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# Permanent Supportive Housing Toolkit

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For Rural Areas and  
Special Needs  
Populations

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Collaborative Solutions, Inc.

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2008

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The information contained in this toolkit was obtained from many data sources, including documents created by CSI. The purpose of the toolkit is to provide the reader with a variety of tools in an effort to share knowledge from various sources in the nonprofit and for-profit sector. Any and all material created by an entity outside of CSI is cited as such.

CSI is a nonprofit organization based in Birmingham, Alabama, with a mission to work in partnership for the empowerment of human service organizations and communities in order to positively impact special needs populations in the Southeast.

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## Introduction to the Permanent Supportive Housing Toolkit

Social service organizations across the country increasingly are aware of the need for decent and affordable housing for low-income persons in their communities. The housing need among people with special needs, including those with mental and physical disabilities, the frail elderly, those experiencing chronic homelessness, and others is even greater and includes the additional need for supportive services designed to help residents remain stable and safe in their housing. To meet these growing needs, many organizations consider how they can build, secure, or operate permanent supportive housing that will expand their community's scarce housing resources.

The development and operation of permanent supportive housing by organizations located in or serving rural areas is impacted by a variety of unique obstacles. Issues such as access to routine medical care, community awareness and NIMBYism (Not In My Back Yard), and service delivery take on new meaning when viewed through a rural lens. This toolkit is designed to provide a comprehensive overview of supportive housing relevant to any setting, but will provide, additionally, a review of issues and considerations that influence projects undertaken in rural communities.

Collaborative Solutions, Inc. (CSI) is a nonprofit organization based in Birmingham, Alabama, that strives to increase and improve permanent supportive housing in rural areas of the Southeast. To do this, CSI provides technical assistance and capacity building consultation to nonprofit organizations that provide or want to provide supportive housing to special needs populations. Recognizing the many barriers involved in developing permanent supportive housing in rural areas, CSI created a model project, the Peer Network, to address this need. The Peer Network links emerging community-based organizations (CBOs) interested in the provision of supportive housing with experienced supportive housing developers with the goal of increasing supportive housing units in the organizations' rural catchment areas. The first model project concluded in September 2008 and CSI has plans to begin a second and third round of Peer Networks in 2009.

### The Teaching Wheel

During the preparations for the Peer Network's initial training, CSI staff created a conceptual teaching wheel to be used as a blueprint for the staff and participants' thinking over the course of the project.

The wheel consists of five spokes: vision, knowledge, capacity, advocacy, and action. (See Figure 1.) The wheel encompasses the core components of what is required of an agency to provide supportive housing in rural areas. These components can be found throughout this toolkit and are explained in brief detail below.

#### Vision

Having vision is the first and perhaps most crucial factor for an agency interested in supportive housing development. Housing development is



Figure 1. The Teaching Wheel

challenging. There are a multitude of issues that arise during predevelopment, construction, and maintenance of housing units. Organizations must have a housing vision and at least one individual who is willing to work with that vision until the project is complete. This person will be involved in the entire process of supportive housing development, from initial concept to the ribbon-cutting ceremony and all steps in between. In addition to having a housing vision, there needs to be specific, attainable goals and action steps in place to accomplish the goals. Without a clear plan, housing development becomes an even messier and more chaotic event.

### Knowledge

Increasing knowledge is an integral factor in permanent supportive housing development. Many of the organizations that CSI works with have limited knowledge about housing development prior to requesting technical assistance. Once an organization develops its housing vision and identifies the type of housing it wants to provide, the next step is to identify the training needs and the available opportunities to gain the necessary knowledge related to housing development activities. Outside of one-to-one technical assistance, there is a variety of national nonprofit organizations dedicated to educating smaller organizations on capacity-building issues, including best practice design models for housing development. With this knowledge comes an increased capacity to deliver supportive housing.

### Capacity

Knowledge and capacity building are intertwined components on the wheel. As stated above, increasing an organization's knowledge of housing development activities will lead to improved capacity to provide supportive housing. But knowledge does not function alone. True capacity building means that an organization has to look within its own walls to determine its strengths as well as its limitations. Evaluating the existing infrastructure of an agency requires asking the tough questions. How does the Board of Directors function? How diverse is the budget? What types of services are provided and are they meeting standards of practice? Is there strong leadership and what are the staffing needs? There are many questions that an organization must ask itself if it wants to engage in any type of housing development activity. Identifying an organization's strengths and limitations creates the opportunity for the organization to seek out assistance to strengthen itself and the sustainability of the agency.

### Advocacy

Advocacy, in its basic form, is the act of supporting or arguing in favor of something, such as a cause, idea, or policy. Many organizations working in rural areas have limited resources available and have to weather NIMBY issues such as exclusionary zoning with regard to the special needs populations they serve. It often takes advocating for the removal of these barriers to successfully develop permanent supportive housing units. Advocacy also provides a voice to those who are most often in need and whose voices have not been heard by the community.

### Action

Action is the last component of the teaching wheel. Many individuals, organizations, and local governments have creative and innovative ideas about how to improve their communities, but without action these ideas fall by the wayside. Developing permanent supportive housing units is complex as

there are a multitude of issues that arise when trying to establish housing for individuals who have extremely low incomes and need supportive services to remain stably housed. Knowing this, an organization needs to be hands-on and willing to work on itself, work with others through collaboration, and work toward the goal of improving the lives of individuals living with special needs. The ideal result is a better, more livable community for all.

CSI developed this toolkit using the themes found on the teaching wheel. It is our hope that organizations will find this toolkit to be a helpful resource in terms of creating and developing permanent supportive housing.

## How to Use the Toolkit

The Permanent Supportive Housing Toolkit is organized into the following sections:

1. An overview of permanent supportive housing including elements and structure
2. Building capacity to be a permanent supportive housing provider including organizational and community planning
3. Housing and program design
4. Housing development and financing including financial resources and necessary partners
5. Housing operations
6. Supportive services
7. Advocacy

Within each of these sections is an overview of the issue followed by a list of resources and description of each.

The toolkit is designed to assist rural providers with all aspects of permanent supportive housing. When applicable, rural issues are discussed within the context of the sections. However, many of the resources in the toolkit highlight urban communities. The authors felt that these were worthwhile resources that could be helpful to rural providers, despite the fact that the environment is different. Please use these resources as guides to permanent supportive housing, and recognize that aspects of urban development can be applicable to rural areas.

## Permanent Supportive Housing: An Introduction and Overview

Whether formalized or not, each community has a housing continuum. A continuum provides an array of housing to meet the various housing situations of individuals and families, including emergency, transitional, and permanent approaches. (See Figure 2.) Each part of the continuum addresses a different challenge; for example, the needs of a homeless household may look very different than the needs of someone living in unstable housing who may require extra support. Most successful communities offer a variety of housing options to address the needs of all low-income individuals.

The traditional concept of a housing continuum focuses on “graduating” households through the system, ultimately to permanent housing. The definition of permanent housing may vary depending on the household and need. For some, permanent housing may include homeownership while for others it may be comprised of a congregate living situation complemented with supportive services.

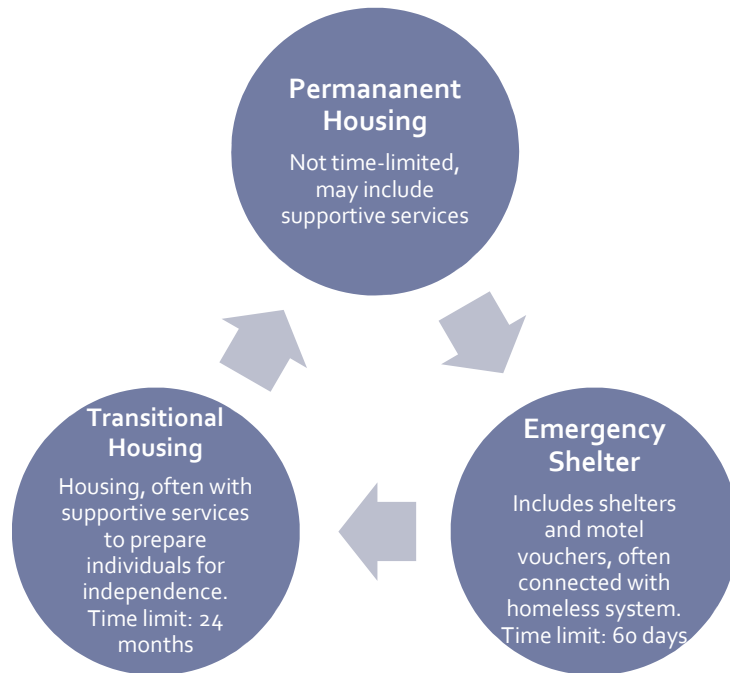


Figure 2. Housing Continuum

This toolkit focuses on permanent supportive housing, which is housing that is not time-limited and is combined with an array of supportive services such as case management, medical care, or substance abuse treatment. The following sections provide an introduction to permanent supportive housing as well as its elements and structure. This section, as well as the toolkit as a whole, will give special consideration to rural issues related to the provision and operation of permanent supportive housing.

### Introduction to Permanent Supportive Housing

Traditional homeless continuums of care have focused on emergency and transitional models; these models utilize comprehensive assessments to determine an individual’s housing and supportive service needs. These models, by definition, are impermanent and aim to stabilize individuals so that they are able to live in and remain in some type of permanent housing. This is evidenced in federal policy as the U.S. Department of Housing and Urban Development (HUD) has focused on moving tenants from emergency or transitional settings to permanent housing to maximize independence; in fact, funding for many HUD programs prioritizes permanent housing. Permanent supportive housing advocates often use the phrase “housing is health care” as a means to emphasize how stable housing acts as a

catalyst for improved access and compliance with medical care. Advocates also recognize that all individuals deserve a decent, safe, and affordable place to live.

Permanent supportive housing is affordable housing with access to a variety of supportive services with a focus on maximizing an individual's housing stability and increasing independence. In permanent supportive housing, the tenant has a legal right to live in the unit until he or she chooses to move. One or several agencies provide on- or off-site services for individuals to stay permanently housed. These services may include case management, life skills, day care, and transportation. The focus of the housing and services provision is on increased housing stability and access to care and support.

Permanent supportive housing projects aim to provide sufficient services to help the tenant remain stably housed over the long term. Some specific indicators of the success of permanent housing include:

- Increased income;
- Length of time tenant remains in a permanent housing facility or situation, with longer duration indicating greater stability;
- Location of tenant's move upon exit from the permanent supportive housing, with an equally or more permanent option most desirable;
- Decreased rent burden, which is the ratio of rent paid to income, ideally 30% or less, which is considered affordable; and
- Development of a housing plan that clearly identifies permanent housing goals.

In addition to supporting individuals and households with special needs in increasing their income and housing stability, among other positive outcomes, permanent supportive housing can improve conditions within the larger community. Supportive housing can help build community collaboration and partnership by identifying the various supportive services within the community and encouraging service providers and communities to pool their resources together and plan for more effective service delivery in the region. It can also save money; supportive housing is more cost effective than other residential alternatives. Permanent supportive housing can have a positive impact on the economy by creating jobs and increasing a community's housing inventory, ultimately providing decent homes for working families.

### **What constitutes permanent supportive housing?**

The Housing Plus Service Committee of the National Low Income Housing Coalition developed the permanent supportive housing (housing plus services) philosophy. These broad principles encompass many supportive housing models:

- Housing is a basic need and people deserve to have safe, decent, and affordable permanent housing. Individuals have the right to live in housing indefinitely.
- All people are capable of being valuable residents and valuable community members.
- Housing and services should be integrated to enhance the social and economic well-being of residents and to build healthy communities.

- Residents, owners, property managers, and service providers should work as a team in integrated housing and service initiatives.
- Programs should be based on assessment of residents' and community strengths and needs, supported by ongoing monitoring and evaluation.
- Programs should strengthen and expand resident participation to improve the community's capacity to create change.
- Resident participation in programs should be voluntary, with an emphasis on outreach to the most vulnerable.
- Community development activities should be extended to the neighboring area and residents.
- Assessment, intervention and evaluation should be multilevel, focusing on individual residents, groups, and the community.
- Services should maximize the use of existing resources, avoid duplication and expand the economic, social and political resources available to residents.

For additional resources related to permanent supportive housing and the Housing Plus Services Committee of the National Low Income Housing Coalition, consider the following:

***Corporation for Supportive Housing. (2006). About Supportive Housing. [On-line]. Accessed 10/8/2008 at: <http://documents.csh.org/documents/ResourceCenter/DevOpsToolkit/AboutSHpdf.pdf>***

This handout discusses the need for supportive housing as well as its cost effectiveness. To access this resource, click [here](#).

***Corporation for Supportive Housing. (2006). Key Principles of Supportive Housing [On-line]. Accessed 10/8/2008 at:***

***<http://documents.csh.org/documents/ResourceCenter/DevOpsToolkit/KeyPrinciplespdf.pdf>***

This handout outlines the principles of permanent supportive housing. To access this resource, click [here](#).

***Corporation for Supportive Housing. (2006). What is Supportive Housing? [On-line]. Accessed 10/8/2008 at:***

***<http://documents.csh.org/documents/ResourceCenter/DevOpsToolkit/WhatisSHpdf.pdf>***

This handout provides a basic explanation of permanent supportive housing. To access this resource, click [here](#).

***National Low Income Housing Coalition. (2002). Housing Plus Services: Principles for Program Design and Implementation. [On-line]. Accessed 10/1/2008 at:***

***<http://www.nlihc.org/template/page.cfm?id=43>***

This handout provides basic tenets for sound supportive housing program implementation. To access this resource, click [here](#).

*National Low Income Housing Coalition. (2002). Housing Plus Services Typology. [On-line]. Accessed 10/1/2008 at: <http://www.nlihc.org/template/page.cfm?id=43>*

This handout provides guidelines for housing types, populations served, and possible supportive services. To access this resource, click [here](#).

### Who is permanent supportive housing designed for and why?

Permanent supportive housing is intended to meet the housing and services needs of persons with special needs. Priority populations that may be considered for permanent supportive housing include persons living with HIV/AIDS; persons with mental illness, substance use issues, or disabilities; persons who are homeless; persons who are impacted by domestic violence; and the elderly.

Persons with special needs often face a variety of challenges that may make stable housing difficult, including:

- Chemical dependency or substance abuse
- Mental illness
- Health needs or conditions
- Stigma and discrimination
- Poverty or unemployment
- Living in unsupported housing environments
- Housing-burdened (i.e., paying more than 30% of income toward housing or substandard housing)
- Safety concerns
- Physical conditions that limit housing options

One of the invaluable aspects of permanent supportive housing is its ability to address the challenges that may make housing stability difficult among special needs populations. The supportive services provided along with housing can help tenants increase their skills at maintaining housing or address any other issues that may compromise their housing.

### Overview of Permanent Supportive Housing Elements and Structure

Permanent supportive housing can take all shapes. There are many possibilities in terms of the housing settings and locations as well as the menu of supportive services. The possible combinations of the two—housing and services—are innumerable. However, there are some fairly “standard” housing settings and services that are often incorporated into permanent supportive housing programs. In addition to the concrete housing and services, there also typically a partnership among various functions related to permanent supportive housing operations. The following sections describe these.

#### Settings

The type of housing provided by a supportive housing program varies and each variation requires a unique set of services aimed at meeting tenant needs. Some popular housing settings are the following:

- **Scattered-site apartments**—This type of housing consists of single housing units that are integrated throughout a community rather than in one specific area. In this situation, the tenant rents a single unit and lives independently. Due to the nature of the housing, supportive services are

often provided by mobile case workers or other supportive staff or through referral to community-based organizations (CBOs). Positive aspects of this housing modality include a tenant's experience living independently in mainstream housing and not concentrating persons living with special needs. Because scattered-site housing does not concentrate its tenants in one area, it may lessen the effect of community or neighborhood stigma for these individuals. It may also be the choice for rural communities that may not have a multitude of multi-housing unit options. However, scattered-site housing does have disadvantages, namely that tenants may experience isolation or be too far removed for supportive services.

- **Single family homes**—A single family home can be in the form of a single housing unit or a housing unit within a condominium, apartment, or townhome. Like scattered-site apartments, tenants rent/own a home and live independently. Supportive services are accessed through mobile case workers or CBOs. This type of housing has the same types of advantages and disadvantages of the scattered-site units.
- **Multifamily housing**—This type of housing may take the form of duplexes, quadplexes, condominiums, townhomes, or a larger multi-unit building. Supportive services may be accessed through mobile case workers or CBOs. Another option is for the supportive services to be housed within the building. The advantages of multifamily housing include social support and in-house supportive services. The disadvantages may be the concentration of low-income households in one building and the possible stigma of a building specifically housed by individuals with special needs. Large multifamily housing units may not be the best fit in very small communities, as the building may not fit within the context of the other buildings in the area.
- **Group homes**—This is a residential facility, generally housing individuals living with chronic disabilities. Group homes can be large or small, but usually include supportive services within the facility. The advantage, like multifamily housing, is the social support individuals get living with others who have similar disabilities. Residents can draw strength from one another on any number of issues, and they receive support from live-in or full time case workers. The other advantage (or possible disadvantage if the behavior is poor) is that good behavior of one individual can influence others to react in equally positive ways. The disadvantage is the potential NIMBYism of a community not wanting a group home nearby because 1) residents may feel unsafe or 2) the misconception that a group home will lower surrounding property values.
- **Manufactured or mobile housing**—Manufactured housing in and of itself is not a different type of supportive housing. In fact, manufactured housing can be used for any of the housing types listed above. Generally, manufactured housing can be acquired and developed in a shorter time period and for less money than a conventional home. Given that rural areas often lack the financial resources for housing development and that manufactured homes are a popular choice for many rural residents, manufactured homes may be a good housing alternative for these areas.

## Services

Services vary among organizations, depending on the population being served, funding availability, and staff, to name a few. Services should be geared to keep an individual in housing, maintain that person's housing stability, and increase the individual's ability to live as independently as possible. Because transportation and long distances are common issues to contend with in rural areas, they should be taken in consideration when deciding what services will be offered. Below is a document that lists the different types of supportive services that could be offered to a special needs population.

*Corporation for Supportive Housing. (2006). Supportive Services Planning Worksheet. [On-line].*

*Accessed 10/14/2008 at:*

*<http://documents.csh.org/documents/ResourceCenter/DevOpsToolkit/SVCSWorksheetpdf.pdf>*

This handout provides a listing of the various supportive services offered to special needs populations.

To access this resource, click [here](#).

## Partners and Functions

In the management and administration of permanent supportive housing, there are often three cooperative functions or roles: housing developer, service provider, and property manager. The following section outlines for each role the primary responsibilities and skills necessary to fulfill the role. It should be noted that any organization that feels it is ready to enter the world of permanent supportive housing but does not feel it has adequate experience doing so should consider contracting with other agencies or individuals who have such experience. Capacity can be increased by partnering and collaborating with other, more experienced providers.

### *Housing Developer*

The housing developer is responsible for developing the housing piece of permanent supportive housing. That is, the developer translates your organization's vision of housing into reality. The person—or persons—who act as the housing developer may be someone who works within your organization or may be a representative of another agency that specializes in nonprofit housing development or some other agency. This person is responsible for the development timeline, which includes selecting and monitoring the development team, managing all development tasks, and participating in final development and post-construction activities.

### *Service Provider*

The service provider is the entity that ensures that sufficient supportive services are provided to the tenants of the permanent supportive housing program. Services may be provided by your organization's internal staff or by contractors. More often than not, a large portion of supportive services is provided by CBOs, funded by mainstream funding sources, which is an excellent way to leverage your supportive services funding. However, it is important to include at least one lead service provider to ensure that tenants are receiving quality, comprehensive supportive services.

### *Property Manager*

The property manager is responsible for the bricks-and-mortar property after it has been developed as well as the financial and legal requirements associated with the housing. The primary activities

conducted by the property manager are maintenance and compliance. The property manager must ensure that the housing is maintained and that its operations are in compliance with various levels of government regulations. This includes, but is not limited to: security, lawn care, compliance reporting, rent collection, and advertising vacancies.

### ***Partnership: A Collaborative Model***

As will be repeated throughout this toolkit, developing supportive housing in rural areas is difficult, often because rural service providers cover large catchment areas with few resources. Collaboration is the key in situations like this, as it may be the only viable way to create more affordable housing units. Collaboration also allows the service provider to partner with others that have more expertise, access to other funding sources, or more development-educated staff. Given the large amount of work with any housing project, it will be beneficial for organizations to incorporate collaboration into any and all strategic housing plans.

For additional information about the roles of various partners in the permanent supportive housing process, consider the following resources:

***Corporation for Supportive Housing. (2006). Roles in Supportive Housing Development and Activities. [On-line]. Accessed 10/1/2008 at:***

***<http://documents.csh.org/documents/ResourceCenter/DevOpsToolkit/DevRolespdf.pdf>***

This handout provides detailed descriptions of the roles in supportive housing, such as owner, developer, property manager, and service provider. To access this resource, click [here](#).

### **Permanent Supportive Housing Challenges**

Developing permanent supportive housing in rural areas is challenging for a multitude of reasons. Capacity among rural nonprofit organizations with regard to housing is one issue that can be an obstacle to development. A second issue relates to the overall dearth of resources that exists in rural areas. Because rural areas often cover large land areas and have smaller, more scattered populations, the perceived need for social service provider agencies is smaller than in urban areas with larger populations. This is due to the theory of supply and demand (i.e., more people, more needs, fewer people, fewer needs). This does not, however, take away from the fact that there are many individuals living in rural areas that need some type of supportive services to remain stably housed. But it does explain the smaller amounts of federal, state, and local funding that come into rural areas versus their urban counterparts.

In light of the lack of available resources, rural service providers must be creative when planning permanent supportive housing developments. This means knowing the other service providers in the area and developing potential partnerships that can lead to successful projects. It means working with local governments to access funding for a project that an organization cannot access otherwise. And it usually means creating a smaller numbers of housing units because they will cost less and fit in better with the community than trying to construct a 75-unit building.

With this in mind, the first step is to locate and meet the other service providers in the area. Knowing the agencies in the community will help an organization better navigate through a community needs

assessment. (See next section.) It will also provide a list of individuals that the agency may want to meet with to determine if partnering with another agency to develop housing is a sound strategic option. Even if housing development is not in an agency's future, it will benefit the agency's clientele to know what type of services other agencies in the region can provide. One way to start this process is to create a resource directory of the area. Below is a guide that can help with this.

***Collaborative Solutions, Inc. (2006). [How to Create a Housing Inventory Worksheet](#).***

A guide to help individuals and organizations find housing resources in their community. To access this resource, click [here](#).

## Building Capacity to Be a Permanent Supportive Housing Provider

The term “capacity” relates to an organization’s ability to execute its activities in a stable and sustainable manner. Having sufficient capacity in an organization is integral to providing supportive housing; an organization must be able to expand its services and remain sustainable in the process. For many organizations that are primarily service providers, embarking on an expansion into housing services is an unfamiliar and daunting task. Below are tools an organization can utilize to determine its current capacity and what, if anything, the organization needs to improve upon to become housing ready.

### Assessment and Planning

The first step an organization must take is to determine its current level of capacity. Specifically, the organization must examine its leadership and governance, planning activities, financial management, supportive service systems, and evaluation tools. Housing development, whether it be building from the ground up or acquiring an existing property, involves a series of challenges for an organization. Understanding what the organization already has and what it needs will help organizational leaders decide what next steps are necessary to strengthen the organization. This section of the toolkit includes assessment tools from CSI and other organizations. When reviewing these assessments, think about what the organization can use to produce an honest assessment of its strengths and limitations.

### Organizational Assessment

The following resources are intended to provide a variety of organizational assessments and related information to enable nonprofit organizations to determine their capacity for permanent supportive housing development and operations.

***Clegg & Associates, Inc. (2001). Organizational Self-Assessment Tool. [On-line]. Accessed 10/1/2008 at: [http://www.aidshousing.org/ahw\\_library2275/ahw\\_library\\_show.htm?doc\\_id=503385](http://www.aidshousing.org/ahw_library2275/ahw_library_show.htm?doc_id=503385)***

This tool provides a thorough organizational assessment for Executive Directors and Board members who want to identify the strengths and gaps within their organizations. To access this resource, click [here](#).

***Collaborative Solutions, Inc. (2008). Organizational Self-Assessment Tool for the Rural Supportive Housing Initiative***

This assessment combines several existing organizational assessments and highlights the areas necessary for an agency to focus on to become “housing development ready.” To access this resource, click [here](#).

***Housing Assistance Council. (2001). A Nonprofit Capacity Self-Assessment Workbook for Rural Community-Based Housing Organizations. [On-line]. Accessed 2/26/2010 at: <http://www.ruralhome.org/storage/documents/selfassessment.pdf>***

This resource provides a thorough training tool for organizations interested in housing development in rural areas of the United States. The workbook includes blank worksheets for an organization to identify its strengths and gaps. To access this resource, click [here](#).

**Housing Assistance Council. (2006). *Building capacity, building homes. Rural Voices, 11(3), 1–24. [On-line]. Accessed 2/26/2010 at:***

**<http://www.ruralhome.org/storage/documents/voicesconference2006.pdf>**

This newsletter is devoted to organizational capacity building, with excerpts from intermediary organizations about the most critical elements of capacity building. To access this resource, click [here](#).

**McKinsey & Company. (2001). *Effective Capacity Building in Nonprofit Organizations. [On-line].***

**Accessed 10/1/2008 at: <http://www.vpppartners.org/learning/reports/capacity/capacity.html>**

This large report addresses issues surrounding nonprofit capacity building and provides examples of organizations that have successfully strengthened their organizations. The report includes an organizational assessment tool that agencies can use to determine their strengths as well as the gaps in their core areas. To access this resource, click [here](#).

**Nonprofit Resource Center of Alabama. (nd). *Nonprofit Organizational Assessment.***

This is a thorough organizational assessment questionnaire designed to help an organization identify its needs to become a well-managed organization. To access this resource, click [here](#).

**Warshawski, M. (2001). *Organizational Self-Assessment Checklist. [On-line]. Accessed 10/1/2008 at:***

**<http://www.nea.gov/resources/Lessons/warshawski.html>**

This checklist is a thorough assessment tool for nonprofit agencies. To access this resource, click [here](#).

## **Board Development**

An organization's board of directors is an essential component of its capacity related to permanent supportive housing. The move to becoming a housing provider brings with it a need for strong board understanding and support of housing issues, and may prompt changes in board composition. The following resources provide information related to composition and development of an effective board of directors.

**Collaborative Solutions, Inc. (2008). *Board Development for Peer Network.***

This PowerPoint presentation walks an agency through the strategic thinking steps necessary to build board capacity for housing development. To access this resource, click [here](#).

**Enterprise Community Partners. (1999). *Board Basics: A Primer for Community Development Organizations. [On-line]. Accessed 10/1/2008 at:***

**<http://www.practitionerresources.org/cache/documents/36787.pdf>**

This document provides an outline for the basic elements of a board of directors. It includes information related to board member responsibilities, committee structures, and other pertinent information for a new board member. To access this resource, click [here](#).

**Enterprise Community Partners. (1999). *Leadership Skills for Board Members: A Guidebook for Board Members of Community Development Organizations. [On-line]. Accessed 10/1/2008 at:***

**<http://www.practitionerresources.org/cache/documents/36790.pdf>**

This is a basic guide that describes the various leadership skills needed for effective board members. To access this resource, click [here](#).

***Local Initiatives Support Corporation (LISC). (2006). How to Renew, Refresh, and Re-energize Your Board. [On-line]. Accessed 10/10/2008 at: <http://www.lisc.org/content/publications/detail/3603>***

This is a PowerPoint presentation highlighting common issues for board of directors and provides ways to think creatively in an effort to re-energize board members. To access this resource, click [here](#).

### **Community Assessment**

In addition to having a capable organization and board of directors, permanent supportive housing must fill a need within the community. If there is no need for this type of housing, developing it will be a waste of precious resources and time. This is true in all cases, but rural areas may be held to a different standard than their urban counterparts. Because rural areas generally cover large areas, transportation is a major factor. Developing housing far from public transportation routes has the possibility of isolating the individual. Also, pay attention to the types of buildings that exist in the region – a good housing development is one that integrates within the community. Therefore, if during the community assessment an organization finds that there are no multi-unit housing structures, the options for developing new units needs to take this piece of information into consideration.

The examples below teach how to conduct a community-level assessment that will help document the level and type of housing need for the targeted area. In addition to the resources below, there may be existing resources within the community's continuum of care. Community Action Agencies, local governments, and special needs service providers all engage in their own forms of needs assessment. It will be beneficial to identify the existing data prior to embarking on a comprehensive assessment – because this will determine to what extent an organization assesses the community.

***Collaborative Solutions, Inc. (2008). Community Needs Assessment.***

This document is to be used in conjunction with the PowerPoint presentation that describes the basics of a community assessment. (See below.) To access this resource, click [here](#).

***Collaborative Solutions, Inc. (2008). Community Needs Assessment: A Step-by-Step Guide.***

This PowerPoint presentation, used in conjunction with its supporting document, describes the basics of a community assessment, including the role of the assessor and the steps involved in a thorough assessment. To access this resource, click [here](#).

***Corporation for Supportive Housing. (2003). Laying a New Foundation: Changing the Systems that Create and Sustain Supportive Housing. [On-line]. Accessed 10/1/2008 at: <http://documents.csh.org/documents/pubs/LayingANewFoundation.pdf>***

This report highlights a systems-level focus to strengthen supportive housing. This report identifies the issues that agency leadership must understand if working within a continuum of care system and includes topics such as advocacy and provider capacity. To access this resource, click [here](#).

### **Permanent Supportive Housing Challenges**

In the Permanent Supportive Housing section, it was noted that there is an overall lack of supportive services and financial resources in rural areas of the country. To complicate things further, there are two overarching issues that exist in rural areas of the Southeast:

- The substantial shortage of available housing units, and
- The lack of nonprofit organizational capacity.

Generally, rural providers have limited funding and staff, but typically must provide services within large geographic areas. Staff members often wear multiple hats within the agency and have little time to learn new skills that may benefit their target populations. Despite these obstacles, many organizations recognize the need for affordable housing for their clients and need guidance to create capacity and develop housing in their areas. Nonprofit organizations must be willing to be creative with regard to the delivery of services, collaboration with other providers, and funding. Creativity is key in rural areas.

Many of the resources in this toolkit relate to organizations working in larger cities. One way to be creative is to access these resources and think about ways to tweak those programs in a way that would work for the rural community. This may mean finding other funding sources, partnering with multiple service providers, or changing the type of housing to fit within a rural area. In other words, take an eclectic approach and use bits and pieces from other programs to create a program that would work in your community. Just because something works well in a city does not mean it will fail in a smaller community.

### **Determining the Role Your Agency Will Play**

Following the various assessments, it is important for an organization's leadership to determine what role it will play in terms of permanent supportive housing: development, operations, provision of supportive services, or some other role. It is not necessary for an organization to take on all of the roles itself. Housing development is very labor- and time-intensive and therefore should be considered thoroughly prior to engagement. Partnering with other more knowledgeable organizations may minimize the stress and risk an organization may experience during the provision of housing. The following resources are intended to help organizations identify their role.

***Collaborative Solutions, Inc. (2008). Leader for My Organization: Part B: Is My Organization Ready?***

This PowerPoint presentation highlights "big picture" issues for any organization interested in expanding its current services to include supportive housing. To access this resource, click [here](#).

***Corporation for Supportive Housing. (2006). Alternatives to Housing Development Activities. [On-line]. Accessed 10/1/2008 at:***

<http://documents.csh.org/documents/ResourceCenter/DevOpsToolkit/DevAlternativespdf.pdf>

This handout is a good reference tool for organizations that want to understand what the alternatives are to housing development, including master-leasing, set-asides, and scattered-site housing. To access this resource, click [here](#).

***Corporation for Supportive Housing. (2006). Assessing Fit: Does Developing Supportive Housing Fit With Your Strategic Plan, Mission, & Organizational Structure. [On-line]. Accessed 10/1/2008 at:***

<http://documents.csh.org/documents/ResourceCenter/DevOpsToolkit/Fitpdf.pdf>

This document helps organizations to consider whether a project is consistent with the overall mission and structure of the agency. To access this resource, click [here](#).

*Corporation for Supportive Housing. (2006) Assessing Readiness for Supportive Housing Development Activities. [On-line]. Accessed 10/1/2008 at:*

*<http://documents.csh.org/documents/ResourceCenter/DevOpsToolkit/Readinesspdf.pdf>*

This handout is a quick assessment for any agency interested in pursuing supportive housing. To access this resource, click [here](#).

*Corporation for Supportive Housing. (2006). Roles in Supportive Housing Development and Activities. [On-line]. Accessed 10/1/2008 at:*

*<http://documents.csh.org/documents/ResourceCenter/DevOpsToolkit/DevRolespdf.pdf>*

This handout provides detailed descriptions of the roles in supportive housing, such as owner, developer, property manager, and service provider. To access this resource, click [here](#).

*Housing Assistance Council. (2006). Formulas for Success: Housing Plus Services in Rural America. [On-line]. Accessed 10/1/2008 at:*

*<http://www.ruralhome.org/storage/documents/housingplusservices.pdf>*

This report details the needs of special needs populations in rural areas with regard to supportive housing and provides examples of programs that are currently working in the United States. To access this resource, click [here](#).

## **Mentoring**

One way to build capacity related to permanent supportive housing development and operations within the organization is to participate in a mentoring relationship. The following provides an overview of mentorship as well as some general resources to consider.

### **What is the function of a mentor?**

A mentor is a person in your own or a related field who, over time, guides you through situations that you have not previously dealt with; the mentor brings some knowledge of how to handle or overcome the situation. A mentor provides questions and ideas for the mentee to consider in evaluating and assessing both the leader's and the organization's strengths and weaknesses. Ideally, a mentoring relationship occurs over a significant period of time so that management principles can be mastered in the specific situation. In the case of housing development this would be to see a concept through to actualization.

### **How can leaders of nonprofit agencies benefit from mentors as they manage and grow their agencies to develop special needs housing?**

Nonprofit agency leaders can benefit from mentors by having an experienced colleague available who is not part of his or her own organization or community. The mentor is someone who has seen similar, if not identical, situations in other communities with similar demographics and dynamics arising within a range of board and staff configurations. The mentor may have seen how similar situations have played out in other organizations and communities.

### **How do I determine if I need a mentor?**

Consider whether reviewing your work with an objective person familiar with similar issues would be helpful to you. Sometimes a mentor can provide assistance in understanding and considering

alternative approaches. At other times, executives encounter leadership fatigue and a mentor can help explore some of the causes of this familiar and costly experience. If you can see the value in having an outside, experienced professional provide occasional support, and can see that it would be of value, chances are that utilizing a mentor may enhance your professional effectiveness.

### **How do you find a mentor?**

Once you have determined that you need a mentor, you can locate one by seeking referrals from technical assistance providers, colleagues, and trainers you may have utilized, professional associations, or universities with organizational development programs.

### **Do agencies that provide housing require mentors with unique skill sets?**

Yes. Because of the challenges involved in housing development and the complexities in managing housing, especially projects for individuals with special needs, a mentor should possess relevant skills. Developing housing for persons with special needs requires a mix of local political knowledge and the skills to navigate political and governmental structure. Knowledge of the available housing finance mechanisms and the unique needs of the intended population are also essential. A mentor who has traveled this road can be an invaluable addition to your team. The mentor need not know your local situation intimately, but should be familiar with how local governments typically operate, have a broad working knowledge of the various funding mechanisms, special needs housing, and community dynamics such as NIMBYism.

### **How long does a mentoring relationship last?**

A mentoring relationship should be established with written documents that establish expectations, periodic evaluations, and timeframes. (See mentoring information at the Duke University Website. It includes examples of documents that can be modified to meet your particular needs.) It is important that the needs and expectations of both parties be clarified, that timeframes be established, and that the evaluation process and format are agreed upon.

There are many resources available regarding mentoring, including hundreds of Websites. Online mentoring information is provided for students, subcategories of youth, and a variety of professions; however, very few, if any, are directly related to housing development for persons with special needs. Many sites offer the possibility of modification and are worth reviewing, including the following:

***Duke University. (2008). Mentoring@Duke. [On-line]. Accessed 10/2/2008 at:***

***<http://hr.duke.edu/train/mentor/>***

The mentoring section of the Duke University Website relates primarily to mentoring for college students; however, the forms found here can be modified and used effectively for nonprofit executive monitoring. To access the resource, click [here](#).

***Executive Consulting for the Nonprofit Sector, Inc. (2008). [On-line]. Accessed 10/2/2008 at:***

***<http://www.interimexecutive.org/interim/html/index.htm>***

Executive Consulting for the Nonprofit Sector offers a year-long program and seeks to be agency-wide. This is an example of a systems approach for the larger agency. To access this resource, click [here](#).

*Executive Service Corps Affiliate Network. (2008). [On-line]. Accessed 10/2/2008 at:*  
<http://www.escus.org/>

This nonprofit offers a 12-month program of management assistance with consultants and mentors who assist mentees with a designated number of on-site group meetings. To access this resource, click [here](#).

## Housing and Program Design

As described throughout this toolkit, permanent supportive housing is comprised of permanent housing and a set of supportive services. When determining what an organization's permanent supportive housing and services will look like, staff will need to consider the type of program design that best fits the community and target population's needs, the partners that are necessary to carry out the supportive services and housing operations, the types of services the agency plans to provide as well as specific policies and procedures related to them, and the process for housing operations.

The following sections describe the relationship between housing and supportive services within permanent supportive housing programs as well as each component individually.

### Program Design Models

Program design models are a combination of the housing and supportive services. Often, the type of housing that an organization chooses to develop or operate can dictate the type of services required. For example, if an organization secured scattered-site apartment units throughout its community, it may find it helpful to employ a mobile supportive services or case management team. If the permanent supportive housing is located within a multi-family housing structure or a group home with congregate living facilities, it may be best to provide supportive services at this centralized location.

There are almost countless combinations of housing and services. Sections below describe more specifically supportive services and housing operations. The following resources provide some general information about program design models as well as case studies of how other organizations are combining housing and supportive services for their permanent supportive housing projects.

***Corporation for Supportive Housing. (2008). Small Towns Toolkit. [On-line]. Accessed 10/1/2008 at: <http://www.csh.org/index.cfm?fuseaction=Page.viewPage&pageId=3717&NodeID=88>***

This toolkit is an online guide on how to develop supportive housing in suburban and small town areas. To access this resource, click [here](#).

***Corporation for Supportive Housing. (2004). Cedar Hill: Project Snapshot. [On-line]. Accessed 10/6/2008 at: <http://www.endlongtermhomelessness.org/downloads/news/Cedar-hill.pdf>***

This case study provides an overview of the Cedar Hill in Connecticut. Cedar Hill is a single-site project with 25 efficiency apartments for formerly homeless and dually diagnosed adults. It describes the partners, tenants, housing, and services provided. To access this resource, click [here](#).

***Corporation for Supportive Housing. (2004). Deborah's Place: Eviction Prevention and Tenant Education. [On-line]. Accessed 10/6/2008 at: [http://www.endlongtermhomelessness.org/downloads/news/Deborahs\\_place.pdf](http://www.endlongtermhomelessness.org/downloads/news/Deborahs_place.pdf)***

This case study provides housing and supportive services information about the two permanent housing projects developed and operated by Deborah's Place in Chicago, Illinois. Both are residential programs and PSH developments for women who have experienced long-term homelessness. To access this resource, click [here](#).

***Corporation for Supportive Housing. (2004). Outreach Center Apartments: Community Acceptance of Supportive Housing. [On-line]. Accessed 10/6/2008 at:***

***[http://www.funderstogether.org/downloads/news/Outreach\\_Center\\_Apartments.pdf](http://www.funderstogether.org/downloads/news/Outreach_Center_Apartments.pdf)***

This case study highlights a small permanent supportive housing project located in a rural area of Minnesota. To access this resource, click [here](#).

***Corporation for Supportive Housing, U.S. Department of Housing and Urban Development, & Center for Urban Community Services. (1998). Coordinating Property Management and Social Services in Supportive Housing. [On-line]. Accessed 10/3/2008 at:***

***<http://www.hudhre.info/documents/SHPPPropertyManagement.pdf>***

This training addresses the elements of an effective working relationship between property management and social services. To access this resource, click [here](#).

***Housing Assistance Council. (2008). Rehabilitating affordable rural housing. Rural Voices, 13(1), 1–20. [On-line]. Accessed 2/26/2010 at:***

***<http://www.ruralhome.org/storage/documents/voiceswinter2008.pdf>***

This newsletter is devoted to the issue of rehabilitating affordable rural housing, including rehabilitation success stories. To access this resource, click [here](#).

***National Low Income Housing Coalition. (2002). Housing Plus Services: Principles for Program Design and Implementation. [On-line]. Accessed 10/1/2008 at: <http://www.nlihc.org/doc/principles.pdf>***

This handout provides basic tenets for sound supportive housing program implementation. To access this resource, click [here](#).

***National Low Income Housing Coalition. (2002). Housing Plus Services Typology. [On-line]. Accessed 10/1/2008 at: <http://www.nlihc.org/doc/NLIHC-Housing-Plus-Services-Chart.pdf>***

This handout provides basic tenets for sound supportive housing program implementation. To access this resource, click [here](#).

***Pearson, C., Locke, G., Montgomery, A. E., & Buron, L. (2007). The Applicability of Housing First Models to Homeless Persons with Serious Mental Illness. [On-line]. Accessed 10/6/2008 at:***

***<http://www.huduser.org/Publications/pdf/hsgfirst.pdf>***

This report provides an overview of the Housing First approach, which is one model of permanent supportive housing. In addition, it provides case studies of three Housing First programs, each of which has a unique program design. To access this resource, click [here](#).

***Pryor, B. W. (2004). Del Mar Apartments Supportive Housing Case Study: 2004 MetLife Foundation Awards for Excellence in Affordable Housing. [On-line]. Accessed 10/6/2008 at:***

***<http://www.practitionerresources.org/cache/documents/19715.pdf>***

This case study describes the housing and supportive services components of a permanent supportive housing program for persons with special needs located in San Diego, California. To access this resource, click [here](#).

*Technical Assistance Collaborative. (2008). Gray Land: A Recent Literature and Case Study Review of Permanent Supportive Housing. [On-line]. Accessed 10/6/2008 at: [http://www.funderstogether.org/downloads/news/Gray\\_Land-Litreview.pdf](http://www.funderstogether.org/downloads/news/Gray_Land-Litreview.pdf)*

This literature and case study review presents general findings related to permanent supportive housing as well as case studies from six communities across the country. To access this resource, click [here](#).

*Wong, Y-L. I., Hadley, T. R., Culhane, D. P., Poulin, S. R., Davis, M. R., Cirksey, B. A., & Brown, J. L. (2006). Predicting Staying in or Leaving Permanent Supportive Housing that Serves Homeless People with Serious Mental Illness. [On-line]. Accessed 10/6/2008 at: <http://www.huduser.org/Publications/pdf/permhsgstudy.pdf>*

This report not only provides an evaluation of permanent supportive housing in one community, but also provides a description of the supportive services and housing provided by the permanent supportive housing. To access this resource, click [here](#).

## Identifying Partners

Permanent supportive housing, due to its complex mixture of housing and supportive services, often requires that organizations proceeding with development and operations enlist partners. Partners can provide expertise and resources in a number of important areas:

- Funding
- Supportive services expertise and resources
- Housing operations expertise and resources
- Access to housing stock
- Experience with development and financing of permanent supportive housing
- Mitigation of risk

Selecting partners for a supportive housing project should be done with careful consideration. While funding and access to housing stock, for instance, are important concerns, the success of partnerships often depends in great part upon achieving a “good fit” between an organization and its collaborators. Taking time in advance to define an organization’s basic principles and goals for the project can provide a valuable guide for making partnership decisions. Some suggested areas to examine include:

- **Values and philosophy**—What is the approach the organization wants to take with supportive housing and services, and do its potential partners share this approach?
- **Expectation for tenant behavior**—This can be a stumbling block for any project serving tenants with difficult issues such as chronic mental illness and substance abuse. Lack of accord on tenant expectations can affect tenant agreements, house rules, interagency relationships and many other aspects of client service delivery.
- **Experience and commitment to serving the selected client population**—The background and track record a potential partner organization has in serving the project’s client population can also be a factor that impacts the effectiveness of service collaboration.

The following resources provide examples of partnerships that can have a synergistic impact within a community as well as further discussion on methods for identifying compatible partners. In addition, several of the case studies highlighted in the previous section describe partnerships between the organization providing permanent supportive housing and other CBOs, service providers, and governmental representatives.

***Collaborative Solutions, Inc. (2008). [The Building Blocks Initiative: A Collective Case Study](#)***

This collective case study describes the process for developing and operating permanent supportive housing by several CBOs. The case studies include information about partnership development and the utility of the partners selected. To access this resource, click [here](#).

***Corporation for Supportive Housing. (2005). [Involving Public and Nonprofit Hospitals in Supportive Housing](#). [On-line]. Accessed 10/1/2008 at:***

***[http://documents.csh.org/documents/pubs/Hospital\\_paper\\_formatted.pdf](http://documents.csh.org/documents/pubs/Hospital_paper_formatted.pdf)***

This paper examines the role of hospitals in supportive housing, including the challenges, benefits, and risks involved with hospitals engaged in supportive housing. To access this resource, click [here](#).

***Corporation for Supportive Housing. (1997) [Not a Solo Act: Creating Successful Partnerships to Develop and Operate Supportive Housing](#). [On-line]. Accessed 10/1/2008 at:***

***<http://www.csh.org/index.cfm/?fuseaction=Page.viewPage&pageID=3266>***

This manual highlights the various roles in supportive housing and acts as a guide on how to create collaborations between service agencies to fulfill these roles and succeed in supportive housing development. To access chapters 1–5 of this resource, click [here](#); to access the remainder of the resource, click [here](#).

## **Defining Your Housing Services**

After the organization has a good sense of its housing and service need and have compared that need to the existing resources within the community, it is time to set a housing vision and goals. The vision of the plan should be the guiding focus of the organization’s strategy. Use these questions to create the vision and then develop goals that will help the agency achieve its vision.

- What type of housing does the organization want to provide for the community?
- What is the target population?
- What supportive services are needed for the target population?
- What steps will the organization need to take in order to fulfill its housing vision?

## **Program Policies and Procedures**

An important part of developing and operating a permanent supportive housing program is creating a set of program policies and procedures. These policies and procedures should—and must—cover a broad range of areas, including the following:

### **Tenant selection plan**

An organization’s program design will inform the tenant selection plan which should articulate the full process the agency implements to place people in the housing program. The plan should include a non-

discrimination statement and an affirmative fair housing marketing strategy (how the agency publicizes the availability of units). The plan must clearly define eligibility, application and intake procedures, and waiting list policies and procedures.

### **Housing rules and regulations**

Housing rules are typically comprehensive and vary between congregate settings and more independent housing models. It is helpful to think about broad categories like the following and identify specific issues under each that should be addressed.

- Lease issues: security deposits, rent, utilities, late charges, pets, smoking, etc.
- Safety issues: emergency situations, fire, security, firearms/weapons, emergency repairs, insurance, etc.
- Maintenance issues: major appliances, request for routine repairs, use of parking areas, yard maintenance, storage, etc.
- Grievance issues: procedure to handle complaints, etc.

### **Code of conduct**

This can be included in the housing rules but deserves attention on its own. In creating a code of conduct it helps to think about the overall program goals and the environment the agency wants to create. Once again the specific program design will impact the types of values the agency will include in a code of conduct.

### **Supportive service requirements**

These will be identified in the agency's program design and the broad services plan for the agency. If any supportive services are required or strongly encouraged as part of the agency's program, the specific requirements will need to be documented and implemented as agency policy.

The following resources are sample policies relating to house rules and alcohol and drug use.

***Corporation for Supportive Housing. (2006). Sample House Rules for Supportive Housing. [On-line]. Accessed 10/1/2008 at:***

***<http://documents.csh.org/documents/ResourceCenter/DevOpsToolkit/SampleHouseRulespdf.pdf>***

This document provides a template for supportive housing house rules. To access this resource, click [here](#).

***Corporation for Supportive Housing. (2006). Sample Policy on Drug and Alcohol Use. [On-line]. Accessed 10/1/2008 at:***

***<http://documents.csh.org/documents/ResourceCenter/DevOpsToolkit/DrugAlcoholPolicypdf.pdf>***

This document provides a template policy for tenants on drug and alcohol use. To access this resource, click [here](#).

## Housing Financing and Development

Once an organization has decided that it wants to pursue permanent supportive housing, it has the capacity to do so, and has a housing and supportive services plan in mind, it must decide how to fund these activities and how to take a permanent supportive housing project from concept to reality. The following sections provide information about financing the project as well as the development process.

### Financing

Financing for permanent supportive housing must cover a variety of issues including the funding of capital such as land and buildings; the funding of operations such as rental or utility assistance; and the funding of supportive services. There is a variety of funding resources available, primarily through government programs.

An overview of the various types of financing is provided in the following sections, as well as descriptions of some financing programs. In addition, the following resources provide overviews of financing as well as case studies describing how some organizations used various resources.

***AIDS Housing of Washington. (1998). Financing AIDS Housing. [On-line]. Accessed 10/1/2008 at: [http://www.aidshousing.org/usr\\_doc/FAH\\_all.pdf](http://www.aidshousing.org/usr_doc/FAH_all.pdf)***

This manual provides an exhaustive list of possible funding sources, as well as the challenges of funding AIDS-specific housing. To access this resource, click [here](#).

***Collaborative Solutions, Inc. (2008). Potential Funding Sources***

This document lists funding sources for housing development and supportive services in the United States. To access this resource, click [here](#).

***Corporation for Supportive Housing. (2008). Leveraging Medicaid: A Guide to Using Medicaid Financing in Supportive Housing. [On-line]. Accessed 10/1/2008 at: <http://www.csh.org/index.cfm?fuseaction=page.viewPage&pageID=4309&nodeID=81>***

This document provides guidance on how to use Medicaid financing for supportive housing. To access this resource, click [here](#).

***Corporation for Supportive Housing. (2008). Supportive Housing Financing Guide. [On-line]. Accessed 10/1/2008 at: <http://www.csh.org/index.cfm?fuseaction=Page.viewPage&pageID=330&nodeID=81>***

This online resource provides guidance on all things related to supportive housing finance. To access this resource, click [here](#).

***Technical Assistance Collaborative. (2001). Federal Housing Resource Guide. [On-line]. Accessed 10/3/2008 at: <http://documents.csh.org/documents/ke/introdevelopment/R-12.pdf>***

This guide provides summaries of common federal housing resources as well as available funding. To access this resource, click [here](#).

*Tenderloin Neighborhood Development Collaborative (TNDC). (2008). Properties. [On-line]. Accessed 10/9/2008 at: <http://www.tndc.org/properties/properties.html>*

This Website lists each of the properties developed by the TNDC, including the types and combinations of financing used to develop and operate them. To access this resource, click [here](#).

### Capital Financing

There are many costs associated with the development and operations of permanent supportive housing. These include costs related to acquiring land or housing units, construction costs for housing units, and rehabilitation of existing units. For organizations working in rural areas, funding through the U.S. Department of Housing and Urban Development (HUD) often goes to both entitlement areas and the state. Generally, rural regions are not covered by entitlement areas and therefore should look for funding through what is called the Balance of State. Each state receives this along with funding through entitlement areas. Some sources of these types of funding are as follows:

- **Community Development Block Grant (CDBG)**—CDBG provides entitlement funding to states, cities, and counties throughout the United States. Projects must meet three national objectives: (1) benefit people with low and moderate incomes; (2) eliminate or prevent slums or blight; and (3) eliminate conditions that pose serious and immediate threat to the health and welfare of a community. Funding may be used for an array of activities for special needs populations such as acquisition, rehabilitation and conversion of existing construction, new construction, housing services, and other public services. Visit the HUD Website to determine if your community receives CDBG funds.

*Corporation for Supportive Housing. (2007). Department of Housing and Urban Development: Community Development Block Grant Program. [On-line]. Accessed 10/8/2008 at: <http://documents.csh.org/documents/ResourceCenter/FinancingGuide/CDBGFINAL.pdf>*

This document provides an overview of the CDBG program and provides links to additional information. To access this resource, click [here](#).

*U.S. Department of Housing and Urban Development. (2008). Community Development Block Grant Program. [On-line]. Accessed 10/8/2008 at: <http://www.hud.gov/offices/cpd/communitydevelopment/programs/>*

This Website provides official and comprehensive information for the CDBG program. To access this resource, click [here](#).

- **Federal Home Loan Bank, Affordable Housing Program**—The Affordable Housing Program provides grants and loans for the development of affordable housing occupied by either an owner or renter. As of 2008, there is one application cycle that occurs during the second quarter. The application information can be found on the Federal Home Loan Bank Website.

*Corporation for Supportive Housing. (2007). Federal Home Loan Bank Affordable Housing Program. [On-line]. Accessed 10/8/2008 at:*

*<http://documents.csh.org/documents/ResourceCenter/FinancingGuide/FHLBFINAL.pdf>*

This document provides a brief overview of the Federal Home Loan Bank's Affordable Housing Program including eligible activities and important considerations. To access this resource, click [here](#).

*Federal Home Loan Banks. (2008). Affordable Housing Program. [On-line]. Accessed 10/8/2008 at:*

*<http://www.fhlbanks.com/html/programs.html>*

The Website for the Federal Home Loan Banks. The Bank serves communities located throughout the United States through its twelve branches. The Atlanta Bank serves several states in the Southeast, while Dallas and Cincinnati serve others. This Website provides information about funding offerings. To access this resource, click [here](#).

*Federal Home Loan Bank of Atlanta. (2008). Affordable Housing Program Implementation Plan. [On-line]. Accessed 2/26/2010 at: <http://corp.fhlbatl.com/Documents.aspx?id=540>*

This implementation plan includes the policies and procedures for the Affordable Housing Program. To access this resource, click [here](#).

- **HOME Investment Partnerships Program**—HOME is a program sponsored by HUD that provides entitlement funding to state and local governments as well as nonprofit housing developers. HOME funds provide permanent or transitional housing for low-income and special needs populations. If documented within the Consolidated Plan for a community, HOME funds may provide tenant-based rental assistance to persons with disabilities.

*Collaborative Solutions, Inc. (2008). The Building Blocks Initiative: A Collective Case Study.*

This collective case study describes the process for developing and operating permanent supportive housing by several CBOs, with a focus on the use of HOME dollars. To access this resource, click [here](#).

*Corporation for Supportive Housing. (2007). Department of Housing and Urban Development: Home Investment Partnerships (HOME) Program. [On-line]. Accessed 10/8/2008 at:*

*<http://documents.csh.org/documents/ResourceCenter/FinancingGuide/HOMEFINAL.pdf>*

This document provides a brief overview and list of terms and eligible activities for the HOME program. To access this resource, click [here](#).

*U.S. Department of Housing and Urban Development. (2008). Home Investment Partnerships Program. [On-line]. Accessed 10/8/2008 at:*

*<http://www.hud.gov/offices/cpd/affordablehousing/programs/home/>*

This Website provides official and comprehensive information about HOME. To access this resource, click [here](#).

- **Housing Opportunities for Persons with AIDS (HOPWA)**—HOPWA provides entitlement funding to states and cities to provide housing and related supportive services to persons with HIV/AIDS and their families. HOPWA provides an array of housing services including rehabilitation, acquisition, and construction of housing, operating costs, tenant-based rental assistance, as well as short-term

rent, mortgage, and utility payments. Additionally, HOPWA may provide supportive services such as case management, nutritional services, or mental health treatment.

*Corporation for Supportive Housing. (2007). Department of Housing and Urban Development: Housing Opportunities for Persons with AIDS (HOPWA) Program. [On-line]. Accessed 10/8/2008 at: <http://documents.csh.org/documents/ResourceCenter/FinancingGuide/HOPWAFINAL.pdf>*

This document provides an overview of the HOPWA program as well as requirements and areas of consideration. To access this resource, click [here](#).

*Enterprise Community Partners. (2004). Issan House Supportive Housing Case Study--2004 MetLife Foundation Awards. [On-line]. Accessed 10/9/2008 at: <http://www.practitionerresources.org/cache/documents/19717.pdf>*

This case study provides a description of a permanent supportive housing program funded in part with HOPWA funds that provides housing and services for people living with HIV/AIDS as well as mental health or substance use issues. To access this resource, click [here](#).

*U.S. Department of Housing and Urban Development. (2008). Housing Opportunities for Persons with AIDS (HOPWA) Program. [On-line]. Accessed 10/8/2008 at: <http://www.hud.gov/offices/cpd/aidshousing/programs/>*

This Website provides official and comprehensive information about the HOPWA program. To access this resource, click [here](#).

- **HUD Section 202, Supportive Housing for the Elderly Program**—Section 202 is a major source of funding for elderly housing. It enables nonprofit and faith-based organizations to expand affordable housing options with supportive services to low-income elderly persons. Section 202 may provide funding for construction, rehabilitation, and acquisition of structures that will provide supportive housing for the very low-income elderly. Ongoing operating subsidy projects may include such supportive services as cleaning, transportation, and cooking.

*American Association of Retired Persons, Public Policy Institute. (2005). Section 202 Supportive Housing for the Elderly. [On-line]. Accessed 10/9/2008 at: [http://assets.aarp.org/rgcenter/il/fs65r\\_housing.pdf](http://assets.aarp.org/rgcenter/il/fs65r_housing.pdf)*

This fact sheet provides an overview of Section 202 as well as the housing needs of elderly persons. To access this resource, click [here](#).

*Corporation for Supportive Housing. (2007). Department of Housing and Urban Development: Supportive Housing for the Elderly (Section 202) Program. [On-line]. Accessed 10/8/2008 at: <http://documents.csh.org/documents/ResourceCenter/FinancingGuide/Section202FINAL.pdf>*

This document provides an overview of the Section 202 Supportive Housing for the Elderly Program as well as requirements and areas of consideration. To access this resource, click [here](#).

*U.S. Department of Housing and Urban Development. (2008). Section 202 Supportive Housing for the Elderly Program. [On-line]. Accessed 10/8/2008 at:*

*<http://www.hud.gov/offices/hsg/mfh/progdesc/eld202.cfm>*

This Website provides office and comprehensive information about the Section 202 Supportive Housing for the Elderly Program. To access this resource, click [here](#).

- **HUD Section 811, Supportive Housing for Persons with Disabilities Program**—Section 811 provides housing assistance to low-income persons with disabilities, which include physical or developmental disabilities as well as chronic illness. The program provides project-based rental assistance and capital advances to develop affordable housing options for persons with disabilities. Capital advances do not have to be repaid if the housing remains available for eligible residents for 40 years. In addition, each project must have a supportive services plan, which may include case management, job assistance, or training in independent living skills.

*Corporation for Supportive Housing. (2007). Department of Housing and Urban Development: Section 811 Supportive Housing for Persons with Disabilities Program. [On-line]. Accessed 10/8/2008 at:*

*<http://documents.csh.org/documents/ResourceCenter/FinancingGuide/Section811FINAL.pdf>*

This document provides an overview of the Section 811 Supportive Housing for Persons with Disabilities Program as well as requirements and areas of consideration. To access this resource, click [here](#).

*Technical Assistance Collaborative. (2008). Section 811 Supportive Housing for Persons with Disabilities. [On-line]. Accessed 10/9/2008 at: <http://www.tacinc.org/index/viewPage29.htm>*

This Website provides an overview of Section 811 as well as responses to frequently asked questions about the program. To access this resource, click [here](#).

*U.S. Department of Housing and Urban Development. (2008). Section 811 Supportive Housing for Persons with Disabilities. [On-line]. Accessed 10/8/2008 at:*

*<http://www.hud.gov/offices/hsg/mfh/progdesc/disab811.cfm>*

This Website provides official and comprehensive information about the Section 811 Supportive Housing for Persons with Disabilities Program. To access this resource, click [here](#).

- **Low Income Housing Tax Credits (LIHTC)**—LIHTCs are intended to assist economically disadvantaged households by increasing the supply of affordable housing. Tax credits are offered to for-profit developers and property owners who purchase land, construct or rehabilitate housing, and offer affordable housing to consumers. Because nonprofit organizations generally do not pay taxes, they must have joint ownership with a for-profit organization to apply for LIHTCs.

*Affordable Housing Resource Center. (2008). Low Income Housing Tax Credit. [On-line]. Accessed 10/9/2008 at: [http://www.novoco.com/low\\_income\\_housing/lihtc/index.php](http://www.novoco.com/low_income_housing/lihtc/index.php)*

This Website provides comprehensive information related to LIHTCs by state, including the administering state agency, caps and deadlines, application, guidance, and compliance. To access this resource, click [here](#).

*American Association of Retired Persons, Public Policy Institute. (2005). Low Income Housing Tax Credits: Helping meet the demand for affordable rental housing. [On-line]. Accessed 10/9/2008 at: [http://assets.aarp.org/rgcenter/il/fs74r\\_lihtc.pdf](http://assets.aarp.org/rgcenter/il/fs74r_lihtc.pdf)*

This fact sheet provides a brief introduction to LIHTCs including how they work and what housing projects can look like. To access this resource, click [here](#).

*Local Initiatives Support Corporation. (2005). Low Income Housing Tax Credit—Special needs (Seniors): Monroe, Louisiana. [On-line]. Accessed 10/9/2008 at: <http://www.lisc.org/content/publications/detail/937>*

This case study demonstrates how the Monroe Housing Authority, in Monroe, Louisiana, used the low income housing tax credit to develop special needs housing. To access this resource, click [here](#).

*National Housing & Rehabilitation Association. (2008). Experts Offer Tips for Effective Compliance. [On-line]. Accessed 10/10/2008 at: <http://www.housingonline.com/NewsArticle.aspx?NewsArticleId=79663>*

This article highlights common mistakes related to LIHTC compliance and effective strategies to avoid these compliance mistakes. To access this resource, click [here](#).

*U.S. Department of Housing and Urban Development. (2008). Low Income Housing Tax Credit Basics. [On-line]. Accessed 10/9/2008 at: <http://www.hud.gov/offices/cpd/affordablehousing/training/web/lihtc/basics/>*

This Website provides official and comprehensive information about LIHTCs. To access this resource, click [here](#).

- **Section 8 Moderate Rehabilitation Single Room Occupancy (SRO) Program**—The SRO program provides funding for moderate rehabilitation of existing multi-unit dwellings as well as rental assistance for low-income tenants. This program is administered through a partnership between HUD and a local public housing agency.

*Homeless Resource Exchange. (2008). Section 8 Moderate Rehabilitation Program for Single-Room Occupancy Dwellings for Homeless Individuals Fact Sheet. [On-line]. Accessed 10/9/2008 at: <http://www.hudhre.info/index.cfm?do=viewSroProgram#info>*

This fact sheet provides basic information about the SRO program, including eligible applicants and activities, requirements, and funding schedule. To access this resource, click [here](#).

*U.S. Department of Housing and Urban Development. (2008). Single Room Occupancy (SRO) Program. [On-line]. Accessed 10/9/2008 at: <http://fhasecure.gov/offices/cpd/homeless/programs/sro/>*

This Website provides official and comprehensive information about the SRO program. To access this resource, click [here](#).

- **Supportive Housing Program**—This program provides funding for the development of housing and supportive services aimed at helping homeless persons live more independently and increase their housing stability and resources. The program can fund permanent housing for persons with special needs, supportive services only, and innovative supportive housing, among other activities not

considered permanent supportive housing. States, local governments, and private nonprofit agencies can access these funds through an annual competitive continuum of care funding process.

*Homeless Resource Exchange. (2008). Supportive Housing Program Fact Sheet. [On-line]. Accessed 10/9/2008 at: <http://www.hudhre.info/index.cfm?do=viewSupportiveHousingProgram>*

This fact sheet provides basic information about the Supportive Housing Program, including eligible applicants and activities, requirements, and funding availability. To access this resource, click [here](#).

*U.S. Department of Housing and Urban Development. (2008). Supportive Housing Program. [On-line]. Accessed 10/9/2008 at: <http://www.hud.gov/offices/cpd/homeless/programs/shp/>*

This Website provides official and comprehensive information about the Supportive Housing Program. To access this website, click [here](#).

In addition to the sources of capital financing described above, organizations are urged to explore other sources of capital financing within their state or local community. Organizations may also want to consider implementing a capital campaign. The following resource provides some helpful suggestions.

*Zimmerman Lehman. (2008). Capital Campaigns: Ten Steps to Success. [On-line]. Accessed 10/1/2008 at: <http://www.zimmerman-lehman.com/capitalcampaignstenstepstosuccess.htm>*

This document provides instructions on how to run an effective capital campaign. To access this resource, click [here](#).

In addition, organizations are encouraged to think creatively about the use of various funding sources and to build a package of diverse resources to fund their projects. The following resource provides an example of this.

*Kimura, D. (2007). Tackling the tough projects. Affordable Housing Finance. [On-line]. Accessed 10/9/2008 at: <http://www.housingfinance.com/ahf/articles/2007/oct/TACKLING1007.htm>*

This article describes the various financing programs—including LIHTCs and Shelter Plus Care—used by an organization in Chicago to develop and operate unique housing programs. To access this resource, click [here](#).

In addition to the financing resources described above, there may be state-funded resources that your organization can access. Organizations would be well advised to contact the housing finance authority in their state and inquire about any existing resources, including **tax-exempt bonds**.

### Operations Financing

Many of the funding sources that provide financing for capital expenditures may also finance operating expenses. Operating costs include those related to maintaining the property as well as insurance, repayment of loans if the building is owned, rent payment if the house is leased, and other costs.

- **HOME Investment Partnerships Program**—HOME is a program sponsored by the U.S. Department of Housing and Urban Development that provides entitlement funding to state and local governments as well as nonprofit housing developers. HOME funds provide permanent or transitional housing for low-income and special needs populations. If documented within the

Consolidated Plan for a community, HOME funds may provide tenant-based rental assistance to persons with disabilities.

***Collaborative Solutions, Inc. (2008). The Building Blocks Initiative: A Collective Case Study.***

This collective case study describes the process for developing and operating permanent supportive housing by several CBOs, with a focus on the use of HOME dollars. To access this resource, click [here](#).

***Corporation for Supportive Housing. (2007). Department of Housing and Urban Development: Home Investment Partnerships (HOME) Program. [On-line]. Accessed 10/8/2008 at:***

***<http://documents.csh.org/documents/ResourceCenter/FinancingGuide/HOMEFINAL.pdf>***

This document provides a brief overview and list of terms and eligible activities for the HOME program. To access this resource, click [here](#).

***U.S. Department of Housing and Urban Development. (2008). Home Investment Partnerships Program. [On-line]. Accessed 10/8/2008 at:***

***<http://www.hud.gov/offices/cpd/affordablehousing/programs/home/>***

This Website provides official and comprehensive information about HOME. To access this resource, click [here](#).

- **Housing Opportunities for Persons with AIDS (HOPWA)**—HOPWA provides entitlement funding to states and cities to provide housing and related supportive services to persons with HIV/AIDS and their families. HOPWA provides an array of housing services including rehabilitation, acquisition, and construction of housing, operating costs, tenant-based rental assistance, as well as short-term rent, mortgage, and utility payments. Additionally, HOPWA may provide supportive services such as case management, nutritional services, or mental health treatment.

***Corporation for Supportive Housing. (2007). Department of Housing and Urban Development: Housing Opportunities for Persons with AIDS (HOPWA) Program. [On-line]. Accessed 10/8/2008 at:***

***<http://documents.csh.org/documents/ResourceCenter/FinancingGuide/HOPWAFINAL.pdf>***

This document provides an overview of the HOPWA program as well as requirements and areas of consideration. To access this resource, click [here](#).

***Enterprise Community Partners. (2004). Issan House Supportive Housing Case Study--2004 MetLife Foundation Awards. [On-line]. Accessed 10/9/2008 at:***

***<http://www.practitionerresources.org/cache/documents/19717.pdf>***

This case study provides a description of a permanent supportive housing program funded in part with HOPWA funds that provides housing and services for people living with HIV/AIDS as well as mental health or substance use issues. To access this resource, click [here](#).

***U.S. Department of Housing and Urban Development. (2008). Housing Opportunities for Persons with AIDS (HOPWA) Program. [On-line]. Accessed 10/8/2008 at:***

***<http://www.hud.gov/offices/cpd/aidshousing/programs/>***

This Website provides official and comprehensive information about the HOPWA program. To access this resource, click [here](#).

- **HUD Section 202, Supportive Housing for the Elderly Program**—Section 202 is a major source of funding for elderly housing. It enables nonprofit and faith-based organizations to expand affordable housing options with supportive services to low-income elderly persons. Section 202 may provide funding for construction, rehabilitation, and acquisition of structures that will provide supportive housing for the very low-income elderly. Ongoing operating subsidy projects may include such supportive services as cleaning, transportation, and cooking.

*American Association of Retired Persons, Public Policy Institute. (2005). Section 202 Supportive Housing for the Elderly. [On-line]. Accessed 10/9/2008 at: [http://assets.aarp.org/rgcenter/il/fs65r\\_housing.pdf](http://assets.aarp.org/rgcenter/il/fs65r_housing.pdf)*

This fact sheet provides an overview of Section 202 as well as the housing needs of elderly persons. To access this resource, click [here](#).

*Corporation for Supportive Housing. (2007). Department of Housing and Urban Development: Supportive Housing for the Elderly (Section 202) Program. [On-line]. Accessed 10/8/2008 at: <http://documents.csh.org/documents/ResourceCenter/FinancingGuide/Section202FINAL.pdf>*

This document provides an overview of the Section 202 Supportive Housing for the Elderly Program as well as requirements and areas of consideration. To access this resource, click [here](#).

*U.S. Department of Housing and Urban Development. (2008). Section 202 Supportive Housing for the Elderly Program. [On-line]. Accessed 10/8/2008 at: <http://www.hud.gov/offices/hsg/mfh/progdesc/eld202.cfm>*

This Website provides office and comprehensive information about the Section 202 Supportive Housing for the Elderly Program. To access this resource, click [here](#).

- **HUD Section 811, Supportive Housing for Persons with Disabilities Program**—Section 811 provides housing assistance to low-income persons with disabilities, which include physical or developmental disabilities as well as chronic illness. The program provides project-based rental assistance and capital advances to develop affordable housing options for persons with disabilities. Capital advances do not have to be repaid if the housing remains available for eligible residents for 40 years. In addition, each project must have a supportive services plan, which may include case management, job assistance, or training in independent living skills.

*Corporation for Supportive Housing. (2007). Department of Housing and Urban Development: Section 811 Supportive Housing for Persons with Disabilities Program. [On-line]. Accessed 10/8/2008 at: <http://documents.csh.org/documents/ResourceCenter/FinancingGuide/Section811FINAL.pdf>*

This document provides an overview of the Section 811 Supportive Housing for Persons with Disabilities Program as well as requirements and areas of consideration. To access this resource, click [here](#).

*Technical Assistance Collaborative. (2008). Section 811 Supportive Housing for Persons with Disabilities. [On-line]. Accessed 10/9/2008 at: <http://www.tacinc.org/index/viewPage29.htm>*

This Website provides an overview of Section 811 as well as responses to frequently asked questions about the program. To access this resource, click [here](#).

*U.S. Department of Housing and Urban Development. (2008). Section 811 Supportive Housing for Persons with Disabilities. [On-line]. Accessed 10/8/2008 at: <http://www.hud.gov/offices/hsg/mfh/progdesc/disab811.cfm>*

This Website provides official and comprehensive information about the Section 811 Supportive Housing for Persons with Disabilities Program.

- **Section 8 Moderate Rehabilitation Single Room Occupancy (SRO) Program**—The SRO program provides funding for moderate rehabilitation of existing multi-unit dwellings as well as rental assistance for low-income tenants. This program is administered through a partnership between HUD and a local public housing agency.

*Homeless Resource Exchange. (2008). Section 8 Moderate Rehabilitation Program for Single-Room Occupancy Dwellings for Homeless Individuals Fact Sheet. [On-line]. Accessed 10/9/2008 at: <http://www.hudhre.info/index.cfm?do=viewSroProgram#info>*

This fact sheet provides basic information about the SRO program, including eligible applicants and activities, requirements, and funding schedule. To access this resource, click [here](#).

*U.S. Department of Housing and Urban Development. (2008). Single Room Occupancy (SRO) Program. [On-line]. Accessed 10/9/2008 at: <http://fhasecure.gov/offices/cpd/homeless/programs/sro/>*

This Website provides official and comprehensive information about the SRO program. To access this resource, click [here](#).

- **Shelter Plus Care**—This program funds a combination of long-term rental assistance and supportive services for homeless persons with special needs. Rental assistance can be sponsor-, tenant-, or project-based. Supportive services are provided by grantees or their subcontractors. States, local governments, and public housing authorities can access Shelter Plus Care funds through an annual competitive continuum of care funding process.

*Homeless Resource Exchange. (2008). Shelter Plus Care Fact Sheet. [On-line]. Accessed 10/9/2008 at: <http://www.hudhre.info/index.cfm?do=viewShelterPlusCare>*

This fact sheet provides basic information about the Shelter Plus Care program, including eligible applicants and activities, requirements, and funding availability. To access this resource, click [here](#).

*U.S. Department of Housing and Urban Development. (2008). Shelter Plus Care Program (S+C). [On-line]. Accessed 10/9/2008 at: <http://www.hud.gov/offices/cpd/homeless/programs/splusc/>*

This Website provides official and comprehensive information about the Shelter Plus Care program. To access this resource, click [here](#).

- **Supportive Housing Program**—This program provides funding for the development of housing and supportive services aimed at helping homeless persons live more independently and increase their housing stability and resources. The program can fund permanent housing for persons with special needs, supportive services only, and innovative supportive housing, among other activities not considered permanent supportive housing. States, local governments, and private nonprofit agencies can access these funds through an annual competitive continuum of care funding process.

*Homeless Resource Exchange. (2008). Supportive Housing Program Fact Sheet. [On-line]. Accessed 10/9/2008 at: <http://www.hudhre.info/index.cfm?do=viewSupportiveHousingProgram>*

This fact sheet provides basic information about the Supportive Housing Program, including eligible applicants and activities, requirements, and funding availability. To access this resource, click [here](#).

*U.S. Department of Housing and Urban Development. (2008). Supportive Housing Program. [On-line]. Accessed 10/9/2008 at: <http://www.hud.gov/offices/cpd/homeless/programs/shp/>*

This Website provides official and comprehensive information about the Supportive Housing Program. To access this resource, click [here](#).

### Financial Resources for Supportive Services

While HUD provides a great deal of capital and operating financing, it does not fund supportive services at a similar level. Often, the grantee is responsible for leveraging the capital or operating financing dollars with supportive services dollars. Three HUD programs do offer some level of supportive services funding: HOPWA, S+C, and the Supportive Housing Program.

- **Housing Opportunities for Persons with AIDS (HOPWA)**—HOPWA provides entitlement funding to states and cities to provide housing and related supportive services to persons with HIV/AIDS and their families. HOPWA provides an array of housing services including rehabilitation, acquisition, and construction of housing, tenant-based rental assistance, as well as short-term rent, mortgage, and utility payments. Additionally, HOPWA may provide supportive services such as case management, nutritional services, or mental health treatment

*Corporation for Supportive Housing. (2007). Department of Housing and Urban Development: Housing Opportunities for Persons with AIDS (HOPWA) Program. [On-line]. Accessed 10/8/2008 at: <http://documents.csh.org/documents/ResourceCenter/FinancingGuide/HOPWAFINAL.pdf>*

This document provides an overview of the HOPWA program as well as requirements and areas of consideration. To access this resource, click [here](#).

*Enterprise Community Partners. (2004). Issan House Supportive Housing Case Study--2004 MetLife Foundation Awards. [On-line]. Accessed 10/9/2008 at: <http://www.practitionerresources.org/cache/documents/19717.pdf>*

This case study provides a description of a permanent supportive housing program funded in part with HOPWA funds that provides housing and services for people living with HIV/AIDS as well as mental health or substance use issues. To access this resource, click [here](#).

*U.S. Department of Housing and Urban Development. (2008). Housing Opportunities for Persons with AIDS (HOPWA) Program. [On-line]. Accessed 10/8/2008 at: <http://www.hud.gov/offices/cpd/aidshousing/programs/>*

This Website provides official and comprehensive information about the HOPWA program.

- **Shelter Plus Care**—This program funds a combination of long-term rental assistance and supportive services for homeless persons with special needs. Rental assistance can be sponsor, tenant-, or project-based. Supportive services are provided by grantees or their subcontractors.

States, local governments, and public housing authorities can access Shelter Plus Care funds through an annual competitive continuum of care funding process.

*Homeless Resource Exchange. (2008). Shelter Plus Care Fact Sheet. [On-line]. Accessed 10/9/2008 at: <http://www.hudhre.info/index.cfm?do=viewShelterPlusCare>*

This fact sheet provides basic information about the Shelter Plus Care program, including eligible applicants and activities, requirements, and funding availability. To access this resource, click [here](#).

*U.S. Department of Housing and Urban Development. (2008). Shelter Plus Care Program (S+C). [On-line]. Accessed 10/9/2008 at: <http://www.hud.gov/offices/cpd/homeless/programs/splusc/>*

This Website provides official and comprehensive information about the Shelter Plus Care program.

- **Supportive Housing Program**—This program provides funding for the development of housing and supportive services aimed at helping homeless persons to live more independently and increase their housing stability and resources. The program can fund permanent housing for persons with special needs, supportive services only, and innovative supportive housing, among other activities not considered permanent supportive housing. States, local governments, and private nonprofit agencies can access these funds through an annual competitive continuum of care funding process.

*Homeless Resource Exchange. (2008). Supportive Housing Program Fact Sheet. [On-line]. Accessed 10/9/2008 at: <http://www.hudhre.info/index.cfm?do=viewSupportiveHousingProgram>*

This fact sheet provides basic information about the Supportive Housing Program, including eligible applicants and activities, requirements, and funding availability. To access this resource, click [here](#).

*U.S. Department of Housing and Urban Development. (2008). Supportive Housing Program. [On-line]. Accessed 10/9/2008 at: <http://www.hud.gov/offices/cpd/homeless/programs/shp/>*

This Website provides official and comprehensive information about the Supportive Housing Program.

In addition to HUD, there are other federal partners that provide some supportive services funding.

- **Block Grants through the Substance Abuse and Mental Health Services Administration (SAMHSA)**—SAMHSA administers two block grants that can provide supportive services to special needs populations: the Community Mental Health Services Block Grant and the Substance Abuse Treatment and Prevention Block Grant. Both of these block grants provide funding at the state level for provision of supportive services. Each state has a different way of allocating funds—through a county-based formula, application process, or some other process—and organizations interested in accessing this funding should inquire at their state agencies. The following resources provide additional guidance related to this.

*SAMHSA. (2008). Community Mental Health Services Block Grant Program. [On-line]. Accessed 10/10/2008 at: <http://mentalhealth.samhsa.gov/publications/allpubs/KEN95-0022/#info>*

This Website provides official and comprehensive information about the Community Mental Health Services Block Grant. To access this resource, click [here](#).

**SAMHSA. (2008). *Mental Health Services Locator*. [On-line]. Accessed 10/10/2008 at: <http://mentalhealth.samhsa.gov/databases/>**

This Website allows users to click on a state and access information related to mental health and substance abuse treatment services in their area. The “State Resource Guide” link provides information about the state agencies that administer the programs.

**SAMHSA. (2008). *State Information*. [On-line]. Accessed 10/10/2008 at: <http://tie.samhsa.gov/states/index.html>**

This directory contains contact information for all State Alcohol and Drug Abuse Agencies. To access this resource, click [here](#).

**SAMHSA. (2008). *Substance Abuse Prevention and Treatment 2009 Block Grant Information*. [On-line]. Accessed 10/10/2008 at: <http://tie.samhsa.gov/SAPT2009.html>**

This Website includes the 2009 Substance Abuse Prevention and Treatment Block Grant application. Note that organizations may not apply for this grant; however, this Website provides an overview of the grant and the services that it funds. To access this resource, click [here](#).

- **Administration for Children and Families Block Grants**—ACF administers three block grants that may be used to provide supportive services: Child Care and Development Fund (also known as the Child Care and Development Block Grant), Community Service Block Grant, and Social Services Block Grant. Each of these block grants provides funding at the state level for provision of supportive services. Each state has a different way of allocating funds—through a county-based formula, application process, or some other process—and organizations interested in accessing this funding should inquire at their state agencies. The following resources provide additional guidance related to this.

**Administration for Children and Families. (2008). *About the Child Care and Development Fund*. [On-line]. Accessed 10/10/2008 at: <http://www.acf.hhs.gov/programs/ccb/ccdf/index.htm>**

This Website provides official and comprehensive information about the Child Care and Development Fund including an overview of the grant as well as a list of the administering agencies and contacts for each state. To access this resource, click [here](#).

**Administration for Children and Families. (2008). *Community Service Block Grant Program*. [On-line]. Accessed 10/10/2008 at: <http://www.acf.hhs.gov/programs/ocs/csbgr/>**

This Website provides official and comprehensive information about the Community Service Block Grant including an overview of the grant as well as a list of the administering agencies and contacts for each state.

**Administration for Children and Families. (2008). *Social Services Block Grant (SSBG) Program*. [On-line]. Accessed 10/10/2008 at: <http://www.acf.hhs.gov/programs/ocs/ssbg/>**

This Website provides official and comprehensive information about the Social Services Block Grant including an overview of the grant as well as a list of the administering agencies and contacts for each state.

- **Medicaid**—Medicaid is a federal-state partnership that funds health care for low-income persons. Several states are using Medicaid funds to provide supportive services including Targeted Case Management and Assertive Community Treatment.

*Centers for Medicare & Medicaid Services. (2008). Medicaid. [On-line]. Accessed 10/10/2008 at: <http://www.cms.hhs.gov/home/medicaid.asp>*

This Website provides official and comprehensive information about Medicaid including an overview of the program as well as a list of the administering agencies and contacts for each state.

*Centers for Medicare & Medicaid Services. (2006). The State of Georgia 1915(b) Program. [On-line]. Accessed 10/10/2008 at:*

*<http://www.cms.hhs.gov/MedicaidStWaivProgDemoPGI/MWDL/itemdetail.asp?filterType=none&filterByDID=0&sortByDID=2&sortOrder=ascending&itemID=CMS042838&intNumPerPage=10>*

This document describes how Georgia used Medicaid funding to provide nonemergency transportation for health-related appointments. This type of program would be particularly useful in rural areas with little or no public transportation. To access this resource, click [here](#).

*Centers for Medicare & Medicaid Services. (2004). California Independence Plus Section 1115 Demonstration Fact Sheet. [On-line]. Accessed 10/10/2008 at:*

*<http://www.cms.hhs.gov/MedicaidStWaivProgDemoPGI/downloads/CAIHSSFS.pdf>*

This document describes how California used Medicaid funding to provide disabled adults with personal care services in their homes. To access this resource, click [here](#).

*Corporation for Supportive Housing. (2008). Medicaid White Papers. [On-line]. Accessed 10/10/2008 at: <http://www.csh.org/index.cfm?fuseaction=Page.viewPage&pageID=3152>*

The Corporation for Supportive Housing has developed an array of materials aimed at helping communities use Medicaid to fund supportive services. This Website provides these materials. To access this resource, click [here](#).

- **Ryan White CARE Act**—Ryan White CARE Act provides funding at the state, local, and agency level to develop and provide supportive services for persons living with HIV/AIDS. A number of programs are supported through this funding source including grants to states and metropolitan areas as well as early intervention projects and special initiatives.

*Health Resources and Services Administration. (2008). The Ryan White HIV/AIDS Program. [On-line]. Accessed 10/10/2008 at: <http://hab.hrsa.gov/about/>*

This Website provides official and comprehensive information about the Ryan White HIV/AIDS Program including current providers.

Again, also consider any resources in your community or state, including government assistance as well as foundations and other grant making agencies. Fundraising can also be a viable option for generating funds for supportive services.

## Development

Developing permanent supportive housing requires a great deal of time, financial investment, and expertise, and involves a certain amount of financial risk for the major financial contributors to a project. Developing permanent supportive housing also includes a number of phases and an extensive timeline to move from concept to reality. Because few organizations have all of the needed skill sets in-house, many organizations choose to collaborate with partners to form a development team. Forming a development team brings together a group of professionals who will bring their own experience and expertise to the project. This is especially important in rural communities where resources are scarce. This section will discuss each of these issues and provide tools to prepare the way for permanent housing development.

The following resources provide general overviews of issues related to permanent supportive housing development.

***Corporation for Supportive Housing. (nd). [Introduction to Supportive Housing Development: Participant's Guide to a One-Day Workshop](http://documents.csh.org/documents/ke/introDevelopment/IntrotoSHDevelopment-PARTICIPANTPACKET.pdf). [On-line]. Accessed 10/3/2008 at: <http://documents.csh.org/documents/ke/introDevelopment/IntrotoSHDevelopment-PARTICIPANTPACKET.pdf>***

This document provides materials for a training regarding the development process, team, and coordination of housing and supportive services. To access this resource, click [here](#).

***Corporation for Supportive Housing. (nd). [Introduction to Supportive Housing Development: Trainer's Guide to a One-Day Workshop](http://documents.csh.org/documents/ke/IntroDevelopment/IntrotoSHDevelopment-TRAINERGUIDE.pdf). [On-line]. Accessed 10/3/2008 at: <http://documents.csh.org/documents/ke/IntroDevelopment/IntrotoSHDevelopment-TRAINERGUIDE.pdf>***

This document provides materials for a training regarding the development process, team, and coordination of housing and supportive services. To access this resource, click [here](#).

***Corporation for Supportive Housing. (nd). [Pre-development Checklist](http://documents.csh.org/documents/ke/PredevelopmentChecklist.PDF). [On-line]. Accessed 10/3/2008 at: <http://documents.csh.org/documents/ke/PredevelopmentChecklist.PDF>***

This document provides a checklist of the information that your organization will need to acquire and access funding for development activities. To access this resource, click [here](#).

***U.S. Department of Housing and Urban Development. (nd). [Affordable Housing Design Advisor](http://www.designadvisor.org/). [On-line]. Accessed 10/10/2008 at: <http://www.designadvisor.org/>***

This is a comprehensive online toolkit for affordable housing design. Includes information about housing design issues, green building, an accessible resource section for quality design, and a long list of affordable housing design projects complete with costs, architects, and property management lists. To access this resource, click [here](#).

## Development Team

The complexity of supportive housing development calls for a wide variety of skills and experience that few organizations have in-house. The recommended means to accessing the necessary expertise is the

formation of a project development team. This team will augment in-house personnel responsible for the project with outside consultants and partners, and will typically include some or all of the following:

- Market Analyst
- Banker
- Engineer
- Appraiser
- Project Manager
- Developer
- Surveyor
- Lead Service Provider
- Property Manager
- Asset Manager
- Attorney
- Architect
- General Contractor
- Accountant
- Tenant Representative
- Consultants – Financial, Marketing, Environmental, Relocation, Community Relations

The following resources provide information on assembling a permanent supportive housing development team.

***Corporation for Supportive Housing (2006). Roles and Responsibilities of Development Team Members. [On-line]. Accessed 10/20/08 at***

***<http://documents.csh.org/documents/ResourceCenter/DevOpsToolkit/TeamRolespdf.pdf>***

This document provides an overview of the roles and responsibilities of the typical development team.

To access this resource, click [here](#).

***Corporation for Supportive Housing. (nd). PILOTS Housing Development Guide: Section 4: Putting Together the Development Team. [On-line]. Accessed 10/3/2008 at:***

***<http://documents.csh.org/documents/ke/introdevelopment/R-05.pdf>***

This excerpt of a housing development guide provides useful information about who should be part of your organization's development team and the team members' roles and responsibilities. To access this resource, click [here](#).

### **Finding Development Expertise**

If your organization has conducted an assessment of its capacity at developing and operating permanent supportive housing, you are aware of the type of expertise that you possess in this area as well as the expertise that your organization requires to carry out development tasks. It is important that organizations are honest with themselves regarding their level of expertise and the type of help that they need.

Once you have identified the areas of expertise that are lacking in-house, your organization may want to find other individuals or agencies who possess this expertise and who will be willing to serve as part of your development team.

*Corporation for Supportive Housing. (nd). [PILOTS Housing Development Guide: Section 3: Getting Started](http://documents.csh.org/documents/ke/introdevelopment/R-04.pdf). [On-line]. Accessed 10/3/2008 at:  
<http://documents.csh.org/documents/ke/introdevelopment/R-04.pdf>*

This excerpt of a housing development guide provides useful information about housing consultants. To access this resource, click [here](#).

### Funding Development Phases and Timeline

The typical project timeline for new construction development is between three and five years. Project phases include the following:

- **Concept development**—During this initial phase, the project is identified and created. Project sponsors determine a target population, how many units are needed (based upon a community needs assessment), what the cost per unit will be, where the units will be placed, what company will manage the project, and the development roles are finalized. In addition, the project sponsor assesses its organizational capacity to complete the project, locates partners, and the development team is put in place. Timeline: six months (approximate).
- **Feasibility analysis**—All development projects require a feasibility analysis, which is a determination of whether a project is viable or not. This includes financial feasibility as well as community and political feasibility (can the project survive within the community and with its community/political leaders). This is also the phase when site selection occurs and the decision about what organization will have site control takes place. Timeline: six months (approximate)
- **Commitment**—This is when the deal is finalized. It involves finding all funding sources, which may include writing grant applications or securing other funding resources (foundations, local governments, etc.). After the initial buy-in from community and political leaders during the feasibility phase, it is now time to secure firm commitments from influential community figures. Zoning applications are filed and approved during this time. Further, any final design and any outstanding issues must be resolved during this phase, as this is the last time anything can be fixed prior to the closing of the deal. Timeline: two years (approximate).
- **Construction**—This is the actual construction or rehabilitation time. The time spent during this phase is dependent upon weather, contractor availability, and any other miscellaneous problems related to the site, construction, or labor. Timeline: six to eighteen months (approximate).
- **Marketing**—The marketing phase of a development project involves advertising and leasing the housing units. This can be affected by market demand, the time of year, and the quality of the product. One major operational risk in a development project is if the units remain vacant for too long, because money gets used up and not replenished (this should be avoided *if* the project sponsor thoroughly evaluated the community prior to embarking on a housing development project). Timeline: six months to one year (approximate).

See Figure 3 for an illustration of the funding development phases and timeline.

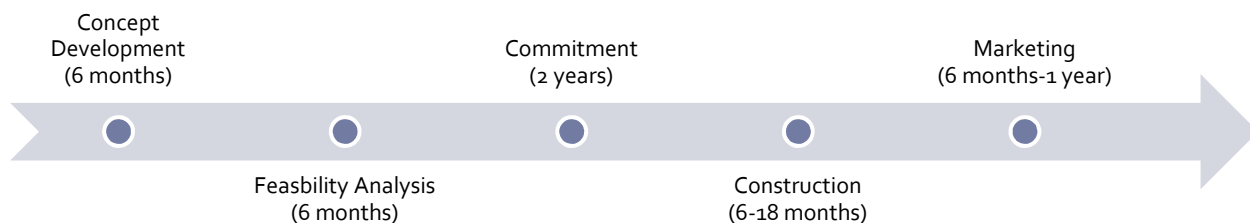


Figure 3. Funding Development Phases and Timeline

Below is a resource available that discusses, among other development issues, the project phases and timelines.

**Corporation for Supportive Housing. (2006). *Development and Finance*. [On-line]. Accessed 10/20/2008 at: <http://www.csh.org/index.cfm?fuseaction=Page.viewPage&pageId=3664&nodeID=81>**

This Website provides an overview of development and financing for permanent supportive housing projects.

### Ownership

Choosing to own a permanent supportive housing project brings with it a lot of responsibility, primarily because it is ultimately the owner's responsibility if anything occurs to or on the property. It does, however, allow the owner to have more control over the development process than someone with less investment in the project.

One aspect of ownership is site control. This term is widely used in development and is defined as some form of right to acquire or lease a property. A project cannot be built unless someone owns the property and allows the project to be developed on it. The developer is often the individual/organization that owns the property and retains site control of the property.

Please reference the resources below to learn more about site control.

**Corporation for Supportive Housing. (2006). *Establishing Site Control*. [On-line]. Accessed 10/21/2008 at: <http://documents.csh.org/documents/ResourceCenter/DevOpsToolkit/SiteControlpdf.pdf>**

This document provides basic information about site control and how to negotiate a lease agreement. To access this resource, click [here](#).

**State of Alaska Department of Community and Economic Development. (2003). *What is Site Control?* [On-line]. Accessed 10/22/2008 at: <http://www.commerce.state.ak.us/dcra/pub/WhatisSiteControl.pdf>**

This document provides basic information about site control. To access this resource, click [here](#).

## Rural Issues

It has been reiterated throughout this toolkit that permanent supportive housing development is a complex process. It is further complicated in rural areas due to fewer resources and larger areas of land to cover. This does not mean, however, that it is an impossible task. Many organizations have done it successfully. There are federal and state funding sources, organizations that can provide technical assistance, and agencies to partner with to produce the housing units. The key to the successful development of permanent supportive housing in rural areas is to know one's strengths and to seek out assistance to correct the weaknesses. Partnering to build capacity is one way to do this, attending trainings is another. Either way, assembling a development team is a necessity for successful building. Hopefully a few of the resources above can help in this matter.

Below is one resource that provides case studies in joint partnerships.

*Housing Assistance Council. (1997). Nonprofit/For-profit Joint Ventures in Rural Affordable Housing Case Studies. [On-line]. Accessed 10/22/2008 at:*

*<http://www.ruralhome.org/pubs/nonprofit/jointventures/contents.htm>*

This document provides several case studies of housing developments that were joint ventures between nonprofit and for-profit organizations. To access this resource, click [here](#).

## Housing Operations

Overseeing housing operations requires coordination with social service and property management staff. In some settings these responsibilities may be shared. It is important to have clear lines of responsibility and policies for dealing with any areas of overlap. All staff/partners should be educated regarding issues of confidentiality.

Staffing and support services are foundational aspects of housing operations. It is important that adequate resources and systems of supervision are in place to support staff knowledge and effectiveness. A thorough explanation of supportive services has been provided earlier in this toolkit.

Another foundational aspect of housing operations is property management. Effective property management ensures smooth and safe functioning of residences, quickly responds to repair needs, and monitors internal and external residential issues on a regular basis. If property management is handled by an outside entity, it is imperative to provide training with regard to client confidentiality and sensitivity to special needs populations.

Other areas to consider with regard to operating housing include but are not limited to the following:

- Assuring residential spaces are responsive to the specific accessibility needs of residents.
- In addition to implementing a tenant selection plan, it is important to implement a comprehensive orientation for new tenants to address issues like: universal precautions and other safety issues, emergency situations, communication with property management, and grievance procedures.
- Providing regular opportunities for residents to participate in decision making related to housing management is important.
- Ensuring that due process is followed in making a decision to terminate a client from the program. Due process includes verbal and written warnings as well as a reasonable intervention that allows residents to correct behavior prior to being terminated.
- Following a legal written eviction policy and maintaining information on emergency resources for clients required to leave the housing program.

Consider reviewing the following resources for additional information about housing operations.

***Corporation for Supportive Housing. (2003). Supportive Housing Property Management Operations Manual. [On-line]. Accessed 10/1/2008 at:***

***<http://documents.csh.org/documents/training/SHPMOM/EntireManual.PDF>***

This manual is a how-to guide for organizations that want to understand property management operations. To access this resource, click [here](#).

***Housing Assistance Corporation (2000). Should We Do It Ourselves or Hire Someone Else? A Rural Property Management Planning Guide. Accessed 10/8/08 at:***

***<http://www.ruralhome.org/pubs/guides/propmanagemnt/propmgt.pdf>***

A manual that details property management issues in rural areas and provides questions to ask about whether an organization should outsource property management. To access this resource, click [here](#).

***National Alliance to End Homelessness. (2008). Property Management and Permanent Supportive Housing. [On-line]. Accessed 10/1/2008 at: <http://www.endhomelessness.org/content/article/detail/2064>***

This site provides a set of articles related to a training on permanent supportive housing property management, including useful handouts. To access the resource, click [here](#).

***Turnock, Judy. (2007). Against All Odds: The Business of Managing Affordable Housing. [On-line]. Accessed 10/10/2008 at: <http://www.lisc.org/content/publications/detail/4580>***

A report on property management in the San Francisco Bay Area that examines the challenges of property managers to maintain affordable housing properties. The report includes information on best practices and policy recommendations. To access the resource, click [here](#).

The creation and operation of affordable housing with a full complement of supportive services is particularly challenging in rural areas due to the scattered nature of the population, the geographical locations of existing health and social services, the lack of public transportation and many other similar issues. Organizations that have been successful in creating rural supportive housing report that community collaboration is essential to an effective supportive services plan. Strong linkages among health, mental health, substance abuse and other providers helps build a rural continuum of care for special needs populations, and helps housing providers and collaborators to speak with a larger collective voice than is possible individually. The experiences of successful rural housing providers points to the need for collective planning, including the formation of regional or area-wide groups composed of community and public organizations, focused on planning, development, operations and evaluation. The following resource provides case studies of supportive housing programs in rural areas.

***Housing Assistance Council. (2006). Formulas for Success: Housing Plus Services in Rural America. [On-line]. Accessed 10/1/2008 at: <http://www.ruralhome.org/manager/uploads/HousingPlusServices.pdf>***

This report details the needs of special needs populations in rural areas with regard to supportive housing and provides examples of programs that are currently working in the United States. To access this resource, click [here](#).

## Supportive Services Planning

Regardless of the type of housing design for its permanent supportive housing, an organization must assure that program participants have access to needed support services. Experience has shown that integrating housing with supportive services can significantly reduce the incidence of crises in tenants' lives and improve their ability to remain stable in housing. The agency's program strategy for delivery of support services should be documented in a formal supportive services plan which clearly defines the scope, structure, accessibility and location of supportive services for residents.

The type of services included in a supportive services plan vary depending upon a number of factors including who is being served, special community circumstances, and the location of housing stock. Some of the key questions to consider when developing a supportive service plan include the following:

- What is the specific population to be served?
- What is the expected range of service needs for this population?
- Will the organization provide support services directly, through contract to another agency or through cooperative agreement?
- In what location(s) will the services be provided?

Your organization should consider not only your responses to the questions posed above, but also some basic principles of supportive services when developing the supportive services plan. These principles dictate that supportive services should be:

- Accessible—Residents must be able to gain easy access to services, either on-site or in areas easily reached.
- Flexible—Services should be reflective of the present and changing needs and goals of residents.
- Targeted to residential stability—Support services should always be designed to help ensure ongoing stability in housing and to promote the maximum independence possible.

With these principles in mind, and considering the focus or scope of the program, a plan should be created to define the program's approach to the following:

- Participation in services. The plan should clearly define the expectations for tenant participation in supportive services. Will participation in services be a condition of residency or will services be encouraged but not required? These expectations should also be reflected in resident program agreements.
- Staff availability to residents. The plan should define the manner in which residents will access the program's direct service staff. Will staff be on site during certain hours, or will they be located at a central office? Will staff meet with residents in their homes? Will staff be on call 24 hours per day?
- Residents' access to program services. The plan should clarify how residents will access program support services. Will resident interaction with staff be flexible and based on individual need or will a set schedule be maintained? Will staff be available by appointment or on a walk-in basis?

- Menu of services. A listing of supportive services should be an integral part of the plan, including the program's core services that are provided to all residents and additional social services designed to meet a variety of needs. The plan should spell out who will provide each of these services.

Some general resources related to the design, development, and provision of supportive services are described below.

***Center for Urban Community Services. (2003). Developing the "Support" in Supportive Housing: A Guide to Providing Services in Housing. [On-line]. Accessed 10/1/2008 at:***

***<http://www.cucs.org/storage/cucs/documents/developsupportivehsng.pdf>***

This manual provides detailed information about how to develop supportive services in supportive housing projects. To access this resource, click [here](#).

***Corporation for Supportive Housing. (2008). Defining and Funding the Support in Permanent Supportive Housing. [On-line]. Accessed 10/6/2008 at:***

***<http://www.centralcityconcern.org/pdf/PSHReport.pdf>***

This document describes permanent supportive housing services as well as delivery of and funding for services. To access this resource, click [here](#).

***Corporation for Supportive Housing. (2006). Supportive Services Planning Tools. [On-line]. Accessed 10/3/2008 at:***

***<http://documents.csh.org/documents/ResourceCenter/DevOpsToolkit/SvcsPlanningToolspdf.pdf>***

This document provides a comprehensive list of issues to be addressed when planning supportive services as well as a timeline for implementation. To access this resource, click [here](#).

***Corporation for Supportive Housing. (2006). Sample Services Plan. [On-line]. Accessed 10/16/2008 at:***

***<http://documents.csh.org/documents/ResourceCenter/DevOpsToolkit/SampleServicesPlanpdf.pdf>***

This is a good example of a fully developed services plan for a permanent supportive housing development. To access this resource, click [here](#).

***Corporation for Supportive Housing. (2006). Supportive Services Planning Worksheet. [On-line]. Accessed 10/16/2008 at:***

***<http://documents.csh.org/documents/ResourceCenter/DevOpsToolkit/SVCSWorksheetpdf.pdf>***

This is a helpful template for planning type and location of support services. To access this resource, click [here](#).

***Corporation for Supportive Housing. (2000). Providing Services in Supportive Housing. [On-line].***

***Accessed 10/1/2008 at: <http://www.csh.org/html/providing.pdf>***

This manual describes the process for providing services in supportive housing including designing, funding, and managing services programs. To access this resource, click [here](#).

*Corporation for Supportive Housing, U.S. Department of Housing and Urban Development, & Center for Urban Community Services. (1998). Developing the Supportive Housing Program. [On-line]. Accessed 10/3/2008 at: <http://www.hudhre.info/documents/SHPDevelopingSHP.pdf>*

This document provides materials for a six-hour training for staff to learn to develop, operate, and maintain a supportive services housing program. To access this resource, click [here](#).

*Corporation for Supportive Housing, U.S. Department of Housing and Urban Development, & Center for Urban Community Services. (1998). Services for People with Special Needs. [On-line]. Accessed 10/3/2008 at: <http://www.hudhre.info/documents/SHPSpecialNeeds.pdf>*

This document provides materials for a six-hour training aimed at teaching staff to identify special needs and to develop skills for addressing these needs. To access this resource, click [here](#).

### **Core Supportive Services**

Often, core supportive services are provided through a case management program, resident managers, or a combination of project staff. Common “core service” responsibilities include:

- Developing and maintaining a resident service plan
- Assessing and managing resources
- Providing outreach and support to encourage resident participation in services
- Assisting the resident in developing skills needed to increase and enjoy social support networks
- Enhancing resident functioning and daily living activities
- Establishing a frequent presence at all residential sites
- Maintaining program-required records that are not specifically the responsibility of property management staff

### **Additional Supports**

In addition to the core supports described above, your organization may offer a menu of additional supportive services provided by the primary agency or other CBOs. These services may include the following:

- General supportive services
- Independent living skills
- Health and medical services
- Mental health services
- Substance abuse services
- Vocational, educational, and job training services
- Services to families

The following resources provide information about some of these additional supports that an organization may provide in-house or to refer clients within the community.

*Corporation for Supportive Housing, U.S. Department of Housing and Urban Development, & Center for Urban Community Services. (1998). Employment Services in Supportive Housing. [On-line]. Accessed 10/3/2008 at: <http://www.hudhre.info/documents/SHPEmploymentServices.pdf>*

This document provides materials for a six-hour training aimed at teaching staff the skills necessary to assist tenants with special needs access employment or employment-training services. To access this resource, click [here](#).

## Case Management

In most supportive housing models, case management services are designed to provide central coordination of resident supports and assistance. The primary focus of case management in the supportive housing setting is to promote independent living and residential stability for tenants.

There are many different models for case management and the type used in a supportive housing program should be based on the population served, level of client needs, and program focus; availability of funding for this service will also be a factor in the level of case management provided. Assertive Community Treatment (ACT) models of treatment and case management are often used, for example, in working with clients with severe/persistent mental illness. Intensive case management and other models that provide very frequent client contact and aggressive outreach have been shown to be especially effective in working with people who have been chronically homeless. Many programs develop a case management approach that is a hybrid of basic “broker” case management and these more intense models.

Regardless of the model, the core functions of case management should include engagement, assessment, goal setting, service coordination, and discharge planning. Typically, case managers perform an array of additional services, such as the following:

- **Direct service**—Case managers may deliver program services such as group or individual counseling, substance abuse treatment, and employment training.
- **Crisis intervention**—Case managers are often responsible for managing crisis services and responding to immediate critical client issues.
- **Monitoring**—Case managers’ duties may include regular, scheduled visits or checks on clients.
- **Individual and system advocacy**—Case managers frequently advocate on behalf of clients to solve problems and help clients access services; advocacy to change larger systems of policies is often a function of program and supervisory personnel.
- **Resource development**—Case managers often create or encourage new resources needed by clients.
- **Evaluation and reporting**—Case management client records are a primary source of data used to determine program effectiveness and complete annual reporting requirements.

## Case Management in Supportive Housing

Case managers in supportive housing programs should include a strong focus on housing stability and independent living in their interactions with tenants. Development and management of a tenant supportive services plan is a key role for case managers, and this plan is intended to assure that the specific support services needs of each client are met. Additionally, identification of skill deficits or needs that could lead to lack of housing stability in the program should be identified. Management or monitoring of the services plan should include timely identification of signs of housing instability among program participants, including:

- Failure to make timely rent and utility payment.
- Inability to physically maintain unit in sanitary and safe condition.
- Non-compliance with housing rules and lease.
- Violation of program agreements.

Maintaining a focus on housing stability is a critical aspect of case management in a permanent supportive housing setting, beginning at intake and continuing throughout the client's tenure in the program. The following are suggested components related to housing stability that can be integrated into your supportive housing program.

- **Housing readiness**—Case managers and intake workers should thoroughly assess a client's readiness for entry into the housing program. Incorporating a housing history into the client assessment can help accomplish this by providing valuable information on what did and did not work for the client in past housing settings. A review of typical barriers to housing with the prospective tenant will also help elicit information about a client's history.
- **Housing stability**—Many programs incorporate a measure of rent burden as a regular tool for assessing housing options for clients. This stability check is also useful when working with clients who are already housed but are having financial difficulties. This check can be calculated by dividing the monthly rent and utility costs by the total monthly household income. A level of 30% of gross income paid toward rent/utilities is considered affordable.
- **Housing-specific goals**—All residents should have a housing plan that contains a range of housing related goals. The case manager should work with clients to develop specific, measurable, attainable goals related to maintaining housing and accessing care needed to stay stable in housing.

Consider reviewing the following resources for additional information about case management.

*Corporation for Supportive Housing, U.S. Department of Housing and Urban Development, & Center for Urban Community Services. (1998). Case Management Services. [On-line]. Accessed 10/3/2008 at: <http://www.hudhre.info/documents/SHPCaseManagement.pdf>*

This document provides materials for a six-hour training aimed at teaching staff the skills necessary to help tenants with special needs to maintain their permanent housing. To access this resource, click [here](#).

For additional information on case management with a housing focus, consider the following resources.

*Collaborative Solutions, Inc. (2008). Housing Case Management.*

This PowerPoint presentation reviews housing case management methods and tools. To access this resource, click [here](#).

## Advocacy

Advocacy is critical in the development of special needs housing. The following provides answers to six important questions related to advocacy:

### What is advocacy?

Essentially, and most simply, advocacy is arguing in favor of something such as a case, an idea, or a policy. It is taking a plan or a proposal to an audience, communicating its importance, and attempting to persuade that audience to agree with the plan. The advocate is seeking buy-in, attempting to neutralize negativity (if any), and encouraging enthusiasm, financing, collaboration, and positive political action. At its most general, advocacy is public education and consciousness-raising. More specifically, advocacy is education with a particular point of view, which is being fostered and argued as the best way forward.

### Why is advocacy important?

In housing, advocacy is important; without it, public apathy, misinformation, and negativity can lead to discriminatory housing outcomes for persons with disabilities or a significant reduction in the number of available housing units for persons with special needs. In addition, without effective advocacy, community planning may not sufficiently consider the long-term housing needs of persons with disabilities.

### Who is an advocate?

In a community-based nonprofit, once an organization determines the policies it will publicly advocate, it assigns those who will appear before various public bodies to make their case as necessary: local, county, state, or federal authorities. In rural areas particularly, a great deal of advocacy (i.e., making the case) takes place at an informal level. At this level, various Board and staff members take the case to friends, neighbors, and associates casually and in general conversation. In this way the definition of advocate is broadened to include a group larger than only the senior Board members and staff.

### Who do we advocate?

The targets of an advocacy campaign may be local, county, state, and federal legislative policy bodies as well as other potential funding sources such as individuals, foundations, and corporations. Specific communities frequently present unique advocacy campaign issues based on previous housing history (i.e., earlier attempts at deinstitutionalization) as well as NIMBY-related issues.

### What forms does advocacy take?

Advocacy can take many forms such as providing formal testimony, launching letter writing campaigns, meeting with legislators, writing editorials for a newspaper or a letter to the editor, protesting, voting, and participating in a wide range of publicity-generating mechanisms from car stickers to t-shirts. Fundraising typically takes place through proposal writing, foundation presentations, and grant applications for public funds, all of which are forms of advocacy.

## Are there any specific issues related to rural housing advocacy for persons with special needs?

Except for national- or state-based housing policy, housing advocacy is locally targeted and based on local history and issues. When advocating for different special needs populations there is a wide variety of Web-based groups that can provide information, research, and strategic assistance. In a rural community, the uniqueness of the setting will be best known by the local advocates who will be required to adapt any resources to their own needs.

There is a plethora of Websites and other resources related to advocacy in general that would be useful for organizations considering permanent supportive housing development in their communities.

***The Arc. (2008). [On-line]. Accessed 10/2/2008 at:***

***<http://www.thearc.org/NetCommunity/Page.aspx?pid=183&srcid=183>***

The Arc is one of the oldest and largest of the disability advocacy groups; it has a long history of housing engagement. To access this resource, click [here](#).

***Consortium for Citizens with Disabilities. (2008). [On-line]. Accessed 10/2/2008 at: <http://c-c-d.org/>***

The Consortium for Citizens with Disabilities is comprised of a number of disability groups and has an active housing advocacy history, including accomplishments in affecting federal housing policy. To access this resource, click [here](#).

***Corporation for Supportive Housing. (2008). [On-line]. Accessed 10/2/2008 at:***

***<http://www.csh.org/index.cfm?nodeid=81>***

The Corporation for Supportive Housing Website provides information related to advocacy for homeless persons as well as individuals with serious mental illness, but is relevant to all special needs populations. To access this resource, click [here](#).

***National AIDS Housing Coalition. (2008). [On-line]. Accessed 10/2/2008 at:***

***<http://nationalaidshousing.org/>***

The National AIDS Housing Coalition is a large membership organization that successfully advocates for housing needs of persons living with HIV/AIDS. To access this resource, click [here](#).

***National Alliance to End Homelessness. (2008). [On-line]. Accessed 10/2/2008 at:***

***<http://www.endhomelessness.org/>***

The National Alliance to End Homelessness is a large membership organization that advocates on behalf of the housing and service needs of homeless persons. To access this resource, click [here](#).

***National Housing Conference. (2008). [On-line]. Accessed 10/2/2008 at: <http://nhc.org/>***

The National Housing Conference is a large national housing advocacy group that promotes policies, elevates awareness, researches challenges, broadens constituency base, serves as a clearinghouse for information, and showcases individuals and projects. Some of these activities may be modified and replicated at the local level. To access the resource, click [here](#).

***National Low Income Housing Coalition. (2008). 2008 Advocates' Guide to Housing & Community Development Policy. [On-line]. Accessed 10/2/2008 at: <http://www.nlihc.org./doc/AdvocacyGuide2008-web.pdf>***

The National Low Income Housing Coalition Website applies largely to federal legislation but provides useful information on lobbying at all levels and information on a wide variety of housing programs. The 2008 Advocates' Guide provides updated information on housing and housing-related issues. To access this resource, click [here](#).

***United Cerebral Palsy. (2008). [On-line]. Accessed 10/2/2008 at: <http://www.ucp.org/>***

This Website is typical of those for various disability groups and provides links to additional disability groups. It also provides examples of the issues for which these groups advocate and how they organize and recruit to mount advocacy campaigns. To access this resource, click [here](#).

### **Advocacy Within the Community**

Social service providers need not work in a vacuum; rather, it is important to establish connections and potential partnerships with other providers in the community. Advocates tend to find success in numbers. One example of an advocacy partnership is the homeless Continuum of Care system. Homeless providers within one community work together to solve the homeless issues particular to that community and to seek out federal funding. Other special needs groups have formed similar partnerships. Providers are encouraged to seek out any and all contacts in the community, whether they be service providers, local government officials, members of the faith-based community, and local businesses. By reaching out to these populations and educating them about the issues of a particular clientele, providers may find new allies and services that could benefit their clientele and their agency.

Consider reviewing the following resources for additional information about advocacy in the community.

***Corporation for Supportive Housing. (1996). [On-line]. Forming an Effective Supportive Housing Consortium. Accessed 10/2/2008 at:<http://www.csh.org/index.cfm/?fuseaction=Page.viewPage&pageID=3256>***

This manual explains how to create an effective and efficient supportive housing continuum in a community. The manual was written to describe what occurred when several service and housing providers came together to create supportive housing in Michigan. To access this resource, click [here](#).

***National Alliance to End Homelessness. (2008). [On-line]. Focusing the Media on Ending Homelessness: A how-to guide for aspiring communications pros, concerned advocates, and anyone with a story to tell. Accessed 10/9/08 at <http://www.endhomelessness.org/content/article/detail/2058>***

A PowerPoint presentation highlighting the importance of using the media to advocate for a cause. Includes step-by-step instructions about when and how to use the media. To access this resource, click [here](#).

