What Partners!?!: Creating Successful, Quality Integrated Supportive Housing

HAIL Annual Conference
Oct 2-3, 2014
Welcome and Session Overview
Session Agenda

**Agenda**
1. Who is CSH?
2. What is SH? What is Integrated SH?
3. Why is SH Important to You, Communities and IL?
4. Key SH Partners
5. Key Considerations During:
   1. Project Development and Construction
   2. Project Operations
6. Conclusion and CSH Project Support

**Trainers:**
- Lindsey Bishop Gilmore, Senior Program Manager
- John Fallon, Senior Program Manager
Introducing CSH: What We Do

CSH is a touchstone for new ideas and best practices, a collaborative and pragmatic community partner, and an influential advocate for supportive housing.

Lines of Business

- **Training & Education**: Research-backed tools, trainings and knowledge sharing
- **Lending**: Powerful capital funds, specialty loan products and development expertise
- **Policy Reform**: Systems reform, policy collaboration and advocacy
- **Consulting & Assistance**: Custom community planning and cutting-edge innovations
Introducing CSH: What We Focus On

CSH advances housing solutions that:

- Maximize public resources
- Improve lives of vulnerable people
- Build strong, healthy communities
Defining Quality Supportive Housing
What is Supportive Housing?
Supportive housing combines affordable housing with services that help people who face the most complex challenges to live with stability, autonomy and dignity.
Permanent, affordable, independent, tenant centered, flexible, voluntary
Supportive Housing Models

Build or Lease?
## Defining Supportive Housing

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<td>Targets households with barriers</td>
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<td>Provides tenants with leases</td>
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<td>Coordinates among key partners</td>
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*CSH: The Source for Housing Solutions*
Who would be denied access to housing in your community?
1. Targets households with multiple barriers
Target Populations

- People with disabilities, including substance use, mental health, developmental, physical disabilities and others
- Child-welfare involved families
- Criminal justice involved persons
- Frequent or high utilizers of emergency services
- Seniors
- Transition Age Youth
- Veterans
- Others?
2. Housing is Affordable

“Yes - affordable housing is available”
Whenever possible, adequate financing is secured to allow tenant’s payment for rent and utilities to be no more than 30% of tenant income.
3. Provides Tenants with Leases
4. Engages tenants in flexible, voluntary services
Supportive Services

- Health/Mental Health Services
- Child Care
- Employment Services and Support
- Substance Abuse
- Budgeting & Financial Management Training
- Independent Living Skills
- Community Building Activities
5. Coordinates among key partners
Supportive Housing is Not a Solo Act

- Supportive housing brings together 3 very different disciplines:
  - Development
  - Supportive services
  - Property management or landlord/housing manager

- Variety of partners needed to make project a success
6. Connects tenants with community
Community Integration

- Units are located in within safe neighborhoods with close proximity to:
  - Transportation
  - Employment opportunities
  - Services
  - Shopping, recreation and socialization.

- Staff supports tenants in developing and strengthening connections to their community.
Supportive Housing is not:

- Treatment
- Transitional
- Licensed community care
Integrated Supportive Housing Models
Single or Scattered Site

- Units Can Be Located in One Building or Scattered Throughout Multiple Properties or Buildings?
Integrated SH

- A Portion of the Total Units in a Property are Targeted to SH Tenants.
Why is Integrated SH Important to You, Your Community and IL?
States are obligated to provide opportunities for persons with disabilities who choose to live in integrated and least restrictive community-based settings.

Obligation to modify policies and practices to avoid discrimination for persons with disabilities.

Creating tremendous need in many communities for increased number of affordable housing units in the community to assist people transitioning from institutional care into the community.

When we create supportive housing we need to be thinking about how the housing supports tenant’s integration into the community.
Illinois Olmstead Cases

- **Williams**: Related to people with mental illnesses who reside in Institutes for Mental Diseases (IMD’s)
- **Colbert**: Related to people who currently live in nursing homes in Cook County
- **Ligas**: Related to adults with intellectual and developmental disabilities who are in large congregate settings of nine people or greater or at risk of this

- **9 Additional Pending Cases**
Why is Olmstead Relevant to My Potential Project?

- Contributing to choice in the community
- May impact the number, mix, and design of housing units in your project
- Supporting state housing needs
- Funding requirements impacting target population, referral sources, and partners
1. Finish the job of ending chronic homelessness by 2016
2. Prevent and end veteran homelessness by 2016
3. Prevent and end homelessness for families, youth, and children by 2020
4. Set a path to ending all types of homelessness.
“Transform homeless services into crisis response systems that prevent homelessness and rapidly return people who experience homelessness to stable housing.”
Key Supportive Housing Partners
Who’s On the Team?

Project Team – a group of professional consultants, service vendors, and other nonprofit organizations that collectively bring all of the skills, expertise, knowledge, and experience to bear on the creation and operation of a project.
Key Partners

- **Project Sponsor: the buck stops here**
  - Long-term control and legal responsibility

- **Developer: from idea to occupancy**
  - Very different from management and services

- **Property manager/housing manager/landlord: real estate operations**
  - Lynchpin of financial and physical viability

- **Service provider(s)**
  - The “support” in supportive housing
SH Budgets as a Three-Legged Stool

Capital

Operating

Services
• Subsidies to cover the gap between the costs of operating the building (e.g., utilities, maintenance, etc.) and what the tenants can afford to pay in rent.
Affordable Housing Project with SH set-aside units supportive housing project needs a comprehensive written services plan that describes:

- Available services
- Who provides the services
- Goals and anticipated outcomes
- Where and when they can be accessed
What types of supportive services do you already provide?

What additional experience or training does your staff possess?

Do you have staff available to manage additional programs and services?

Are other service providers in your community appropriate partners for this project?
Key Considerations During:

- *Project Development and Construction*
- *Project Operations*
Project Development and Construction

- Memorandum of Understanding outlining roles and responsibilities of project partners
- Tenant Selection Plan
  - Align with SH target population needs and housing barriers
  - Plan ahead for reasonable accommodation process at tenant selection
- Following all Fair Housing laws
Project Development and Construction

Identify Community Partners

- Talking to referral source
- Conduct community presentations
- Develop public relations materials
- Outreach
- Other?
Where will referrals come from in the community?
Coordination among Project Partners During Operations

Property/Housing Management Staff + Supportive Services Providers = Tenants sustain stable housing
Perception of Roles

- Property/Housing Management
  - Show me the money!

- Supportive Services
  - I just want to help!

Common Goal: Keeping Tenants Housed.
Key Areas of Coordination

- Educating and supporting tenants
- Soliciting and using tenant input
- Keeping tenants stably housed
- Ensuring the ongoing quality of the physical unit
- Tracking outcomes and improving quality
1. **Project Level Technical Assistance**

2. **Virtual and In-Person Training Opportunities Targeted:**
   - Development Staff
   - Property Management Staff and Landlords
   - Service Providers

3. **Project Level SH Lending**
   - Liz Reyes, liz.reyes@csh.org
Additional Resources

- **CSH IL Staff:**
  - Lindsey Bishop Gilmore - Lindsey.bishop@csh.org
  - John Fallon - John.fallon@csh.org

- **CSH Resources to Support You**
  - Quality Toolkit
    - [www.csh.org/qualitytoolkit](http://www.csh.org/qualitytoolkit)
  - Online Trainings
    - [www.csh.org/qualityonlinetrainings](http://www.csh.org/qualityonlinetrainings)
  - Technical assistance and trainings tailored to your organization or community
    - consulting@csh.org
Thank You!