.

particular, the RRH program survey data provide deeper understanding of variation in the design and implementation of RRH programs across the country.

In addition to the repository, Abt also completed in-depth interviews with program directors or managers from 20 RRH programs to learn more about the types of assistance provided, their use of progressive engagement, and how the RRH programs identified and partnered with private landlords to offer housing assistance. Though we interviewed RRH programs in different geographic regions, we included several programs in high-cost, low-vacancy housing markets to learn more about how RRH programs operate in these areas.

Analyzing the repository and interview data, we found that RRH programs operate across diverse geographies by placing people into market-rate housing owned by private landlords. RRH programs often combined federal and non-federal funding sources to offer housing assistance and case management services to participating households. Programs often tailored assistance using a progressive engagement approach to ensure households receive "just enough" assistance. RRH programs in high-cost, low-vacancy communities faced challenges in successfully recruiting and retaining landlords, as well as offering longer term housing and case management assistance. The remainder of this chapter provides a brief snapshot of RRH programs as they were designed and implemented in 2018.

Snapshot of Rapid Re-housing Programs in 2018

In 2018, a total of 4,046 RRH programs served almost 91,800 households across the United States at a single point in time.[4] Of these households, 46,500 (51 percent) had only adults ("individuals") and 45,300 (49 percent) had both adults and minor children ("families").[5] Over two-thirds of RRH programs (68 percent) served both individual and family households; 22 percent of programs served only family households, and 10 percent served only individual households.

Exhibit 1. Household Types Served by Rapid Re-housing Programs

Household Type Served	% Programs
Individual and Family	68%
Family only	22%
Individual only	10%

Note: n=3,618 RRH programs where individual and family household counts from a survey response that applied to multiple programs in the HIC were aggregated to a single program response. Households served status based on reported individual and family households served in survey if available or in HIC if survey information not available.
Sources: Survey of RRH Programs and 2018 Housing Inventory Count

More than one-half of RRH programs were serving 10 or fewer households (52 percent), and almost one-fourth (23 percent) were serving between 11 and 25 households in 2018, as shown in exhibit 2. Three percent were serving 150 or more households, and the top 1 percent of programs served

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[4] Based on the total number of RRH programs either recorded in HIC or that responded to the RRH survey.

[5] Among programs that only received HUD funding, the distribution was 40 percent individual, 60 percent family households; among programs that only received VA funding, the distribution was 73 percent individuals, 27 percent families. In the 2018 AHAR, 79 percent of households served in both emergency shelter and transitional housing programs respectively were individual households compared to 21 percent family households.

between 240 and 950 households. The largest RRH programs (the 34 programs that served 240 or more households) were disproportionately located in major cities, high-cost tight housing markets, and in HUD Region IX (particularly the CoCs serving the Los Angeles region) relative to the distribution of all other RRH programs.

Exhibit 2. RRH Program Size (Based on Number of Households Served)

Number of Households Served	% Programs
10 or less	52%
11 to 25	23%
26 to 50	13%
51 to 149	9%
150 or more	3%

Note: n=3,618 RRH programs where household counts from a survey response that applied to multiple programs in the HIC were aggregated to a single program response. Counts based on survey data if both survey and HIC data were available.
Sources: Survey of RRH Programs and 2018 Housing Inventory Count

CoCs most often use RRH for two objectives: to expedite exits from emergency shelter and to provide housing stabilization support. Most CoCs surveyed (87 percent) indicated that expediting exits from emergency shelter programs is an objective of RRH programs for at least one of the target populations they serve. By increasing turnover in emergency shelters, CoCs are then able to assist more households experiencing homelessness. More than three-fourths (78 percent) of CoCs stated that RRH programs are meant to provide housing stabilization support to households after they leave homelessness. Almost two-thirds of CoCs (62 percent) reported using RRH as a bridge to permanent subsidies. RRH assistance can provide housing stability while a household is waiting for an available permanent supportive housing unit or awaiting longer-term rental assistance.[6]

Funding Sources

The majority of RRH programs receive both federal and non-federal funding but rarely receive funding from multiple federal agencies (see exhibit 3). Approximately two-thirds (61 percent) of all RRH programs receive HUD funding, primarily through two different programs; 38 percent of RRH programs receive HUD Emergency Solutions Grant (HUD-ESG) program funding, and 34 percent receive HUD-CoC program funding. The Veterans Administration (VA) funds 21 percent of all RRH programs, primarily through its Supportive Services to Veteran Families (SSVF) program. Programs rarely reported combining federal funding streams, with only four percent of programs reporting receiving both HUD and VA funding.

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[6] In contrast, the Family Options Study found that RRH rarely served as a bridge to a permanent housing subsidy (Walton et al., 2018). One possibility for reconciling these two findings is that many CoCs use RRH as a bridge but only for a relatively small proportion of all households served. Other possible explanations are that the survey of RRH programs includes many programs serving smaller jurisdictions than the programs in the Family Options Study, which were in large cities with large numbers of families experiencing homelessness, that the survey took place later than the Family Options data collection, which ended enrollment in 2012, and that the present survey includes both individuals and families.

The RRH survey asked programs to report on non-federal funding sources. Almost two-thirds of RRH programs (61 percent) reported receiving non-federal funding from philanthropic, local, or state funding sources. Only four percent of programs, however, reported operating solely with non-federal funding.

Exhibit 3. RRH Program Federal and Non-federal Funding Sources

Funding Source	# Programs Receiving this Source	% of Programs Receiving this Source	% HH Served by Programs that Receive this Source
Any Federal Funding (Survey and HIC, n=4,046)			
Any HUD	2,460	61%	59%
HUD–Emergency Solutions Grant (ESG)	1,530	38%	37%
HUD–Continuum of Care (CoC)	1,369	34%	39%
VA–Supportive Services to Veteran Families (SSVF)1	866	21%	32%
Both HUD and VA	158	4%	9%
Any other federal (for example, HHS, DOJ)	124	3%	4%
Any Non-federal Funding (Survey Only, n=1,805)			
Any non-federal	1,094	61%	59%
Philanthropy or private donations	617	34%	36%
Local funding (for example, local housing trust funds, county or city general revenue funded programs)	612	34%	36%
State funding (for example, federal block grant funds, state housing trust funds)	513	28%	32%
Use of Federal and Non-federal Funding (Survey Only, n=1,805)			
Federal and non-federal funding	1,020	57%	55%
Federal funding only	708	39%	41%
Non-federal funding only	74	4%	5%

DOJ = Department of Justice. HHS = Department of Health and Human Services. HIC = housing inventory count. VA = Veterans Administration.
[1] A small number of RRH programs (16) used a VA funding source other than SSVF.
Note: Percentages do not add to 100 percent for any federal funding and any non-federal funding because categories are not mutually exclusive. Use of federal and non-federal funding may not add to 100 percent due to rounding.
Sources: 2018 Housing Inventory Count and Survey of RRH Programs

Some programs (about 20 percent) reported at least three separate sources of funds.[7] In interviews, staff at two RRH programs noted that multiple funding sources make it possible to move participants between different funding streams if the household does not meet certain eligibility requirements. This flexibility enables the RRH program to serve households with a broader array of service needs. Staff from an RRH program located in a high-cost, low-vacancy city stated that the program will use private dollars to provide rental assistance above the limits set by HUD programs. The largest RRH programs were also more likely to have both HUD and VA funding and less likely to only have HUD funding relative to all other RRH programs.

Some RRH funding sources require programs to target a particular population, but RRH programs may also voluntarily target particular populations for assistance. One-half of RRH programs chose to target their assistance to at least one specific subpopulation of households experiencing homelessness beyond any target populations mandated by their funding source. For example, about one-fifth (19

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[7] Count of funding sources includes HUD, VA, HHS, other federal funding sources, local funding, state funding, philanthropy and other non-funding sources for a maximum of eight sources.

percent) of RRH programs specifically targeted families with children. Only nine percent of all RRH programs identified individuals experiencing homelessness as their target population (see exhibit 4).

Exhibit 4. Target Populations for RRH Programs

Target Population (Excluding Targeting Mandating by Funding Source)	% Programs
Household must have children under the age of 18	19%
Household must only be comprised of adults	9%
Head of household must have experienced domestic violence or sexual assault	4%
Member of household must have a disability	3%
Head of household must be youth age 18-24	2%
Household must only be comprised of minors	1%

Note: n=1,804 RRH programs; programs could identify multiple target populations.
Source: Survey of RRH Programs

Geographic Distribution of RRH Programs

RRH programs operate across the country in urban, suburban, and rural areas, with programmatic flexibility accommodating differences in housing density and type. Exhibit 5 shows the distribution of RRH programs by HUD region. The largest percentages of RRH programs are located in Regions V and VI (17 percent each), followed by Regions IX and X (15 percent each). The distribution of households served is somewhat different: more than 40 percent of households served by RRH are in Regions IV and IX. Region IX has larger programs, particularly in the Los Angeles region.

Exhibit 5. Distribution of RRH Programs by HUD region
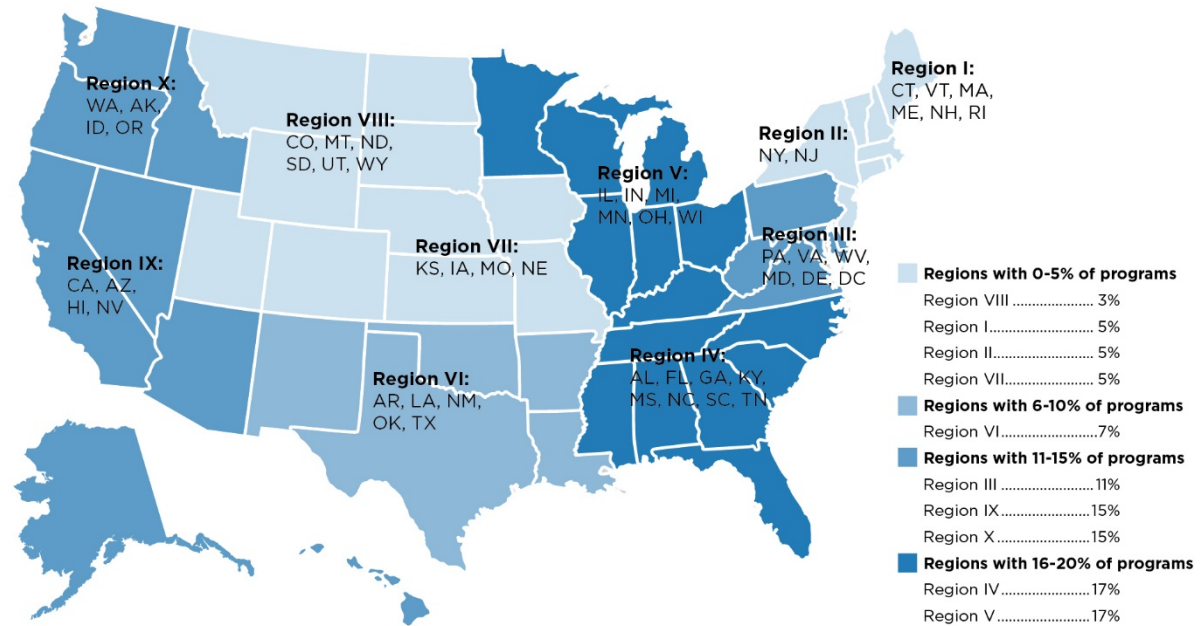
Note: n=4,046 RRH programs. Distribution of households served was identical to program distribution for Regions II, III, and IV; Region I accounted for 7 percent of households, Region V for 13 percent, Region VI for 8 percent, Region VII for 4 percent, Region VIII for 4 percent, Region IX for 21 percent, and Region X for 8 percent of households served. Map does not depict five programs in Guam, Virgin Islands, and Northern Mariana Islands.
Sources: 2018 HIC and Survey of RRH Programs

Exhibit 6 shows the type of geography served by RRH programs.[8] In 2018, 40 percent of all RRH programs served rural areas, though RRH programs in rural areas only accounted for 26 percent of the households served because of smaller program size. The high percentage of RRH programs in rural areas is notable, since rural areas were considered difficult to serve by the programs in the homelessness services system that preceded RRH. Almost one-fourth of RRH programs were in major cities, and they served more than one-third of the households in RRH programs at any one time (37 percent). RRH programs in cities are larger on average and may serve an entire metropolitan area, whereas programs in rural areas serve fewer people spread across less concentrated areas.

Exhibit 6. RRH Program Geography by CoC Type
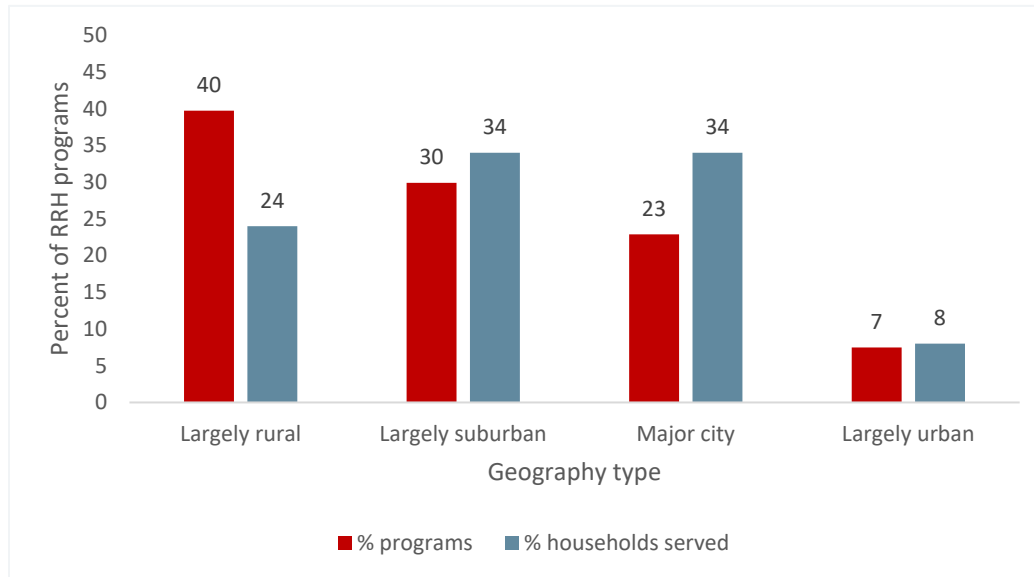
Notes: n=4,046 RRH programs. Geographies are defined based on Census population counts and definitions. Largely rural CoCs (n=114) are CoCs in which the population predominantly resides in urban clusters that are more than 10 miles from an urbanized area or in Census-defined rural territories. Largely suburban CoCs (n=172) are CoCs in which the population predominantly resides in suburban areas, defined as urbanized areas outside of a principal city or urban clusters within 10 miles of urbanized areas. Largely urban CoCs (n=59) are CoCs in which the population predominantly resides in urbanized areas within a principal city within the CoC (but excludes the nation's largest cities). Major cities CoCs (n=48) cover the CoCs that contain one of the 50 largest cities in the U.S. In two cases, two large cities were located in the same CoC (Phoenix and Mesa, AZ and Arlington and Fort Worth, TX).
Sources: 2018 Housing Inventory Count, Survey of RRH Programs

Rapid Re-housing Programs in Different Housing Markets

RRH programs operate in a variety of housing markets, with the flexibility of housing assistance allowing program implementation to be responsive to local conditions. Only 12 percent of RRH programs operate in high-cost, low-vacancy (tight) rental markets, though these programs account for 20 percent of all households served (see exhibit 7). Seventy percent of RRH programs operate in lower cost markets where vacancy rates are not as tight, accounting for 63 percent of all households served.

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[8] For this analysis, we used the geographic classifications developed for the 2018 Annual Homeless Assessment report to determine the type of geography the program serves based on the CoC where the RRH program is located. See notes in exhibit 4 for definitions of geographies.

Exhibit 7. Variation in Program Housing Cost and Rental Market Conditions (% of Programs)

Housing Market Type (Cost and Vacancy Rates)	% Programs	% HH Served
High cost, tight	12	20
Lower cost, looser	70	63
Other market conditions	19	17

Notes: n=4,041 RRH programs (missing data on five programs in Guam, Virgin Islands, and Northern Mariana Islands). Categories may not add to 100 percent due to rounding. Housing cost defined based on population-weighted average of ACS median gross monthly rent for counties in the program's CoC. High cost is >$1,175 (>1SD above CoC average median gross rent); lower cost is $1,175 or less (+1SD or less). Rental vacancy rate defined as the population-weighted average of ACS vacancy rates across counties in the program's CoC. Tight is <5 percent rental vacancy rate; looser is 5 percent or higher vacancy; derived from Finkel and Buron (2001). Other market conditions include: (a) high cost, looser markets (4 percent of programs) and (b) lower cost, tight markets (14 percent).
Sources: 2011–2015 5-Year American Community Survey Data and survey of RRH programs

Organization of the Report

The remainder of this report presents further analysis of the RRH repository data. Chapter 2 explores key features of RRH program design, including how RRH programs interact with their local coordinated entry systems to receive referrals and conduct program intake and enrollment. The chapter then discusses how RRH programs rely on private landlords to supply housing for RRH participants and how RRH programs are implementing a progressive engagement approach to rental assistance and case management.

Chapter 3 provides additional detail on the types of rental and move-in assistance and case management RRH programs provide to participants, and chapter 4 summarizes the predominant models of RRH observed in this analysis and offers suggestions for future research.

2.   Key Features of Rapid Re-housing Program Design

This chapter provides an overview of three key features of RRH program design. First, it examines how participants access RRH assistance through coordinated entry systems and then subsequently navigate the intake and enrollment process. Next, it describes the strategies RRH programs are using to recruit and engage private landlords. Finally, it considers to what extent RRH programs are implementing a progressive engagement approach to providing assistance.

Accessing Rapid Re-housing Assistance

Coordinated entry systems (CES) provide clear access points where people experiencing a housing crisis can seek assistance and be prioritized and referred for homeless resources. In CoCs with fully implemented systems, the CES manages access to RRH at the community level, rather than having each RRH program receive direct referrals, though programs can help to set the prioritization and targeting criteria used to manage referrals. Although almost all RRH programs (93 percent) reported to the survey that they participate in their local CES, a somewhat smaller number (80 percent) rely on the CES to provide program referrals or for screening households and assessing their appropriateness for RRH participation (69 percent), as shown in exhibit 8. Criteria and targeting for referrals vary from CoC to CoC, based on the role the CoC envisions for RRH within their broader homeless service system and the extent of other housing options available.

Exhibit 8. Housing Identification and Move-in: Coordinated Entry, Intake, and Eligibility

	% Programs
Participation in Coordinated Entry System (CES)	
Participates in a CES	93%
CES conducts screening and assesses appropriateness for RRH	69%
CES refers households to RRH	80%
CES used to determine whether household can be diverted from becoming homeless	71%
CES used to determine whether household needs case management but not rental assistance	50%
Use of Standardized Screening Tool Across Referral Partners	
All referral partners use the same standardized tool	59%
All partners use a tool, but not the same one	6%
Some partners use standardized tools, but not all	18%
No referral partners use standardized tools	6%
Don't know if referral partners use standardized tools	11%

Note: n=1,805 RRH programs; For CES, percentages are of all programs surveyed, not just of those participating in a CES, and CES functions are not mutually exclusive. Standardized screening tool percentages are for all programs surveyed and may not add to 100 percent due to rounding and don't know responses.
Source: Survey of RRH Programs

As part of their coordinated entry systems, many CoCs maintain "by-name" lists of people experiencing homelessness who are then prioritized for assistance. Many CoCs use the Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT) to generate and update their by-name lists. Households on these lists are then offered RRH when a program slot becomes available, either based on the by-name list or case conferencing to identify the best candidates among those near the top of the list. In-depth interviews with the program directors or managers of 20 RRH programs

indicated the use of these by-name lists. The interviews indicated that some CES's prioritize certain households—for example, high barrier households—for RRH assistance.

Policies and decisions about the level of RRH participants' need for assistance are commonly made by individual RRH programs rather than by a CES. One-half of programs reported that their CES determined whether a household only needed case management, and only one-third of programs indicated their CES determined initial amounts of move-in or rental assistance needed for stabilization.

Standardized screening tools for determining program eligibility also help RRH programs quickly understand the service needs of participating households. More than three-fourths of RRH programs surveyed reported that some or all of their community partners use the same standardized screening tool in making referrals to the program. In-depth interviews identified multiple specific screening approaches. Most interviewees indicated their programs use the VI-SPDAT for both screening and eligibility.

Program intake practices and coordinated entry system participation vary to some extent by funding source and size of the homeless population in the CoC. The small number of programs surveyed that did not receive HUD or VA funding were less likely to report participating in a CES compared to those that were funded by one or both of these sources (79 percent versus 95 percent). Use of standardized screening tools across all referral partners was less common among programs with only VA funding (47 percent) compared to those with only HUD funding (63 percent).

Rapid Re-housing Programs Use of Private Landlords

Since its development by a few communities in the late 1990s, RRH has moved households currently experiencing or at imminent risk of homelessness into market-rate rental properties in the community. Survey results indicated that this is still the predominant model, with 99 percent of programs housing some, if not all, participants in housing units owned by private landlords. Nevertheless, two-thirds of RRH programs surveyed (65 percent) reported encountering landlords who were unwilling to rent to households enrolled in their RRH programs. In the in-depth interviews, several RRH programs reported that landlords are often not willing to rent their units to participants because of their poor credit histories or criminal records. Interviewees also stated that landlords are reluctant to rent to their RRH participants because of the short-term nature of the rental assistance, potentially leaving the landlord with a tenant who will be unable to afford the rent after program assistance ends.

In response to landlords' reluctance to participate, RRH programs use a variety of strategies to engage landlords and to mitigate their concerns about program participation (see exhibit 9). The most common strategy, reported by 83 percent of RRH programs, is consistently communicating with landlords to quickly identify and address their concerns. RRH programs commonly employ housing specialists whose responsibilities include cultivating and maintaining relationships with a network of local landlords. Two RRH programs interviewed stated that their housing specialist calls program-participating landlords once a month to check on their satisfaction with their tenant and to address any issues that may have arisen. Housing specialists also assist RRH participating households in identifying units and prioritizing their preferences for unit location and size. Sometimes housing specialists can negotiate with landlords to relax some of their lease requirements or reduce the monthly rent to within the area's fair market rent (FMR) so it can be eligible for program participation. RRH program staff interviewed indicated that developing rapport with landlords and then working with the same landlords repeatedly makes it easier to quickly house RRH participants.

The few RRH programs interviewed that did not have a housing specialist stated that having this position would be helpful, but it was not possible given their current program budgets.

Working to remove participant barriers to leasing a unit is another strategy used to assist participants. Staff at one SSVF program explained that their partnership with the local public defender's office was used to help participants with high barriers to housing—such as criminal records and mental health diagnoses—receive assistance securing reasonable accommodations and filing appeals if their applications were rejected by landlords. The program director estimated that between 30 and 40 percent of households with high barriers take advantage of this assistance during the housing identification process.

Exhibit 9. Strategies Used in Response to Challenges with Landlords

Engagement Strategies	% Programs
Routine check-ins with landlord	83%
Financial incentives	52%
Security deposit greater than monthly rent	43%
Pay rent immediately, even if unit vacant	5%
Offer risk mitigation fund for damages	11%
Cover repairs above security deposit	10%
Leasing assistance	37%
Execute third-party agreements	35%
Co-sign leases	4%
Other	13%

Note: n=1,805 RRH programs; percentages are for all programs surveyed and programs could report using multiple engagement strategies, so categories are not mutually exclusive.
Source: Survey of RRH Programs

More than one-half of RRH programs (52 percent) offer financial incentives to landlords, whether to allay landlord concerns about prospective tenants or to ensure their tenants gain access in highly competitive rental markets. Offering a more generous security deposit above the usual one-month's rent was the most common practice, used by 43 percent of all RRH programs surveyed. Similar, though less common, strategies included risk mitigation funds—which are often established at the system level for programs through CoCs, cities, or states—and offering to cover unit repair costs more than and above the security deposit if needed. A small proportion of programs begin paying rent on units as soon as the landlord agrees to participate in the program, prior to the tenant moving in.

More than one-third of RRH programs (37 percent) reported modifying their normal leasing practices to recruit and retain landlords. One-third of RRH programs reported executing third-party agreements between the RRH program, the landlord, and the household, outlining each party's roles and responsibilities. Co-signing leases for RRH participants was much rarer, reported by only 4 percent of RRH programs. These modified leasing practices offer reassurance to the landlord that the program will pay a portion of the rent and stay involved, as promised.

Tight and high-cost rental markets in some regions of the country may affect landlords' willingness to participate in RRH programs. Almost three-fourths (74 percent) of programs in such markets reported having landlords unwilling to rent to program participants, compared to only two-thirds of programs in lower cost, looser markets or other market types. Challenges with lack of affordable units and the

high costs of rental units were commonly cited during in-depth interviews with RRH programs in high-cost, low-vacancy communities. Further, interviewees indicated landlords may opt not to rent to households with eviction histories and poor credit when they can easily find other applicants with no or few housing barriers willing to rent the units. Since most RRH programs receive federal funding, they can only rent units deemed reasonable in cost (typically capped by a rent reasonableness or FMR standard). In high-cost areas, it can be extremely challenging to locate units where the rent is at or below acceptable levels based on these policies. In four programs located in high-cost communities, interviewees said that their RRH programs are placing households in housing units located in other jurisdictions, sometimes as far as two hours away.

To combat these challenges, RRH programs in tight rental markets reported having to develop networks of as many as 100 to 150 landlords to be able to effectively place even a small number of households. In interviews, RRH program staff said that relationships with individual, "mom and pop" landlords who own a small number of units are the most productive because these smaller landlords often are more flexible on tenant screening and lease conditions. When relationships with corporate landlords are successful, however, they are much more efficient because they can result in programs having access to dozens of units for referrals and reduce staff time needed for landlord engagement. Other programs have promoted shared housing, in the form of shared units or shared homes as a way to stretch RRH assistance further. One program in a high-cost area is exploring the creation of a shared housing mobile application to allow RRH recipients to search for potential roommates to live with in assistance-eligible units. Another program said that they have tried to promote shared housing, but generally RRH program participants have been reluctant to accept this option.

Exhibit 10. Variation in Landlord Engagement Practices by Housing Market Conditions

	Programs by Housing Market Conditions		
	High cost, Tight	Lower cost, Looser	Other markets
Number of programs	208	1,255	339
Number of households served	12,836	39,795	9,173
Engagement Strategies			
Routine check-ins with landlord	87%	82%	86%
Financial incentives	65%	48%	63%
Security deposit greater than monthly rent	51%	38%	55%
Pay rent immediately, even if unit vacant	17%	4%	4%
Offer risk mitigation fund for damages	17%	8%	17%
Cover repairs above security deposit	11%	10%	8%
Leasing assistance	42%	38%	30%
Execute third-party agreements	41%	36%	29%
Co-sign leases	7%	4%	3%
Other	18%	12%	13%

Notes: n=1,802 RRH programs surveyed that had housing market data available (two programs from U.S. territories were missing housing market data). Programs could report using multiple engagement strategies, so engagement categories are not mutually exclusive. Housing cost defined based on population-weighted average of ACS median gross monthly rent for counties in the program's Continuum of Care. High cost is >$1,175 (>1SD above CoC average median gross rent); lower cost is $1,175 or less (+1SD or less). Rental vacancy rate defined as the population-weighted average of ACS vacancy rates across counties in the program's Continuum of Care. Tight is <5 percent rental vacancy rate; looser is 5 percent or higher vacancy; derived from Finkel and Buron (2001). Other market conditions include high cost, looser markets and lower cost, tight markets. Caution should be used in interpreting small differences between categories due to potential survey sampling error.
Sources: Survey of RRH Programs and 2011–15 ACS 5-Year Data

RRH programs in all types of housing markets rely on an array of landlord engagement strategies, but the extent to which specific strategies are used may vary in different market conditions, as shown in exhibit 10. Co-signing leases, though rare overall, was most common among programs in tight, high cost rental markets (used by 7 percent of programs in these markets). Programs operating in these difficult market conditions are also much more likely to offer to start paying rent immediately, even if the unit is vacant. In tight, high cost market conditions, 17 percent of programs used this practice, but only 4 percent of programs in lower cost, looser markets or other market conditions did so. In-depth interviews indicated that in tight, high-cost communities RRH programs also may pay landlords unit-holding fees and offer sign-on bonuses to landlords who agree to participate in the program.

For programs in lower cost and looser markets, finding adequate housing may still pose a barrier to re-housing households, even if landlord challenges are not as severe as in high-cost, tight markets. Interviewed staff working for RRH programs in such areas reported that it has become more challenging to identify units of acceptable housing quality over the past several years. Further, across all types of rental markets, staff interviewed indicated that the physical condition of units being rented by RRH participants is often poor. While the HUD-funded and VA-funded programs have minimum housing standards that units must meet, RRH units often just meet these requirements. In addition to the physical condition of the units, program staff also expressed concerns about the quality and accessibility of the neighborhoods where the units are located.

Progressive Engagement in Rapid Re-housing

A distinguishing feature of RRH programs is the ability to tailor the amount and duration of assistance to the individualized needs of each participating household and to change the amounts over time as needs change. This is commonly referred to as "progressive engagement" or "progressive assistance." When programs follow the progressive engagement model, they address both predictable and unpredictable needs through individualized support, problem-solving, linkage to other services, and financial aid aimed to support the participant's housing stability and avoid a return to homelessness. The underlying principles of progressive engagement are:

- The needs of a particular household related to obtaining and maintaining permanent housing are not fully predictable;

- The type, amount, and duration of assistance can be individualized to address a household's needs successfully;

- Light touch assistance should be attempted universally, with deeper levels of assistance provided as households' continual need is demonstrated; and

- Cost-effective use of the resources of the homeless services system requires that the assistance provided be no more than it takes to stabilize a household in permanent housing (VA, 2016).

The large majority of RRH programs reported using a progressive engagement approach for determining the frequency and duration of rental assistance (73 percent) and for determining the

frequency and duration of case management (74 percent).[9] Reported use of progressive engagement differed notably between programs funded by HUD and programs funded by the VA, with 67 percent of programs that only had HUD funding reporting using progressive engagement compared with 93 percent of programs with only VA funding. This is likely a result of the SSVF program emphasizing progressive engagement to a higher degree than HUD programs.[10]

Rental Assistance Using a Progressive Engagement Approach

Almost three-fourths of programs (73 percent) reported that they use progressive engagement, though this may reflect the current popularity of the concept rather than the application of all the principles of progressive engagement. Programs that reported using progressive assistance most commonly reassess the need for assistance at least once a month (62 percent), and another 26 percent make this assessment every three months (see exhibit 11). Nonetheless, some of these reassessments may be routine in nature rather than adhering to the progressive engagement principle of starting with light touch assessments and then adding more assistance if needed.

Exhibit 11. Progressive Engagement for Rental Assistance

	% Programs	% Households
Use Progressive Engagement (PE)	73%	79%
Criteria for Changes in Assistance *(of Those Using PE)*		
Current household income	95%	97%
Current benefit receipt	57%	65%
Length of time in RRH program	58%	61%
Predicted household income	41%	42%
Housing cost burden	58%	68%
Other household costs	49%	55%
Frequency of Reassessment for Assistance (*All Programs*)		
More often than once per month	10%	12%
Every month	52%	52%
Every 3 months	26%	25%
Every 6 months	4%	3%
At program exit or end of assistance	6%	5%
Does not reassess	3%	2%

Note: n=1,803 RRH programs (two programs were missing data on progressive engagement). Percentages for frequency of reassessment may not add to 100 percent due to rounding.
Source: Survey of RRH Programs

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[9] RRH programs were asked about their progressive engagement in two questions: (1) "Does your program use a progressive engagement or progressive assistance approach to rent and utility assistance (in other words, start by offering the minimum amount of assistance necessary and increase [or decrease] assistance only when it is necessary)?" and (2) "Does your program use a progressive engagement or progressive assistance approach to case management?"

[10] The VA holds regional meetings and regular training for SSVF providers that include the topic of progressive engagement.

Criteria used to determine changes in the amount of rental assistance vary across programs. Almost all programs include current household income in their assessment. More than one-half of programs include length of time in the RRH program, current benefit receipt, or housing cost burden in their criteria. Predicted or anticipated household income was the least common criteria used, included in about four-in-10 programs' assessments.

In an interview, staff at one SSVF program commented that they have encountered some resistance to the program's progressive engagement approach from their participants. Some participants enter the program knowing the type of assistance and maximum level of assistance available through SSVF and want to receive this maximum level of assistance, regardless of their assessed needs. The director of this program indicated that this has created tension between case managers and program participants and has also made it challenging to emphasize to participants the importance of increasing their incomes while in the program.

Adherence to a progressive engagement approach when determining the amount of rental assistance varied among RRH programs that reported using progressive engagement. As shown in exhibit 12, some RRH programs indicated they were using a progressive engagement approach to rental assistance but did not adjust the rental assistance amount regularly based on household need. More than one-fourth of RRH programs who reported they use progressive engagement (28 percent) also reported using a fixed or static rent determination process. This could include providing a fixed amount of rental assistance, the same amount of rental assistance for the duration of the household's participation in the program based on a percentage of rent or income or paying the whole at first and then rent and then a static percentage thereafter.

Exhibit 12. Rent Determination by Use of Progressive Engagement for Rent or Utility Assistance

Rent Determination	Uses Progressive Engagement		
	Yes	No	Don't Know
Number of programs	1,315	432	56
Whole rent paid by program:			
for duration of the program	5%	17%	21%
for an initial period, then fixed % of rent	5%	9%	4%
for an initial period, then gradually reduces	36%	20%	13%
Fixed amount paid by program for fixed period	4%	8%	14%
% of total rent paid by program for duration	2%	1%	4%
Households pay % of their income	12%	22%	20%
Based on individual household income and need	32%	16%	21%
Other	3%	3%	4%
One-time assistance or case management only	1%	4%	0%
Total	100%	100%	100%

Note: n=1,803 RRH programs (two programs were missing data on progressive engagement).
Source: Survey of RRH Programs

Case Management Using a Progressive Engagement Approach

Progressive engagement also promotes a flexible approach to case management. Case managers using a progressive engagement framework implement an individualized, tailored approach to providing services based on each participating household's current needs. This method allows for changes in the

amount, intensity, and expected duration of case management itself, as well as the use of case management to determine how to change rental assistance over time.

RRH programs largely reported (74 percent) that they have adopted a progressive engagement approach to case management and service provision. During in-depth interviews, most RRH programs indicated that progressive engagement is a critical component of case management, but programs varied in how they described specific practices. Many RRH program directors described creating individual case management plans for each household and fostering frequent interactions between case managers and program participants through phone calls, text messages, and in-person meetings. These programs encourage the case manager to tailor the amount and duration of assistance to the needs of each household. Program directors believe this strategy uses resources most efficiently and to quickly address any new challenges to housing stability as they arise. If a household is stabilizing, then case management may be scaled back but remains available if any issues arise.

Exhibit 13. Case Management: Progressive Engagement Practices

	% Programs
Uses Progressive Engagement (PE) in Case Management	74%
Progressive Engagement Practices in Case Management *(of Those Using PE)*	
Varying frequency of meetings	84%
Varying types of referrals or services provided	81%
Varying total time spent in case management	75%
Other	4%
Changing Frequency of Required Case Management During Program Participation	
Decreases over time for all households	4%
Changes based on household employment, income, or education status	14%
Changes based on household need	37%
Do not change frequency	14%
Ongoing case management not required	31%

Note: n=1,805 RRH programs. Percentages changes in frequency of case management may not add to 100 percent due to rounding. Programs may use multiple PE practices in case management, so categories are not mutually exclusive.
Sources: Survey of Continuums of Care and Survey of RRH Programs

More than 80 percent of RRH programs that reported using progressive engagement in case management reported varying the frequency of case management meetings (84 percent) and the types of referrals and services to participating households depending on their needs (81 percent), as shown in exhibit 13. Staff at one program said that this flexibility in providing guidance and services allowed the case managers to be creative in identifying services and approaches to assist the households in achieving stability. Three-fourths of RRH programs indicated that they varied the total time that households spent in case management during their time in the RRH program.

In an in-depth interview, one RRH program explained that their program's approach to case management is not at all progressive. Case managers meet with program participants for the purpose of finalizing housing placement and the household's budget. At move-in, case managers refer the household to other services based on their needs. After move-in, however, case managers are no longer required to meet with program participants, mostly because there are not resources for longer-term assistance. The program survey indicated this practice was not uncommon, as almost one-third of programs (31 percent) reported not requiring ongoing case management after the household is placed in housing.

3.   Rapid Re-Housing Program Assistance

RRH programs provide two types of assistance: (1) rental and move-in assistance and (2) case management. Individual RRH programs have discretion to determine the appropriate amount and type of assistance provided to participating households. This chapter explores the different types and amount of assistance offered by RRH programs.

Rental and Move-in Assistance

RRH covers a wide spectrum of housing assistance. RRH programs often offer different types and durations of assistance based on household initial needs and changes in needs during program participation and they often describe this as progressive assistance. Focusing on the assistance an average or typical household served by a program receives can help clarify variation in programmatic models being used and permit inferences about the extent to which programs are following the principles of progressive engagement or assistance as defined by its advocates. We describe variations in practices reported to the survey and in interviews across RRH programs. We also explore the extent to which variation in the length and depth of average assistance and the structure of cash assistance is associated with programs' federal funding source and local housing market conditions.

Variation in Core Rental Assistance Practices

Providing rental assistance is a core function of RRH programs, but programs have the flexibility to address barriers households may face obtaining housing with move-in or one-time assistance. Virtually all programs (97 percent) offered rental assistance to at least some of their participants, as shown in exhibit 14.[11] More than one-third (38 percent) offered one-time financial assistance to some of their households (for example, for paying off utility arrears), but only a small number of programs exclusively offer one-time assistance to all households served. Among programs that offered rental assistance to at least some households served, it is not clear how often one-time or move-in assistance was the only assistance provided or how often it was combined with ongoing rental assistance. In interviews, staff of several RRH programs said that one-time financial assistance is often coupled with partial rent assistance.

Exhibit 14. Type of Assistance Offered by RRH Programs

	% All Programs
Type of Assistance Offered (Any that Apply)	
One-time financial assistance	38%
Move-in assistance	77%
Rental assistance	97%

Note: n=1,805 RRH programs; programs can offer multiple types of assistance.
Source: Survey of RRH Programs

Rental assistance can range from paying a single month's rent to ongoing assistance for up to two years. More than three-fourths of programs surveyed also offered move-in assistance (for example,

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[11] RRH programs were asked: "What type(s) of assistance does your RRH program provide? Select all that apply."

help with moving expenses, transportation, or childcare costs), covering almost nine in 10 households served by programs surveyed.

The flexibility given to RRH programs in determining assistance levels differs from federal rental assistance programs. Some federal programs, including the Housing Choice Voucher (HCV) Program and rental assistance under the permanent supportive housing component of the CoC Program, determine amounts of rental assistance based on standard formulae such as the "housing gap formula," total current rent minus a percentage of income. Some CoCs set standards that govern program-level RRH rental assistance practices, whereas others defer these decisions to individual RRH programs. Programs that adjust assistance levels based on client needs may have standard approaches for calculating or stepping down rental assistance over time, or they may allow case managers discretion to determine the amount of rental assistance and how it changes over time.

Consistent with this flexibility, no single method of structuring rental assistance was used by most programs, as shown in the top panel of exhibit 15. The most common structure was paying the full rent for an initial period and then tapering the amount of assistance until the household pays full rent, used by 38 percent of programs serving 42 percent of households. Other less common approaches include paying a percentage of the rent for the duration of the program, based either on the household's rent or their income (16 percent), or providing a fixed amount of assistance for a short period of months (9 percent). More than a fourth of programs (28 percent) reported that they did not use any single method, with the assistance determinations being based on household income and need on a case-by-case basis.

The second panel of exhibit 15 presents the average assistance RRH programs reported offering households. Most programs (56 percent) cover a portion of the typical households' rent, while one-third reported paying the whole rent. Providing only move-in assistance or security deposits to the typical household served was not common, reported by only 11 percent of RRH programs.

Exhibit 15. Assistance Structure and Average Assistance Provided by RRH Programs

	% All Programs
Program Assistance Structure	
Whole rent paid for initial period, then partial rent	38%
Based on individual household income and need	28%
% of total rent or income for duration	16%
Short-term fixed amount of assistance	9%
Whole rent paid for duration of program	8%
Average Assistance Provided	
Portion of rent	55%
Whole rent	33%
Move-in or security deposit only	12%

Note: n=1,801 RRH programs (four programs missing data) for program assistance structure and n=1,791 for average assistance provided (14 programs missing data); percentages may not add to 100 percent due to rounding.
Source: Survey of RRH Programs

Federal policies for RRH also permit broad flexibility in determining the duration of assistance. As shown in exhibit 16, more than one-third of programs offered the average household one-time or very short-term assistance, lasting up to three months. The majority of RRH programs reported providing

short-to-medium term rental assistance for the average household, with 25 percent providing an average of 4 to 6 months of rental assistance and an additional third of programs providing an average of 7 to 12 months of assistance. Only a small portion (8 percent) provide rental assistance beyond a year to the average household served. Additional analyses indicated that programs that cover the full cost of rent for the average household served tend to do so for short durations, with 1 to 3 months being most common and rarely lasting more than 6 months. In contrast, the most common duration for programs offering partial rental assistance to the typical household was 7 to 12 months.[12]

Exhibit 16. Average Length of Assistance for All RRH Programs

	% All Programs
One-time: Move-in or security deposit only	12%
1 to 3 months	23%
4 to 6 months	25%
7 to 12 months	33%
13 to 24 months	8%

Note: n=1,791 RRH programs (14 missing data); percentages may not add to 100 percent due to rounding.
Source: Survey of RRH Programs

Short-term assistance is more common among the largest RRH programs (see exhibit 17). Three months or less of assistance was offered to the average household served by 46 percent of programs serving 150 or more households compared to 33 percent of programs serving less than 150 households. (There was no difference in the proportion of smaller [less than 25 households] and mid-sized [25-149 households] RRH programs that offered 3 months or less of assistance on average.)

Programs that serve both individual and family households were more likely to provide short-term assistance relative to both programs that only served individual or family households. Thirty-eight percent of programs that served both individual and family households provided three months or less of assistance on average compared to one-third of programs that served individuals, and 21 percent of programs that only served family households.

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[12] The maximum length of rental assistance provided by HUD RRH programs in 24 months. Nevertheless, CoCs are encouraged to set a maximum amount of time for rental assistance in their RRH programs. For VA-funded programs, the maximum length of rental assistance is 10 months in a two-year period, or six months in 12-month period. For extremely low-income families the limits are 12 months in a two-year period and 10 months in a one-year period.

Exhibit 17. Average Length of Assistance by Program Size and Household Type Served

	Program Size (HHs Served)			Household Type Served		
	Small (25 or less)	Mid-sized (25-149)	Large (150+)	Individual and Family	Individual only	Family only
One-time: Move-in or security deposit only	10%	13%	14%	13%	12%	7%
1 to 3 months	23%	20%	32%	26%	21%	14%
4 to 6 months	22%	29%	23%	26%	20%	24%
7 to 12 months	35%	21%	28%	29%	37%	44%
13 to 24 months	10%	6%	3%	6%	10%	10%

Note: n=1,791 RRH programs (14 missing data) for program size, 1,771 for household type served (34 missing data); percentages may not add to 100 percent due to rounding. Caution should be used in interpreting small differences between categories due to potential survey sampling error.
Source: Survey of RRH Programs

Potential Influences on Core Rental Assistance Practices

Federal Funding Source
Rental assistance practices of RRH programs seem to vary by whether the programs receive federal funding from HUD or VA and the type of HUD funding received. The two main RRH programs funded by HUD are both less likely to provide only move-in or security deposit assistance than VA-SSVF-funded programs (12 percent and 6 percent compared to 19 percent for VA-funded programs). When the VA-funded programs provide rental assistance, however, it is more likely to be full rather than partial rental assistance (44 percent for the VA-funded programs compared to 29 and 27 percent for the two HUD funding sources) (see exhibit 18).

Exhibit 18. Type of Assistance for RRH Programs by Funding Source

Average Depth of Assistance	HUD-ESG	HUD-CoC	VA-SSVF
Move-in or security deposit only	12%	6%	19%
Partial rental assistance	59%	67%	36%
Full rental assistance	29%	27%	44%

CoC=Continuum of Care. ESG=Emergency Shelter Grant. SSVF=Supportive Services for Veteran Families.
Note: n=882 RRH programs for HUD-ESG, 921 for HUD-CoC, 464 for VA-SSVF. Percentages may not add to 100 percent due to rounding. Funding sources are not mutually exclusive. Caution should be used in interpreting small differences between categories due to potential survey sampling error.
Source: Survey of RRH Programs

HUD- and VA-funded programs also differ to some extent in the way in which they vary rental assistance over time. VA-SSVF-funded RRH programs more commonly reported providing rental assistance based on each individual household's income and need (39 percent) without a set assistance formula, relative to HUD-ESG- and HUD-CoC-funded programs (28 and 25 percent). Using a formula based on rent or rent and income for the duration of a household's time in the RRH program was observed primarily among HUD-funded programs, 22 percent of CoC-funded programs and 15 percent of ESG-funded programs, compared with 3 percent of VA-SSVF-funded programs.

In a program interview, staff at one VA-funded SSVF program stated that some program participants entered the program requesting the full amount of rental assistance offered. The program manager

believed that some clients review the SSVF Program Guide that details the different types and amount of assistance available through the program before applying.

VA-funded programs were somewhat more likely to pay the full rent than HUD-funded programs (as seen in exhibits 18 and 19), but they also typically provide assistance for a shorter period of time, as shown in exhibit 20. About 55 percent of VA-SSVF programs offered either one-time assistance or very short-term rental assistance lasting one to three months to the average household served. This could reflect a common practice of providing a security deposit and only one month's rent. In contrast, most HUD-only funded programs (57 percent of ESG-funded programs and 68 percent of CoC-funded programs) offered rental assistance for between 4 and 12 months. An additional 6 percent of ESG-funded programs and 12 percent of CoC-funded programs offered more than a year of assistance on average.

Exhibit 19. Varying Assistance over Time by Federal Funding Source

	HUD-ESG	HUD-CoC	VA-SSVF
Program Assistance Structure			
Whole rent paid for initial period, then partial rent	37%	39%	40%
Based on individual household income and need	28%	25%	39%
Percentage of total rent or income for duration	15%	22%	3%
Short-term fixed amount of assistance	10%	7%	9%
Whole rent paid for duration of program	10%	6%	9%

Note: n=882 RRH programs for HUD-ESG, 921 for HUD-CoC, and 330 for VA only. Percentages may not add to 100 percent due to rounding. Caution should be used in interpreting small differences between categories due to potential survey sampling error.
Source: Survey of RRH Programs

Additional analyses indicated that these time-related differences intersected with differences in amount of assistance. VA-SSVF programs were more likely to offer assistance that pays the full rent for a shorter period of time, whereas HUD-funded programs were more likely to offer assistance in which the household pays part of the rent for a longer period of time, particularly those that received HUD CoC funding.

Exhibit 20. Average Length of Rental Assistance by Federal Funding Source
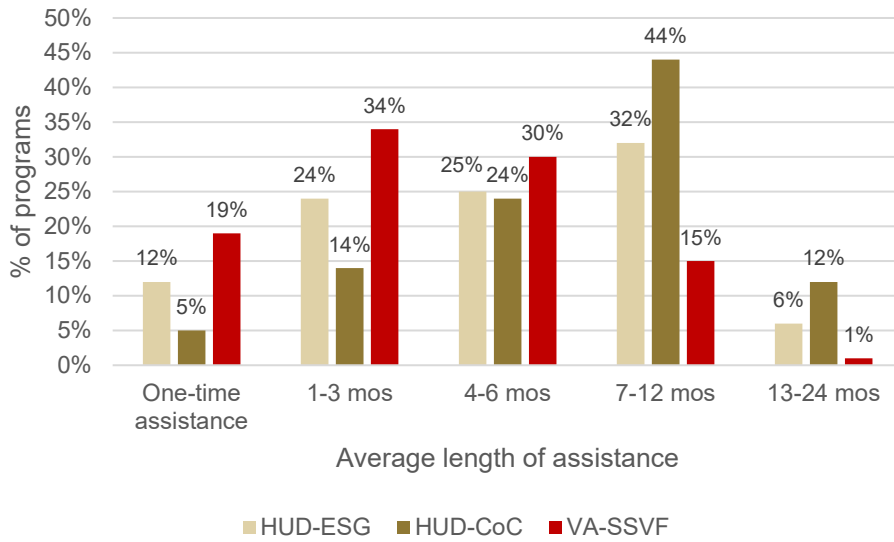
Note: n=882 RRH programs for HUD-ESG, 921 for HUD-CoC, and 464 for VA-SSVF. Percentages may not add to 100 percent due to rounding. Caution should be used in interpreting small differences between categories due to potential survey sampling error.
Source: Survey of RRH Programs

Housing Market Conditions

RRH programs may adapt their assistance practices to their local housing market conditions, particularly housing costs and vacancy rates. Exhibit 21 shows that some aspects of the design of RRH programs' rental assistance appear to vary by housing market conditions.

In high-cost, tight housing markets, more than one-half of RRH programs paid the participant's entire rent for an initial period, then transitioned to paying a portion of their rent, compared with 36 percent of programs in other markets. Programs in high-cost, tight markets were also somewhat less likely to pay the whole rent for the duration of the program relative to lower cost, looser markets. In interviews, RRH programs operating in high-cost, low-vacancy communities stated that they did not offer full assistance for a long period of time because they wanted to assist as many households as possible with their limited resources. For example, the director of an SSVF program stated that his program often did not provide long-term rental assistance because the program wanted to have the option to provide housing assistance in the future if needed, so they did not want to approach the two-year maximum length of assistance per household. Staff interviewed also indicated that some households have a steady source of income despite experiencing homelessness and only need assistance in locating and obtaining housing, such as first and last month's rent or a security deposit. Several RRH programs in high-cost markets reported that they are experimenting with shared housing arrangements, allowing two RRH participants to live together, thus reducing the amount of rent for each participant. These programs typically pursued shared housing for households comprised of individual adults, but two RRH programs mentioned they are looking into shared housing as a means of supporting households with children.

Exhibit 21. Rental and Move-in Assistance Practices by Housing Market Conditions

	% of Programs by Housing Market Conditions		
	High cost, Tight	**Lower cost, Looser**	**Other markets**
Number of programs	208	1,253	338
Program Assistance Structure			
Whole rent paid for initial period, then partial rent	51%	36%	36%
Based on individual household income and need	21%	28%	31%
% of total rent or income for duration	15%	16%	18%
Short-term fixed amount of assistance	9%	10%	9%
Whole rent paid for duration of program	3%	10%	5%
Move-in or security deposit only	15%	11%	10%

Notes: Program assistance structure only available for RRH programs surveyed. Two surveyed programs from U.S. territories are missing housing market data; four surveyed programs are missing program assistance structure data. Column percentages may not add to 100 percent due to rounding. Housing cost defined based on population-weighted average of ACS median gross monthly rent for counties in the program's Continuum of Care. High cost is >$1,175 (>1SD above CoC average median gross rent); lower cost is $1,175 or less (+1SD or less). Rental vacancy rate defined as the population-weighted average of ACS vacancy rates across counties in the program's Continuum of Care. Tight is <5 percent rental vacancy rate; looser is 5 percent or higher vacancy; derived from Finkel and Buron (2001). Other market conditions include high-cost, looser markets and lower cost, tight markets. Caution should be used in interpreting small differences between categories due to potential survey sampling error.
Source: Survey of RRH Programs

Case Management

Households usually begin case management immediately upon entry to the RRH program. During this period, participants meet regularly with their case manager, with 42 percent of programs requiring at least weekly meetings during the housing search process. Initially, RRH programs often require a participant to complete a housing stability plan to identify issues that may make it difficult to find and rent housing and develop a plan to address them. Such issues could include insufficient income, a history of eviction, and utility arrears. At this time, case managers may also connect households with employment and education services; financial management training; mainstream benefits including Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), and Medicaid; and childcare. RRH programs reported in interviews that these early case management meetings often occur in-person at the RRH program offices. The caseload of RRH case managers varies. Of the 20 RRH programs that participated in qualitative interviews, caseloads ranged from 15 to 25 households, with an average of 20 households per case manager.

Exhibit 22. Frequency of Case Management

	Before Move-in, Required or Expected		During Assistance, Required		Post-Assistance, Available	
Frequency of Meetings	% Progs	% HH	% Progs	% HH	% Progs	% HH
More than once per week	8%	9%	0%	0%	-	-
Once per week	34%	33%	6%	8%	2%	2%
Twice or more per month	18%	18%	11%	11%	3%	3%
Once per month	16%	16%	34%	30%	9%	9%
Other	11%	10%	2%	2%	4%	3%

	Before Move-in, Required or Expected		During Assistance, Required		Post-Assistance, Available	
Not required/offered	14%	14%	31%	32%	21%	26%
Variable, as-needed basis	-	-	14%	15%	61%	57%
Variable, by time in program	-	-	1%	1%	-	-

Notes: n=1,775 RRH programs for before move-in, 1,802 for during assistance, and 1,803 post-assistance due to item non-response.; column percentages may not add to 100 percent due to rounding. Progs = programs; hh = households, where percentage of households indicated program frequencies being weighted by the number of households served by the program; "-" = not applicable, response option not included in the survey question for the time period in question.
Source: Survey of RRH Programs

The frequency of case management meetings changes during a household's tenure in the program, often decreasing over time. After a household moves into a unit and is receiving rental assistance, many RRH programs reported that the frequency of case management meetings is reduced. Indeed, almost one-third of programs (31 percent) no longer required regular case management meetings after move-in. The most common meeting frequency after move-in was monthly, required by one-third of programs (34 percent). In interviews, most RRH programs reported that meetings that occur after move-in are less formal, occurring as casual check-ins in different locations such as the household's new unit or by telephone. Staff of one program that did not offer regular case management during this period indicated that they thought case management would be beneficial but made the decision to dedicate resources to assisting more households overall.

More than one-half of all RRH programs (54 percent) stated that the frequency of case management changes based on household needs, indicating use of a progressive engagement approach. Twenty percent of RRH programs reported that case management changes in frequency as a result of a household's employment, income or education status. In contrast, 21 percent of RRH programs reported that they do not change the frequency of case management at all for participating households during their time in the program.

Aftercare

Many RRH programs continue to provide some level of case management after ending rental assistance, sometimes known as "aftercare." As shown in exhibit 23, 79 percent of RRH programs indicated that they offer aftercare services to participating households. RRH programs reported that aftercare most often consists of case management (93 percent), resolving issues with landlords (76 percent), or assistance locating new housing if the current housing is not affordable (62 percent). Less common aftercare services include determining whether participants' housing will remain affordable (53 percent) and career services (45 percent). Aftercare continues to provide stabilization and support for households as they adjust to assuming their complete rental payments. In some instances, this ongoing assistance can be structured, such as one program interviewed that had a goal of providing regular case management for six months after financial assistance ends.

Exhibit 23. Aftercare Services by RRH Programs

Aftercare Services Offered	% Programs
Does provide aftercare services	79%
No services provided after assistance ends	21%
Of Those Providing Aftercare, Types of Services Provided	
Case management	93%

Aftercare Services Offered	% Programs
Resolving issues with landlord	76%
Finding new housing if current is unaffordable	62%
Determining whether housing remains affordable	53%
Career services	45%

Notes: n=1,799 RRH programs for aftercare services (six programs did not respond to the question); programs could provide multiple types of aftercare services.
Source: Survey of RRH Programs

The availability of aftercare often varies based on program resources. One RRH program interviewed explained that the program approaches aftercare on an "as-needed" basis, prioritizing aftercare to households that request it. Another RRH program expressed an interest in offering aftercare to RRH participants but stated that the program did not have adequate budget to provide services beyond the period of housing assistance. To overcome resource limitations, one RRH program director explained that they provide referrals to other community resources to provide ongoing case management since they cannot provide it through the RRH program. Another said that he texts former participants and hosts peer support groups that allow him to more efficiently maintain contact and provide support as needed.

4.   Conclusion

Currently, RRH programs are providing individuals, families, and other target populations who are experiencing homelessness with temporary assistance to obtain housing and case management to help stabilize them in the unit. Almost three-fourths of RRH programs report using a progressive engagement approach to providing rental assistance and to providing case management. RRH programs typically combine federal funding sources (primarily HUD and VA) with non-federal funding sources (for example, state and local government, private foundations) but rarely combine federal sources. The vast majority of RRH programs offered case management assistance, and the duration and intensity of case management was most often determined on an as-needed basis after move-in.

Common Rapid Re-housing Rental Assistance Models

Looking across the data on RRH programs collected in the repository and through interviews with a limited number of RRH programs, three common models of RRH rental assistance emerged.

One-time Financial Assistance
The first model offers participating households limited assistance to enter a market-rate housing unit. One-time assistance could include a security deposit, utility deposit, and even first month's rent. This model is slightly more common in RRH programs located in high-cost, tight rental markets and is also used more often by VA-funded programs.

Short-term Intensive Assistance
The second model provides participants with shorter term, intensive rental assistance. Very short-term assistance is more likely to cover a households' entire rent, though it may still only cover a portion of the rent. We found that this model may be more common among programs funded by the VA-SSVF program. This combination was also found more commonly among programs in communities with tight, high cost rental markets. In interviews with RRH programs in such market environments, RRH program staff, including housing specialists, work to develop partnerships with landlords and are more likely to use financial incentives and extensive, sustained outreach so that participants can move into housing quickly upon program enrollment.

Longer-term Partial or Tapered Assistance
The third model offers program participants a longer period of rental assistance. Often, full rental assistance is provided for an initial period (for example, 1–3 months), and then the RRH program provides shallower rental assistance for a longer period. In interviews with a small number of RRH programs that provided longer-term assistance, we found that case management also continued for a longer duration, often with some type of aftercare, either formal or informal in structure. HUD funding supports many of these longer-term programs, and they exist more frequently in looser, lower cost housing markets.

Challenges to Providing Assistance in Tight/High-cost Communities

RRH programs operating in communities with high-cost, tight rental markets face significant challenges in identifying and securing privately owned housing units in which to place participating households. Because many households are competing for the same housing units, landlords can be very selective in choosing their tenants. According to RRH staff, landlords are frequently reluctant to rent to RRH participants, especially if they have eviction and criminal histories. Landlords also

perceive participating in an RRH program as more risky than other housing subsidies because of the short duration of housing assistance and limited rental assistance provided by programs in these housing markets. RRH programs cited rental buildings or complexes managed by property companies as the most difficult to recruit to participate in RRH programs, as they are the least flexible in waiving or adjusting applicant requirements (for example, criminal histories, eviction histories) and in negotiating the cost of rent to bring it within the limits established by the program. Programs continue to try to recruit these landlords, however, because they offer access to a much larger inventory of units than smaller private "mom and pop" landlords that own and independently manage a small number of units.

RRH programs have developed numerous strategies to recruit and engage landlords, many of which include compensating the landlord beyond the typical rent in the form of double security deposits, paying to reserve or secure units immediately, risk mitigation funds, and starting rent payments before the tenant moves in. RRH program staff also engage in continuous outreach with landlords, conducting monthly satisfaction calls, writing thank you notes, and routinely soliciting landlords about any negative experiences they may have with their RRH-funded tenants. Some RRH program staff raised concerns about the level of sustainability of the program, even with these practices, fearing that there may be insufficient landlords to participate in the program in future years.

Directions for Future Research

This report provides an overview of the RRH repository and describes variations in RRH program practices and the contexts in which programs operate. The extensive data contained in the RRH repository provides several opportunities for additional research, both for further analyses and as a platform to guide additional research projects. Repository data could be used to inform sampling for site visits and interviews for future research. The repository data also could be linked to household-level Homeless Management Information Systems (HMIS) data to explore relationships between program practices and household outcomes. We provide a few examples.

Further Analysis of RRH Using Repository Data

1. **What role do CoCs play in influencing how RRH programs operate?** This report explored some aspects of relationships between CoC characteristics and policies and RRH program practices. Further analysis could explore these dynamics in greater depth. For example, how do program practices differ among CoCs that have different referral practices and program objectives for different population groups compared to those with uniform approaches? To what extent do CoC-level supports and assessment activities relate to what individual programs choose to do?

2. **Relationships between staff and staff expertise and program practices and models.** To what extent do RRH programs using different models for providing assistance vary in their staffing allocation, expertise requirements, and responsibilities? Exploration of these relationships was beyond the scope of this report but could inform technical assistance efforts and a deeper understanding of program models.

3. **Associations between community and CoC characteristics and program models.** This report identified three common program models for rental assistance based on distributions and cross tabulations of the repository data. This analysis could be expanded by incorporating additional characteristics and using cluster analysis to create a more rigorous, empirically driven typology. One could then examine which community and CoC characteristics are most strongly correlated with program models—for example, are housing market conditions or funding sources more strongly associated with use of short-term intensive assistance?

External Research Informed by the Repository

4. **Further research on landlords.** A key theme identified in this report was that RRH programs face substantial challenges in finding landlords to participate in the program. Future work could explore differences in how landlords perceive the different types of models being used by RRH programs—for example, among programs that offer one-time or extremely short-term assistance, assistance of less than a year, and assistance for a year or more. The implications of progressive assistance for landlords have not been fully explored, and the geographic and program data provided in the repository provides an excellent platform to guide future research in this area.

5. **Housing quality in RRH programs.** Qualitative interviews indicated that RRH programs in rural or low-cost areas may have a harder time identifying housing of adequate quality. The repository could be used to explore housing quality concerns across RRH programs operating in different types of housing markets and geographies and implications of RRH policies on depth of assistance for the quality of housing participants are able to obtain.

Appendix A: Methodology of CoC and Rapid Re-housing Surveys

In order to better understand the current implementation of RRH programs nationwide, the study team conducted two online surveys in the early part of 2018: a Continuum of Care (CoC) survey (which can be found in appendix C) and a direct survey of RRH programs (which can be found in appendix D). The results of these two surveys are incorporated into the RRH data repository.

CoC Survey

The CoC survey solicited the name and contact information for all RRH providers operating in each CoC. It also asked questions about RRH within the context of the broader homelessness assistance system in each geography. The survey was administered online from January 30 to April 11, 2018.

In order to ensure high participation rates, HUD emailed all CoC Collaborative Applicants to notify them about the CoC survey in advance and solicit their participation. The study team also sent a customized link for the survey to all CoC Collaborative Applicants the following day. In order to increase response rates, all CoCs received up to four email reminders during the administration period.

The study team also identified non-responder CoCs with the largest point-in-time (PIT) counts of people experiencing homelessness in January 2017, or large numbers of RRH programs listed on the 2017 Housing Inventory Count (HIC). These "high priority" CoCs received up to three reminder calls to complete the web survey in addition to the usual email reminders, during which they were given the opportunity to complete the survey by phone. Only three CoCs completed the survey by phone.

Towards the end of the survey period, HUD SNAPS TA Regional Coordinators sent follow-up emails to specific high priority CoCs that had not yet responded to the survey. The study team also sent a standard reminder email to high priority non-responder CoC on March 14, and all CoC that had not responded by April 2 received an email from Deputy Assistant Secretary for Special Needs Jemine Bryon.

When possible, Abt staff with existing relationships with CoCs conducted additional follow-up by phone and/or email. The study team also requested that HUD, the VA, the National Alliance to End Homelessness and the U.S. Interagency Council on Homelessness promote the survey via their respective listservs, which they did at throughout the administration period.

The study team achieved a total response rate of 83 percent for the CoC survey.[13] Exhibit A-1 presents the response rates by key CoC characteristics, including geography, region, homeless population (2018 total point-in-time count), and rental market characteristics.

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[13] Originally, HUD provided a list of 399 CoCs for the survey. Of these, three merged with other CoCs and were dropped, resulting in a total of 396 CoCs as the base for the response rate. CoCs that completed the survey (n=294), completed part of the survey (n=25), or who responded by indicating they currently did not have any RRH programs (n=10) were included as responders, resulting in a total of 329 respondents.

Exhibit A-1: CoC Survey Response Rates by Key CoC Characteristics

CoC Characteristic	Completed CoC Surveys	
	# CoCs	% CoCs
Total	328	83%
Geography type		
Major city	44	92%
Largely urban	50	85%
Largely suburban	144	83%
Largely rural	90	78%
Total Homeless Population, 2018 PIT		
Less than 249	64	75%
250 to 499	77	76%
500 to 999	75	83%
1,000 to 4,999	95	93%
Greater than 5,000	17	100%
HUD Region		
Region I: CT, VT, MA, ME, NH, RI	22	92%
Region II: NY, NJ	28	67%
Region III: PA, VA, WV, MD, DE, DC	43	80%
Region IV: AL, FL, GA, KY, MS, NC, SC, TN, PR, VI	63	81%
Region V: IL, IN, MI, MN, OH, WI	58	88%
Region VI: AR, LA, NM, OK, TX	27	79%
Region VII: KS, IA, MO, NE	16	89%
Region VIII: CO, MT, ND, SD, UT, WY	8	80%
Region IX: CA, AZ, HI, NV	47	89%
Region X: WA, AK, ID, OR	16	94%
Rental Market		
High cost, tight market	17	74%
High cost, looser market	33	81%
Moderate to low cost, tight market	215	83%
Moderate to low cost, looser market	61	86%

CoC = Continuums of Care. PIT = point in time.

Survey of Rapid Re-housing Programs

The RRH program survey was administered online between April 24 and July 2, 2018. Using the expanded sample of RRH programs from the CoC survey and additional efforts detailed below, the study team emailed an invitation to complete the survey to 2,211 RRH programs. The survey was also announced in newsletters and listserv messages from the U.S. Interagency Council on Homelessness, the National Alliance to End Homelessness, the HUD Exchange, and the VA's SSVF Program Update.

Adjusting the RRH Program Survey Sample

To ensure that the RRH program survey reached as many RRH programs as possible, the study team worked to identify and include additional RRH programs beyond those reported by in the CoC

survey. First, the study team manually identified RRH program contacts for the 12 CoCs with one RRH program listed on the HIC that did not respond to the survey. Next, the study team reviewed administrative data for the Supportive Services for Veteran Families (SSVF) program to identify any SSVF programs that were not reported by CoCs as part of the survey. Finally, the study team reviewed and matched APR/CAPER administrative data to identify and add contact information for any RRH programs that were not already part of the RRH program sample.

After the survey began, staff from some RRH programs contacted the study team via the study's email requesting to participate in the survey. These RRH programs did not receive an invitation for one of several reasons: their program was located within a CoC that did not participate in the CoC survey; their RRH program was not reported by the CoC; or the CoC provided incorrect contact information. In response to these requests, members of the study team verified that the program was not included in the sample by checking for the names of the CoC and the RRH program. If the program was included in the sample but another program contact had received the link to participate, staff replied to the request to participate by providing this information. If the program was not included in the original sample, staff added it to the RRH sample. This process resulted in 133 RRH programs receiving invitations to complete the survey.

In some instances, the study team received notification from RRH programs that they should not be included in the survey because their program had ended or had not yet started. These RRH programs were removed from the survey sample. In total, we removed 121 RRH programs from the sample.

Survey Followup Efforts

The study team sent a total of five reminder emails to all RRH programs that had not completed the survey to encourage their participation. The researchers sent one additional reminder email to RRH programs that had started the survey but did not finish. Study staff identified a group of high priority RRH programs (those programs located in CoC with large number of people experiencing homelessness and a low rental vacancy rate) to receive telephone outreach to request survey participation. HUD also sent a final reminder via the HUD Exchange email listserv to encourage RRH programs to complete the survey during the final week of administration. The RRH program survey achieved a response rate of 62 percent.[14]

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[14] Note that the number of RRH survey responses differs from the number of RRH programs in the report, as RRH survey responses could apply to multiple programs listed in the HIC. The response rate here is based on the number of survey completions relative to the 2,344 total survey invitations sent. Subtracting the 112 programs removed from the sample because their program had ended or not yet started, this gives a base of 2,232 potential respondents. The RRH survey had 1,377 responses with all or some survey questions completed beyond the organization's name and address.

Exhibit A-2: RRH Survey Response Rates by Key CoC Characteristics

CoC Characteristic	Completed RRH Surveys	
	# Programs	% Programs
Total programs	1,377	62%
Geography Type		
Major city	303	66%
Largely urban	126	65%
Largely suburban	499	61%
Largely rural	449	59%
Total Homeless Population, 2018 PIT		
Less than 249	132	62%
250 to 499	191	59%
500 to 999	320	60%
1,000 to 4,999	584	63%
Greater than 5,000	150	66%
HUD Region		
Region I: CT, VT, MA, ME, NH, RI	55	55%
Region II: NY, NJ	74	56%
Region III: PA, VA, WV, MD, DE, DC	204	53%
Region IV: AL, FL, GA, KY, MS, NC, SC, TN, PR, VI	250	61%
Region V: IL, IN, MI, MN, OH, WI	242	72%
Region VI: AR, LA, NM, OK, TX	142	67%
Region VII: KS, IA, MO, NE	79	69%
Region VIII: CO, MT, ND, SD, UT, WY	58	67%
Region IX: CA, AZ, HI, NV	179	59%
Region X: WA, AK, ID, OR	94	66%
Rental Market		
High cost, tight market	52	57%
High cost, looser market	153	57%
Moderate to low cost, tight market	947	62%
Moderate to low cost, looser market	223	66%

CoC = continuum of care. PIT = point in time. RRH = rapid re-housing.

Notes: Four non-respondents missing due to being unable to identify CoC number; four programs in Guam, Northern Mariana Islands, and U.S. Virgin Islands missing rental market data (three respondents, one non-respondent).

Appendix B: Methodology of RRH Program Telephone Interviews

To collect more detailed information about program policies and practices and learn more about existing RRH program models, the research team conducted in-depth interviews with 20 RRH programs. (Research staff pre-selected the four programs from which qualitative research with RRH participants is occurring into this sample to learn more about the RRH programs.) To select the remaining 17 RRH programs to include in the follow-up telephone interviews, the study team began by randomly sampling 60 RRH programs that participated in the web-based survey of RRH programs. Then the study team used the survey data to consider several program features.

- *Progressive engagement*. The study team identified whether the RRH program uses progressive engagement and whether the rental assistance amount is based on household income and need, or if the entire rent is paid and then the amount is gradually reduced.

- *Coordinated entry*. The study team considered whether the program relies on Coordinated Entry to conduct initial program screening and assessment for appropriateness for participation in an RRH program.

- *Program size*. The study team divided programs into four size categories based on the total number of households served annually by the program: small programs who served less than 50 households; medium programs that served 50–99 households; large programs that served 100–249 households; and extra-large programs that served more than 250 households.

- *Program length*. The study team separated programs into five categories related to the typical number of months the program provided RRH assistance to households: one-time assistance; 1–3 months; 4–6 months; 7–12 months; and more than 12 months.

- *Funding source*. The study team indicated whether the RRH program received HUD funding (CoC, ESG, or both), SSVF funding, or neither.

In addition to these program features, the study team also used ACS data to identify the median income and rental vacancy rate for the CoC. In making selections from the random sample of 60 programs, researchers prioritized selection of programs in high cost, low vacancy geographies. The study team also selected more large and medium size programs.

If staff were unable to reach the primary contact at the RRH program after multiple phone and email attempts or the contact refused to participate in the interview, staff selected a replacement program from the sample. The study team tried to select a replacement RRH program from the same size category in the same geographic region. If possible, we also tried to choose an RRH program with the same funding source.

Appendix C: CoC Survey Instrument

Survey of CoCs for Rapid Re-housing Study

Survey Conducted by Abt Associates

Winter 2018

This version of the survey is INFORMATIONAL ONLY.

Please be sure to complete the survey online at www.rrhsurvey.com

Welcome to the Survey of CoCs for Rapid Re-housing Study. The U.S. Department of Housing and Urban Development (HUD) has contracted with Abt Associates to conduct this survey. The information collected here will allow researchers to explore and document how RRH programs operate independently and within the CoC, as well as how they are currently serving homeless households.

This survey is voluntary and whether or not you decide to participate will not affect your agency's relationship with HUD. All information you provide is private and will be protected to the fullest extent possible by the law. You can skip any question that you do not want to answer. Responses to this survey will be used for research purposes only and will NOT be used for compliance monitoring.

This survey has been approved by the Office of Management and Budget, as required by the Paperwork Reduction Act of 1995, under OMB control number 2528-0314, which expires on December 31, 2020.

We estimate the survey will take about 20 minutes to complete. If you have questions about this burden estimate or the study itself, please contact Ms. Mindy Ault, Social Science Analyst, Office of Policy Development and Research, HUD at (202) 402-3116 or Ms. Lauren Dunton, Abt Associates Project Director at (301) 634-1779. If you have questions about the survey, call toll free at 1-800-305-8013.

YOUR INFORMATION

Your Name:

Your CoC:

Email Address:

Phone:

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1. First, we would like to obtain the contact information for all of the rapid re-housing programs in your CoC so they can be included in our study. How many rapid re-housing programs does your CoC have?

   (a) 0   → Thank you, those are all the questions we have for you.
   (b) 1-15   → Please proceed to Q2.
   (c) More than 15 → Please proceed to Q3. Once you submit this question on the web survey, a member of the study team will contact you.

2. Please provide the contact information for the program director or other representative best suited to answer questions about each rapid re-housing program in your CoC. This should include all HUD-funded programs (CoC and ESG), as well as the Supportive Services for Veteran Families (SSVF) and any RRH programs funded by other sources.

	Organization Name	RRH Program Name	Contact Name	Contact Title	Email	Phone
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						

In the next set of questions, HUD is attempting to better understand the goal and purpose of rapid re-housing within the context of the broader homeless system. We would like to understand how you are using RRH in combination with other elements of the homeless services system, how people are screened for RRH as part of a coordinated entry process or in other parts of the homeless system, what population groups may be prioritized for RRH assistance, and what your expectations are for a successful use of RRH.

3. Has your CoC adopted "written standards for RRH," as specified in the CoC Program interim rule?

    (a) Yes, my CoC has adopted written standards for RRH
    (b) No, my CoC is working on developing written standards for RRH
    (c) No, my CoC has not started developing written standards but we know that we need to
    (d) I don't know what the term "written standards for RRH" refers to

If you answered (b), (c), or (d) above, please skip to Q5. Otherwise, continue to Q3a.

    3a. (The online survey will prompt you to attach your CoC's written standards to an automatically generated email from RRHsurvey@abtassoc.com with the subject line "Written Standards for RRH.")

4. Which RRH projects are covered by your CoC's written standards? (Select all that apply.)

    (a) CoC Program-funded RRH projects
    (b) ESG Program-funded RRH projects
    (c) Other RRH projects that are part of our CoC's coordinated entry system
    (d) Other (Specify: _____)
    (e) Don't know

5. Do you have written standards regarding the length of rental assistance to be provided to RRH program participants?

    (a) Yes
    (b) No

In the next set of questions for CoCs, HUD is attempting to better understand the goal and purpose of rapid re-housing within the context of the broader homeless system. We would like to understand:

- *How the CoC is using RRH in combination with other elements of the homeless services system*
- *How people are screened for RRH as part of a coordinated entry process or in other parts of the homeless system*
- *What population groups may be prioritized for RRH assistance*
- *What the CoC's expectations are for a successful use of RRH*

6. Is RRH specifically prioritized to any of the following population groups? (Select all that apply.)

   (a) Households with only adults
   (b) Households with a person who is chronically homeless
   (c) Households with a veteran
   (d) Households with adults and children under the age of 18, including parenting youth
   (e) Households of unaccompanied young adults (under age 25)
   (f) Households with income
   (g) Households without income, but with earning potential
   (h) Households without income or immediate earning potential
   (i) Other (Specify: _____)
   (j) There are not specified priorities

The next series of questions ask about the objectives and referral process for RRH.

7. Do the program objectives and referral processes vary by population group?

   (a) The process is designed and implemented similarly for all population groups
   (b) The process is designed differently for different groups
   (c) The process is not intended to be different, but functions differently for some groups

If you answered (b) or (c) above, please skip to Q8A. Otherwise, continue to Q7a.

   7a. Please specify the overall objective for RRH, relative to other components of the homeless system. Select all that apply.

   (a) Temporary rental assistance to expedite households' exit from emergency shelter
   (b) Temporary rental assistance 'bridge' to a permanent subsidy
   (c) Temporary housing stabilization support for households after they leave homelessness

7b. At what point in your homeless system are households generally referred to RRH? Select all that apply.

(a) At the time households are first screened for shelter placement, they are also screened for RRH
(b) Once households are in emergency shelter, shelter staff screen and refer households to RRH
(c) The point of screening is not consistent
(d) After households have been in shelter for a specified period and no immediate housing options seem viable, shelter staff screen and refer households to RRH

7c. What is the general expectation for the length of rental assistance, on average, that will be provided to RRH program participants? Please select one.

(a) Move-in assistance only
(b) Up to 3 months of rent
(c) 3 to 6 months of rent
(d) 7 to 12 months of rent
(e) 13 to 24 months of rent
(f) More than 24 months of rent
(g) Other (Specify: _____)
(h) There is no general expectation

8a. For each population identified, please specify the overall objective for RRH, relative to other components of the homeless system. Select **all that apply** for each column.

	Households with Only Adults	Chronically Homeless Adults	Veterans	Households with Adults and Children	Unaccompanied Young Adults
A. Temporary rental assistance to expedite households' exit from emergency shelter	☐	☐	☐	☐	☐
B. Temporary rental assistance 'bridge' to a permanent subsidy	☐	☐	☐	☐	☐
C. Temporary housing stabilization support for households after they leave homelessness	☐	☐	☐	☐	☐
D. This population is not targeted for RRH by our homeless system	☐	☐	☐	☐	☐

8b. At what point in your homeless system are households generally referred to RRH? Select **all that apply** for each column.

	Households with Only Adults	Chronically Homeless Adults	Veterans	Households with Adults and Children	Unaccompanied Young Adults
A. At the time households are first screened for shelter placement, they are also screened for RRH	☐	☐	☐	☐	☐
B. Once households are in emergency shelter, shelter staff screen and refer households to RRH	☐	☐	☐	☐	☐
C. The point of screening is not consistent	☐	☐	☐	☐	☐
D. After households have been in shelter for a specified period and no immediate housing options seem viable, shelter staff screen and refer households to RRH	☐	☐	☐	☐	☐
E. This population is not targeted for RRH by our homeless system	☐	☐	☐	☐	☐

8c. For each population served, what is the general expectation for the length of rental assistance, on average, that will be provided to RRH program participants? Select **only one** for each column.

	Households with Only Adults	Chronically Homeless Adults	Veterans	Households with Adults and Children	Unaccompanied Young Adults
A. Move-in assistance only	❍	❍	❍	❍	❍
B. Up to 3 months of rent	❍	❍	❍	❍	❍
C. 3 to 6 months of rent	❍	❍	❍	❍	❍
D. 7 to 12 months of rent	❍	❍	❍	❍	❍
E. 13 to 24 months of rent	❍	❍	❍	❍	❍
F. > 24 months of rent	❍	❍	❍	❍	❍
G Other	❍	❍	❍	❍	❍
H. There is no general expectation	❍	❍	❍	❍	❍
I. This population is not targeted for RRH by our homeless system	❍	❍	❍	❍	❍

9. What types of system-wide supports has the system developed to support RRH projects? Select all that apply.

   (a) Private market landlord recruitment and support
   (b) Housing database that allows households/projects to find available units
   (c) Housing navigators to facilitate the housing identification and matching process
   (d) Rental insurance pools to assure landlords damages will be covered
   (e) Other (Specify: _____)
   (f) None

10. What kinds of assessment activities does your CoC do in order to understand the effects of your RRH programs? Select all that apply.

    (a) Review project-level outcomes at least annually to identify projects that are falling short of expectations
    (b) Review project-level outcomes to identify projects that are exceeding expectations and may be implementing strategies worth sharing with other RRH projects
    (c) Review coordinated entry (or equivalent) data and use of the homeless services system by those referred to RRH and other households to assess how well coordinated entry is working
    (d) Examine patterns of homeless service use by RRH participants to assess effectiveness of RRH
    (e) Conduct provider focus groups, interviews, or equivalent activities to collect information on whether RRH appears to be working (e.g., whether there are problems hampering the success of RRH that need to be addressed or promising results that could be extended to other projects)
    (g) Other (Specify: _____)
    (f) We are not undertaking any systematic activities to determine whether RRH is effective

   Those are all the questions we have for you. Thank you for your time today.

Appendix D: RRH Program Survey Instrument

Survey of Programs for Rapid Re-housing Study

Survey Conducted by Abt Associates

Spring 2018

This version of the survey is INFORMATIONAL ONLY.

Please be sure to complete the survey online at www.rrhsurvey.com

Welcome to the Rapid Re-housing Program Survey. The U.S. Department of Housing and Urban Development (HUD) has contracted with Abt Associates to conduct this survey. The information collected will allow researchers to explore and document how RRH programs operate and are currently serving homeless households. While RRH has become a common approach to serving households experiencing homelessness, there is a wide variety in the ways in which organizations design their RRH programs. Our purpose is to learn how RRH programs function and how they are serving homeless households.

This survey is voluntary and whether or not you decide to participate will not affect your agency's relationship with HUD. All information you provide is private and will be protected to the fullest extent possible by the law. You can skip any question that you do not want to answer. Responses to this survey will be used for research purposes only and will NOT be used for compliance monitoring. Findings will enable a variety of policy makers, program administrators, and other stakeholders to better understand the types of services that are offered by programs nationwide and how they differ across communities.

This survey was approved by the Office of Management and Budget, as required by the Paperwork Reduction Act of 1995, under OMB control number. 2528-0314, with expiration date of December 31, 2020. We estimate that the survey will take about 30 minutes to complete. If you have questions about the study itself, please contact Ms. Mindy Ault, Social Science Analyst, Office of Policy Development and Research, HUD at (202) 402-3116 or Ms. Lauren Dunton, the Abt Associates Project Director at (301) 634-1779. If you have questions about the survey, please call our toll-free number 1-800-305-8013.

YOUR INFORMATION

Name:

Email Address:

Phone Number:

Organization's Name:

RRH Program's Name:

RRH Program's Address:

Does your RRH program serve (circle):

An entire CoC

Multiple CoCs

A specific area (Specify: _____)

The following questions are about the capacity of your rapid re-housing program as of today.

5. How many households are currently being served by your rapid re-housing program staff? (Please include households that are not yet housed, households that are for receiving assistance in permanent housing, and households who are only receiving case management.)

_____ Family households (with children)

_____ Households without children

_____ Total Households

6. How many estimated full-time equivalent (FTE – 35 hours) employees (including subcontractors) does your rapid re-housing program dedicate to the following functions?

_____ Program management

_____ Case management

_____ Housing specialist (coordination/navigation)

_____ Rental assistance administration

_____ Intake coordination

_____ Career/workforce development

_____ Benefits specialist (coordination/navigation)

_____ Legal assistance

_____ Aftercare specialist

_____ Other (Specify: _____)

3. Does your program require that rapid re-housing staff demonstrate expertise in any of the following areas? Select all that apply.

(a) Critical Time Intervention (CTI)

(b) Trauma Informed Care

(c) Motivational Interviewing

(d) Harm Reduction Strategies

(e) Local Landlord-Tenant Laws

(f) Conflict Mediation

(g) Fair Housing

(h) Employment and Career Development Resources

(i) Non-cash Benefit Eligibility Application Processes

(j) Public and other subsidized housing eligibility and application process

4. What sort of requirements does your RRH program have? Formal training (dedicated workshop or class), informal training (provision of materials, included in orientation) or no requirements? Select one for each row.

Practice/Knowledge Area	Formal Training Required	Informal Training Required	No Requirement
Critical Time Intervention (CTI)	☐	☐	☐
Trauma Informed Care	☐	☐	☐
Motivational Interviewing	☐	☐	☐
Harm Reduction Strategies	☐	☐	☐
Local Landlord-Tenant Laws	☐	☐	☐
Conflict Mediation	☐	☐	☐
Fair Housing	☐	☐	☐
Employment and Career Development Resources	☐	☐	☐
Non-cash Benefit Eligibility Application Processes	☐	☐	☐
Public and other subsidized housing eligibility and application process	☐	☐	☐

5. Does your rapid re-housing program receive funding from any of the following federal sources? Select all that apply.

    (a) HUD: ESG – Rapid Re-housing

    (b) HUD: CoC – Supportive Services Only

    (c) HUD: CoC – Rapid Re-housing

    (d) HUD: HUD/VA Supportive Housing (HUD/VASH)

    (e) VA: Supportive Services for Veteran Families Program (SSVF)

    (f) VA: Grant and Per Diem Program (GPD)

    (g) VA: Grant and Per Diem Program Transition in Place (GPD TIP)

    (h) VA: Community Contract Emergency Housing (Health Care for Homeless Veterans (HCHV/EH)

    (i) VA: Community Contract Residential Treatment Program (HCHV/RT)

    (j) VA Community Contract Safe Haven Program (HCHV/SH)

    (k) VA: Compensated Work Therapy-Transitional Residence (CWT/TR)

    (l) HHS: RHY Basic Center Program (BCP)

    (m) HHS: RHY Transitional Living Program (TLP)

    (n) HUD: Housing Opportunities for Persons with AIDS (HOPWA) shelter and housing programs. This includes the following response options:

    > HUD: HOPWA – Hotel/Motel Vouchers
    >
    > HUD: HOPWA – Permanent Housing
    >
    > HUD: HOPWA – Permanent Housing Placement (facility-based or TBRA)
    >
    > HUD: HOPWA – Short-Term Rent, Mortgage, Utility Assistance
    >
    > HUD: HOPWA – Short-Term Supportive Facility
    >
    > HUD: HOPWA – Transitional Housing (facility-based or TBRA)

    (o) HUD Public and Indian Housing (PIH) programs (non-VASH), including public housing

    (p) Other federal funding source (Specify: _____)

6. Does your rapid re-housing program receive funding from any of the following non-federal sources? Select all that apply.

    (a) State housing trust fund

    (b) Local housing trust fund

    (c) City or county general revenue funds

    (d) Local United Way or similar entity

    (e) Private foundations or corporate philanthropies

    (f) State or locally administered CDBG

    (g) Other (Specify: _____)

The following questions are about how households are identified as eligible for your rapid re-housing program.

7.   Does your rapid re-housing program participate in a coordinated entry system?

(a) Yes
(b) No

If you answered "No" above, please skip to Q8. Otherwise, continue to Q7a.

7a. In what way does your coordinated entry system interact with your rapid re-housing program? Select all that apply.

(a) Conducts initial screening
(b) Conducts screening and assesses appropriateness for RRH
(c) Refers households to rapid re-housing
(d) Other (Specify: _____)

7b. We'd like to know more about how the coordinated entry system or applicant screening tools are used in your RRH program. Is the coordinated entry system or RRH applicant screening tool used to determine whether a household can be diverted from becoming homeless?

(a) Yes
(b) No

7c. Is the coordinated entry system or RRH applicant screening tool used to determine whether the household needs case management but not rental assistance?

(a) Yes
(b) No

7d. Is the coordinated entry system or RRH applicant screening tool used to determine initial amount of move-in or rental assistance that may be sufficient to stabilize the household?

(a) Yes
(b) No

8. From which of the following sources have you received referrals in the past year? Select all that apply.

    (a) Coordinated entry

    (b) Street outreach that your organization operates

    (c) Street outreach that other organizations operate

    (d) Emergency shelter that your organization operates

    (e) Emergency shelter that other organizations operate

    (f) Transitional housing that your organization operates

    (g) Transitional housing that other organizations operate

    (h) Local school homeless liaison or other school personnel

    (i) 2-1-1

    (j) VA Medical Center(s) and/or VA Community Resource and Referral Center

    (k) Self-referrals

    (l) Other rapid re-housing programs

    (m) Other (Specify: _____)

9. Do referral partners use a standard screening tool to identify which households to refer for RRH assistance?

    (a) Yes, a standardized screening tool is completed for referral to RRH program

    (b) No, all referral partners use a screening tool, but they are not the same tool

    (c) No, some referral partners use standardized screening tools, but not all

    (d) No, none of the referral partners conduct screening using a standardized tool

    (e) Don't know

10. Does your rapid re-housing program use an intake assessment to determine eligibility for the program?

    (a) Yes

    (b) No

    (c) Don't know

11. Beyond what is required by federal funding sources, what are the eligibility criteria of your rapid re-housing program? Select all that apply.

    (a) Household must have child(ren) under the age of 18

    (b) Household must only be comprised of adults

    (c) Household must only be comprised of minors

    (d) Head of household must be working or have an income

    (e) Head of household must show earning potential or potential to obtain benefits

    (f) Adult in the household must be a U.S. citizen or permanent legal resident

    (g) Household must be established residents of the program service area

    (h) Household member must be a veteran

    (i) Member of household must have a disability

    (j) None

    (k) Other (Specify: _____)

12. Does your program restrict eligibility or enrollment based on any of the criteria listed below? Select all that apply.

    (a) Household must not have evictions on their housing record

    (b) Household must not have criminal history

    (c) Head of household must not have a disability

    (d) Head of household must not have active mental health issues

    (e) Head of household must not have active substance use issues

    (f) Other (Specify: _____)

The following questions are about how your program engages with landlords and identifies housing for households in the program.

13. Which of the following represents the housing unit type(s) used for your rapid re-housing program? Select all that apply.

   (a) Units owned by private landlords
   (b) Units owned or operated by the organization
   (c) Units not owned or operated by the organization, but by another provider

If you answered (b) or (c) above, please skip to Q15. Otherwise, continue to Q14.

14. How does your program engage or recruit local landlords for the rapid re-housing program? Select all that apply.

   (a) Rapid re-housing staff actively recruit and engage new landlords
   (b) We have existing relationships with local landlords that we use for rapid re-housing households
   (c) Rapid re-housing staff actively recruit and engage new landlords and utilize existing relationships with landlords
   (d) We rely on a partner program to recruit and engage new landlords
   (e) Other (Describe: _____)

15. Who of from the program staff is responsible for the following housing identification and move-in activities? Select all that apply for each row.

Responsibility	Program Manager/ Director	Housing Specialist	Case Manager	Rent Assistance Administrator	Our RRH program does not do this
Identify landlords	☐	☐	☐	☐	☐
Recruit and engage landlords	☐	☐	☐	☐	☐
Assist households in identifying housing unit needs	☐	☐	☐	☐	☐
Assist households in identifying appropriate location of housing	☐	☐	☐	☐	☐
Assist households during housing application process	☐	☐	☐	☐	☐
Inspect housing units prior to move-in	☐	☐	☐	☐	☐
Assist households negotiate with landlords	☐	☐	☐	☐	☐
Assist households in reviewing and signing lease agreements	☐	☐	☐	☐	☐
Help coordinate move into unit	☐	☐	☐	☐	☐
Communicate with landlords around move-in procedures for households	☐	☐	☐	☐	☐
Ongoing communication with landlords while household is living in the unit	☐	☐	☐	☐	☐
Help households understand rights and obligations as tenants	☐	☐	☐	☐	☐
Other (Specify:_____)	☐	☐	☐	☐	☐

16. What strategies does your rapid re-housing program use to encourage landlords to participate in the program? Select all that apply.

    (a) The program always co-signs lease agreements with households in the program

    (b) The program co-signs lease agreements with households in the program if needed based on participant circumstance or at landlord request

    (c) The program executes a third-party agreement with landlords and participating households outlining roles and responsibilities

    (d) The program offers a security deposit that is higher than the amount of the monthly rent

    (e) The program offers a risk mitigation fund to pay for damages beyond what a security deposit will cover when needed

    (f) The program offers to repair the unit beyond what a security deposit will cover when needed

    (g) The program routinely check-in with landlords to identify and address any concerns

    (h) The program starts paying rent for units as soon as the landlord agrees to participate in the program, even when vacant

    (i) Tenants are responsible for finding their own units, so we do not engage in specific strategies to encourage landlords to participate in the project.

    (j) Other innovative strategy for recruiting landlords (Specify:_____)

17. Which of the following challenges has your program encountered in finding and securing housing units that households can continue to afford after leaving your program? Select all that apply.

    (a) There are too few housing units available (i.e., very low vacancy rates)

    (b) There are too few affordable housing units

    (c) Housing units that are available and affordable do not meet housing quality standards

    (d) Housing units that are available and affordable are not the appropriate size for households in our program

    (e) Housing units that are available and affordable are in neighborhoods that households do not want to live in

    (f) Housing units that are available and affordable do not have accessible transportation options

    (g) We don't have sufficient capacity to recruit and retain landlords

    (h) There are landlords unwilling to rent to the households enrolled in our program

    (i) Other (Specify:_____)

    (j) We have not had any challenges finding landlords and/or securing acceptable housing units

18. On average, how long does it take between when households enter shelter (or are otherwise identified as homeless) and when they are engaged by the RRH program?

    (a) Less than 1 day
    (b) 1 day to less than 1 week
    (c) 1 week to less than 2 weeks
    (d) 2 weeks to 4 weeks
    (e) 4 weeks to 6 weeks
    (f) 6 weeks or more

19. On average, how long does it take between when a household is engaged by the rapid re-housing program and when they move into a permanent housing unit?

    (a) Less than 2 weeks
    (b) 2 weeks to less than four weeks
    (c) 4 weeks to less than 6 weeks
    (d) 6 weeks to less than 8 weeks
    (e) 8 weeks or more

20. What type(s) of assistance does your RRH program provide? Select all that apply.

    (a) One-time financial assistance
    (b) Case management
    (c) Move-in assistance
    (d) Rental assistance
    (e) Other type of assistance (Describe: _____)

21. Do some households receive only one-time financial assistance?

    (a) Yes
    (b) No

If you answered "No" above, please skip to Q22. Otherwise, continue to Q21a.

    21a. Approximately what percentage of households would you say receive only one-time financial assistance?

       _____ %

22. Do some households receive only case management?

    (a) Yes

    (b) No

If you answered "No" above, please skip to Q23. Otherwise, continue to Q22a.

    22a. Approximately what percentage of households would you say receive only case management?

        _____ %

The following questions are related to the rent and move-in assistance households receive.

23. Does your rapid re-housing program offer assistance with security deposits?

    (a) Yes

    (b) No

If you answered "No" above, please skip to Q24. Otherwise, continue to Q23a.

    23a. Does the program provide the entire security deposit amount when needed?

        (a) Yes

        (b) No

24. Does your rapid re-housing program provide first and/or last month's rent?

    (a) Yes, both first and last month's rent

    (b) Yes, only first month's rent

    (c) Yes, only last month's rent in advance

    (d) No

25. Does your rapid re-housing program offer assistance with utility deposits?

    (a) Yes

    (b) No

26. Does your rapid re-housing program offer assistance with utility arrears?

    (a) Yes

    (b) No

27. Does your program offer additional assistance with monthly utility payments, when the rent does not include utilities?

   (a) Yes
   (b) No

28. Does your program provide households with assistance moving into a unit (such as covering the cost of a moving truck, provision of furniture, provision of basic household items, etc.)?

   (a) Yes
   (b) No

29. Does your program use a progressive engagement or progressive assistance approach to rent and utility assistance (i.e., start by offering the minimum assistance necessary and increase (or decrease) assistance only when necessary)?

   (a) Yes
   (b) No
   (c) Don't know

If you answered "No" above, please skip to Q32. Otherwise, continue to Q30.

30. Who determines whether assistance needs to increase or decrease? Select all that apply.

   (a) Program manager/director
   (b) Case manager
   (c) Other

31. What criteria are used to determine whether monthly rental assistance should increase or decrease and by what amount? Select all that apply.

   (a) Current household income
   (b) Current benefit receipt
   (c) Length of time in RRH program
   (d) Predicted household income
   (e) Housing cost burden
   (f) Other household costs
   (g) Other (Explain: _____)

32. Which of the following best describes how rent is determined for households in the program?

    (a) The program pays the whole rent for duration of the program

    (b) The program pays the whole rent for an initial period of time, and then a static percentage of the rent after that point

    (c) The program pays the whole rent for an initial period of time, and then gradually reduces the percentage (or amount) of rent the program pays and increases the percentage (or amount) of rent that households pay

    (d) The program pays a fixed amount for each household for a fixed amount of time

    (e) Households pay a percentage of the total rent for the entire program

    (f) Households pay a percentage of their income toward rent for the entire program

    (g) Households pay an amount of rent based on their individual household income and need

    (h) Other (Specify: _____)

33. How often does your program assess households need for receiving rental assistance?

    (a) More often than once per month

    (b) Every month

    (c) Every three months

    (d) Every six months

    (e) At the time the household stops receiving rental assistance

    (f) At intake and again at program exit

    (g) Do not reassess

34. What is the *minimum* amount of assistance offered to households through your program?

    (a) Move-in assistance

    (b) Security deposit

    (c) Partial rental assistance for [drop down] months

    (d) Full rental assistance for [drop down] months

    (e) No financial assistance

35. What is the *maximum* amount of assistance offered to households through your program?

    (a) Move-in assistance
    (b) Security deposit
    (c) Partial rental assistance for [drop down] months
    (d) Full rental assistance for [drop down] months
    (e) No financial assistance

36. What is the typical (or average) amount of assistance offered to the households through your program?

    (a) Move-in assistance
    (b) Security deposit
    (c) Partial rental assistance for [drop down] months
    (d) Full rental assistance for [drop down] months
    (e) No financial assistance

37. Prior to exiting households from the rapid re-housing program, do case managers or other staff assess the household budget, including employment and other cash benefits of households?

    (a) Yes
    (b) No

If you answered "No" above, please skip to Q38. Otherwise, continue to Q37a.

    37a. What is done with this information? Select all that apply.

        (a) The program collects those data to report on program outcomes
        (b) The program collects those data to monitor household outcomes
        (c) The program collects those data to determine whether households need additional rental assistance
        (d) The program collects those data to determine whether households will be able to maintain the rent after housing assistance ends

38. How does your program assist households that are unable to maintain the rent after rapid re-housing assistance ends?

    (a) We offer additional case management and services, but cannot offer additional rent assistance

    (b) We provide some additional financial assistance, but not full rent assistance

    (c) We provide a few additional months of rent assistance, case management and services

    (d) We help households find other sources of housing assistance

    (e) We help households negotiate with the landlord (either to end lease agreement early or to lower rent payments)

    (f) We do not offer additional assistance once rapid re-housing assistance ends

The following questions are about case management and other services offered to households in your rapid re-housing program.

39. At what point do households begin to receive rapid re-housing services (including case management services)?

    (a) Once they have been screened as potentially eligible

    (b) Once they have been assessed and confirmed as eligible for the program

    (c) Once they have been confirmed eligible and have been enrolled in the program

    (d) Once they have found a housing unit

    (e) Once they are in a housing unit

40. Prior to identifying a unit, does your program work with households to develop a budget and assess how much a household will be able to afford once the rent assistance ends?

    (a) Yes

    (b) No

41. Prior to receiving rent and move-in assistance, how often are households required or expected to meet with a rapid re-housing case manager while they work to secure permanent housing?

    (a) More than once per week

    (b) Once per week

    (c) Twice or more per month

    (d) Once per month

    (e) Not required

    (f) Other

42. Once in housing, are households required to participate in case management?

    (a) Yes

    (b) No

    (c) Not sure

If you answered "No" above, please skip to Q43. Otherwise, continue to Q42a.

    42a. How often are households required to meet with a case manager?

        (a) More than once per week

        (b) Once per week

        (c) Twice or more per month

        (d) Once per month

        (e) Not required

        (f) Variable, based on need

        (g) Variable, based on length of time in the program

        (h) Other

    42b. Do requirements around the frequency of case management change while the household is receiving rapid re-housing assistance?

        (a) Yes, they decrease over time for all households

        (b) Yes, they change (increase or decrease) based on a household's employment, income, or education status

        (c) Yes, they increase over time for all households

        (d) Yes, based on household need

        (e) No

43. Does your program use a progressive engagement or progressive assistance approach to case management?

        (a) Yes

        (b) No

        (c) Not sure

If you answered "No" above, please skip to Q45. Otherwise, continue to Q44.

44. What does progressive engagement involve for case management? Select all that apply.

    (a) Varying frequency of meetings with households
    (b) Varying types of referrals/services provided
    (c) Varying total time spent in case management
    (d) Other

45. Which of the following services are households required to participate in while enrolled in the program and which are offered, but not required? Select one for each row.

Service	Rapid re-housing participants receiving rental assistance are <u>required</u> to participate in this service	Rapid re-housing participants receiving rental assistance are <u>offered</u> this service, but it is not a requirement
Case management	☐	☐
Housing location and placement assistance	☐	☐
Career development or workforce development	☐	☐
Tenancy workshops or other educational programs (e.g., understanding tenant rights and responsibilities, working with landlords, etc.)	☐	☐
Parenting workshops	☐	☐
Mental health services	☐	☐
Mainstream benefit linkage services	☐	☐
Legal services	☐	☐
Conflict mediation or conflict management services	☐	☐
Other (Specify:___)	☐	☐

46. Does your program regularly work with other community based organizations or government agencies to meet the needs of households in the program?

    (a) Yes, we have key community partners that we rely on to cover gaps in our service portfolio

    (b) Yes, we have key community partners that we sometimes work with to serve rapid re-housing participants

    (c) No, we provide all services to rapid re-housing participants in-house

47. Does your program continue to provide case management or other services to households after housing assistance ends?

    (a) Yes

    (b) No

If you answered "No" above, please skip to Q49. Otherwise, continue to Q48.

    48. What services are considered part of these aftercare services? Select all that apply.

        (a) Case management

        (b) Career services

        (c) Help resolving issues with the landlord

        (d) Help determining whether housing remains affordable

        (e) Assistance finding new housing if current housing is unaffordable

        (f) Other (Specify:_____)

49. How often are aftercare <u>case management</u> services available to households?

    (a) Once per week

    (b) Twice or more per month

    (c) Once per month

    (d) On an as-needed basis

    (e) Other

If you answered (d) above, please skip to Q50. Otherwise, continue to Q49a.

49a. Does the frequency of aftercare case management services change over time?

    (a) Yes, they decrease over time for all households

    (b) Yes, they change (increase or decrease) based on a household's employment, income, or education status

    (c) Yes, they increase over time for all households

    (d) No

50. After rent assistance ends, how long are <u>aftercare</u> services available to households?

    (a) Up to 3 months

    (b) 3 months to less than 6 months

    (c) 6 months to less than 9 months

    (d) 9 months to less than 12 months

    (e) 12 months or longer

51. What percentage of the rapid re-housing households that your program annually served participated in aftercare services at least once?
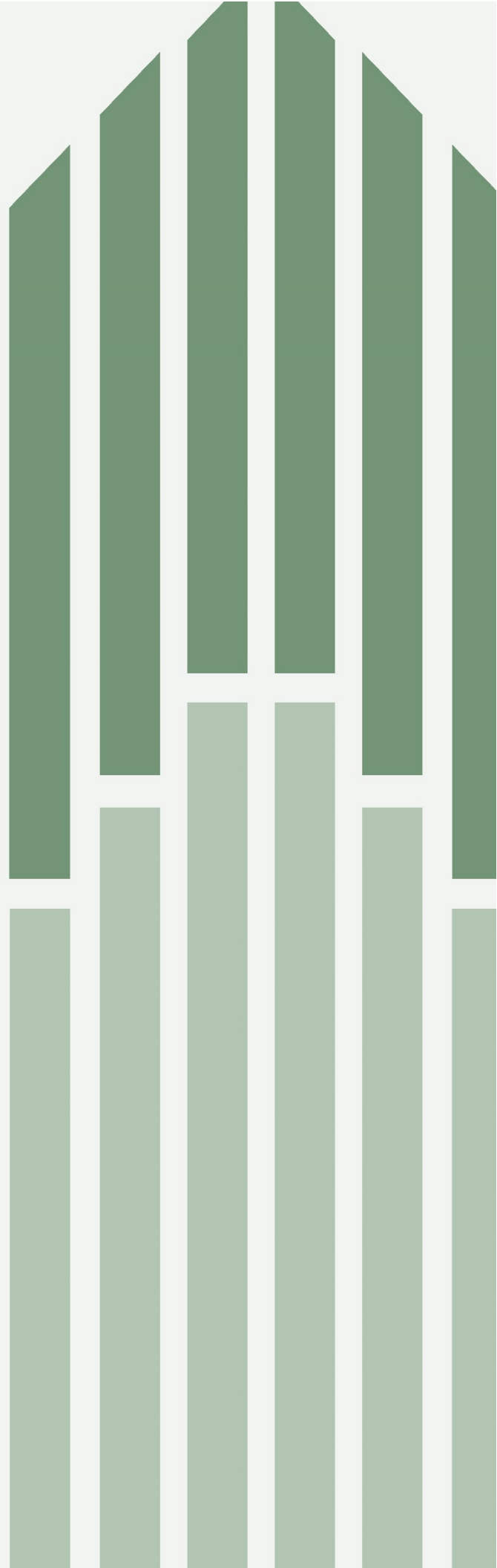
    (a) 0-25%

    (b) 26% -50%

    (c) 51% -75%

    (d) 76% -100%

Those are all the questions we have for you. Thank you for your time today.

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