	
<p>Creating Integrated Supportive Housing</p> <p>Carole McCabe Executive Director of Operations Avalon Housing</p> <p>John L. Peterson Associate Director Corporation for Supportive Housing</p> <p>April 27, 2010 www.csh.org</p>	

<p>What is Permanent Supportive Housing?</p>	

CSH's Definition of Supportive Housing	
<p>A cost-effective combination of permanent, affordable housing with services that help people live more stable, productive lives.</p>	

Who Is Supportive Housing for?

▪ **Single adults, families and unaccompanied youth who have often experienced:**

- Long-term poverty coupled with persistent health problems, including mental illness, substance abuse, and/or HIV/AIDS
- Histories of trauma, abuse and violence
- Repeated engagements with institutional settings and crisis care services
- Long histories of homelessness



Who Is Supportive Housing For?



People who:

- **BUT FOR HOUSING** cannot access and make effective use of treatment and supportive services in the community; and
- **BUT FOR SUPPORTIVE SERVICES** cannot access and maintain stable housing in the community.




Features of Permanent Supportive Housing

- **Permanent Rental Housing**
 - Each resident holds lease for his/her own unit
 - Resident can stay as long as he/she pays rent and complies with terms of lease (no arbitrary or artificial time limits imposed)
- **Affordable**
 - Tenants usually pay no more than 30% of income for rent

Features of Permanent Supportive Housing	
<ul style="list-style-type: none"> ▪ Flexible Services <ul style="list-style-type: none"> • Participation in a "program" is not a condition of residency • Services are designed project by project for the target population and the housing setting • Services are flexible and responsive to individual needs ▪ Cost Effective <ul style="list-style-type: none"> • Costs no more, and often much less, than the cost of homelessness or institutional care and produces better outcomes 	

What is the "Support" in Supportive Housing?	
<ul style="list-style-type: none"> ▪ A flexible array of voluntary services that may include: <ul style="list-style-type: none"> • Health and mental health services • Alcohol and substance use services • Independent living skills • Money management / representative payee • Vocational counseling and job placement • Child care • Community-building activities • Budgeting and financial management training <div style="display: flex; justify-content: space-around; margin-top: 10px;">   </div>	

Development Approach	
<p style="text-align: center;"><i>There are two primary approaches to developing supportive housing</i></p> <ul style="list-style-type: none"> ▪ Accessing EXISTING housing ▪ Building NEW housing 	

Supportive Housing Types	
<ul style="list-style-type: none"> ▪ Buildings developed/rehabilitated as special needs housing 	
<ul style="list-style-type: none"> ▪ Rent-subsidized apartments 	
<ul style="list-style-type: none"> ▪ Mixed-income buildings 	
<ul style="list-style-type: none"> ▪ Long-term set asides 	
<ul style="list-style-type: none"> ▪ Single-family homes 	
<ul style="list-style-type: none"> ▪ Master-leased buildings or units 	

Who Creates Supportive Housing?	
<ul style="list-style-type: none"> ▪ Mental Health and other Service Providers 	
<ul style="list-style-type: none"> ▪ Homeless Service Providers 	
<ul style="list-style-type: none"> ▪ Non-profit Affordable Housing Provider 	
<ul style="list-style-type: none"> ▪ Public Housing Authorities 	
<ul style="list-style-type: none"> ▪ Private Developers and Private Landlords 	
<ul style="list-style-type: none"> ▪ County and Local governments 	

What Is Integrated Supportive Housing?	
<ul style="list-style-type: none"> ▪ "Integrated Housing" refers to the strategy of blending or integrating supportive housing units (designated for single adults, families with children, and/or young adults who have extremely low-incomes, who have disabling conditions, and/or face other significant challenges that place them at on-going risk of homelessness) within developments that also provide affordable (for households with low to moderate income levels, but not necessarily with special needs) and/or market rate housing units. 	
<ul style="list-style-type: none"> ▪ The Quality Standards that apply to the development and operations of traditional Supportive Housing apply to an Integrated Supportive Housing approach. 	

THE SEVEN DIMENSIONS OF QUALITY FOR SUPPORTIVE HOUSING						
1	2	3	4	5	6	7
ADMINISTRATIVE MANAGEMENT	PHYSICAL ENVIRONMENT	ACCESS TO HOUSING AND SERVICES	TENANT RIGHTS, INPUT AND LEADERSHIP	SUPPORTIVE SERVICES DESIGN AND DELIVERY	PROPERTY MANAGEMENT AND ASSET MANAGEMENT	DATA, DOCUMENTATION AND EVALUATION

Seven Dimensions of Quality for Supportive Housing

1. Administration, Management, and Coordination
2. Physical Environment
3. Access To Housing and Services
4. Tenant Rights, Input and Leadership
5. Supportive Services Design and Delivery
6. Property Management and Asset Management
7. Data, Documentation, and Evaluation

Benefits of Creating Integrated Supportive Housing	
<ul style="list-style-type: none"> ▪ Mission Fulfillment ▪ Mainstreaming Supportive Housing Via An Integrated Approach Accelerates Production Levels ▪ Quick Start Up ▪ Access to Development and Operating Subsidies and Grants ▪ Ability to Create Supportive Housing in Sites That Can't Support a 100% Project ▪ Easier to Gain Public Support 	

Challenges of Creating Integrated Supportive Housing	
<ul style="list-style-type: none"> ▪ Securing buy-in from funders, investors, developers, property managers and service providers ▪ More difficult to tailor management plans for supportive housing tenants ▪ Real estate design and amenities less likely to include amenities geared towards supportive housing tenants ▪ Service delivery can be less efficient 	

Avalon Housing	
<p>Mission: To develop and manage permanent supportive rental housing for households with extremely low incomes (30% of area median income and below), with priority on people who are homeless and who have a mental or physical disability.</p>	


Overview of Avalon Housing	
<ul style="list-style-type: none"> ▪ Created in 1992 out of an emergency shelter program ▪ Core programs: <ul style="list-style-type: none"> - Housing Development and Rehab - Enhanced Property Management - Supportive Housing Services ▪ Currently operating 324 units scattered at 23 sites throughout Ann Arbor 	

Enhanced Property Management Basic Principles	
<ul style="list-style-type: none"> ▪ a. Creative accommodations ▪ b. Maintain good working relationships with tenants ▪ c. Eviction Prevention Plans ▪ d. Work with neighbors and police ▪ e. Build community ▪ f. 24 hour on-call availability 	

Supportive Housing Services Basic Principles	
<ul style="list-style-type: none"> a. Services are voluntary- strong focus on assertive engagement and outreach b. Supports are individualized, flexible, and not time limited c. Housing First – start by addressing behaviors that jeopardize tenancy d. Non-traditional services provided in tenants homes and in the community e. Build community f. 24 hour on-call availability 	

Avalon's Service Teams	
<ul style="list-style-type: none"> 1. Two service teams <ul style="list-style-type: none"> a. Single Adults with mental illness and/or addiction disorders Funded by Medicaid \$ through contract with outside agency Team of 7 serving approx 150 households b. Families with children Funded by local \$- public and private Team of 5 serving approx 130 households 2. All services provided out of offices within Community Centers 3. Services staff meet weekly with property managers 	

Avalon's Service Teams	
<ul style="list-style-type: none"> • Two service teams • Single Adults with mental illness and/or addiction disorders Funded by Medicaid \$ through contract with outside agency Team of 7 serving approx 150 households b. Families with children Funded by local \$- public and private Team of 5 serving approx 130 households 2. All services provided out of offices within Community Centers. 3. Services staff meet weekly with property managers 	

Challenges?	
<ul style="list-style-type: none"> ▪ Neighbor relations ▪ Funding ▪ High staff to tenant ratio needed 	

Where to Get Assistance	
<ul style="list-style-type: none"> ▪ MSHDA ▪ CSH ▪ Other Funders & Investors ▪ Trade Associations ▪ Peers ▪ CEDAM 	

Questions or Comments?	

Thank you!

John L. Peterson
Corporation for Supportive Housing
john.peterson@csh.org
(616) 481-3544 – call

Carole McCabe
Avalon Housing
cmccabe@avalonhousing.org
(734) 663-5858 ext. 214
