



# Supportive Housing Services: How to Design them, Fund them, and Run them - Beginner Session:

**Presented by  
Corporation for Supportive Housing**

@ Florida Statewide Conference

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[www.csh.org](http://www.csh.org)

## Our Mission

CSH helps communities create permanent housing with services to prevent and end homelessness.

# CSH Products and Services

- **Project-Specific Financing and Expertise**  
to help create supportive housing
- **Capacity Building**  
to strengthen and expand the supportive housing industry
- **Public Policy Reform**  
to build an efficient system for producing and financing supportive housing

## Where We Work

- National office in New York.
- Local Hub offices in California, Connecticut, Illinois, Indiana, Michigan, Minnesota, New Jersey, New York, Ohio, Rhode Island, Texas, and Washington, DC.
- CSH's national teams assist the supportive housing industry across the U.S. via on-line resources, training and limited consulting

## Focus for the Day

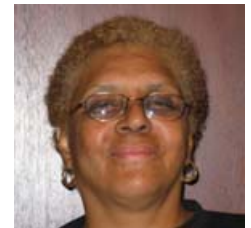
- What do we need to think about when planning for services?
- How do we think about budgeting and what affects the budget?
- How do we pay for the service plan?

# What is Supportive Housing?

Supportive housing is  
**permanent, affordable housing**  
combined with a range of  
**supportive services**  
that help  
**people with special needs**  
live stable and independent lives.

## Supportive Housing is for People Who:

- Are chronically homeless
- Cycle through institutional and emergency systems and are at risk of long-term homelessness
- Are being discharged from institutions and systems of care
- Without housing, cannot access and make effective use of treatment and supportive services



# Permanent Supportive Housing



- **HOUSING**

- **PERMANENT:** Not time limited, not transitional;
- **AFFORDABLE:** For people coming out of homelessness; and
- **INDEPENDENT:** Tenant holds lease with normal rights and responsibilities.

- **SERVICES**

- **FLEXIBLE:** Designed to be responsive to tenants' needs;
- **VOLUNTARY:** Participation is not a condition of tenancy; and
- **INDEPENDENT:** Focus of services is on maintaining housing stability.

# Permanent Supportive Housing

- Housing + Services = Permanent Supportive Housing
- Both parts of equation are necessary
- Keys to effective services in SH:
  - Voluntary
  - Flexible
  - Comprehensive

# Supportive Services

- Voluntary
  - Housing is not contingent on acceptance of services
  - Does NOT mean services are not offered/not important
  - Engagement strategies are key

# Supportive Services

- Voluntary
  - Offer services tenants want and need
  - Market services to tenants
  - Creativity in engagement
  - Persistence in engagement

# Supportive Services

- Flexible
  - Flexible in type
    - Different tenants may need/want different types of services
    - Tenants may need/want different types of services at different times in their lives

# Supportive Services

## ■ Flexible

### – Flexible in intensity

- Some need/want many services during first 6 months/year, then step down
- Some need/want many services during entire tenancy
- Some need/want many services intermittently/episodically

# Supportive Services

## ■ Flexible

### – Flexible in delivery

- Where do tenants want to receive services?
- How do tenants want to receive services?
- From whom do tenants want to receive services?

# Supportive Services

- Comprehensive
  - All the services tenants want/need to maintain housing and live as independently as possible

# Supportive Services

- Comprehensive
  - Case management
  - Health care
  - Mental health care
  - Substance abuse treatment
  - Employment services
  - Education
  - Financial literacy
  - Tenant advocacy
  - Any other services needed

## Models of Service Delivery

- Delivered onsite vs. offsite
- Delivered by one agency
- Delivered by multiple agencies in formal collaboration
- Delivered in collaboration with mainstream institution

## Onsite vs. Offsite

- Onsite services
  - Service space (offices, classrooms, community space) in apartment building
  - Visits to tenants' apartments

## Onsite vs. Offsite

- Offsite services
  - Central service space in offsite building (e.g., agency offices)
  - Services offered in various sites throughout community

## Onsite vs. Offsite

- Benefits of onsite services
  - Ease of access for tenants
  - Presence in building
  - Opportunities for engagement

## Onsite vs. Offsite

- Challenges of onsite services
  - More difficult in scattered site projects
  - Can require more resources/less cost-effective in small buildings
  - Difficult to provide all needed services onsite

## Onsite vs. Offsite

- Benefits of offsite services
  - Ability to offer more comprehensive services
  - Economies of scale
  - Some tenants may prefer offsite services
    - Integrate into neighborhood
    - Concern about stigma

## Onsite vs. Offsite

- Challenges of offsite services
  - Getting tenants to/from services
  - May be less connected to project – people can fall through the cracks
  - Engagement of tenants who may be resistant to/wary of services

## Delivery by One Agency

- One agency provides housing and services
  - Direct services by agency staff
  - Referrals to additional services in the community

# Delivery by One Agency

- Benefits
  - Relationships with tenants
  - Control and accountability
  - Services and delivery aligned with mission

# Delivery by One Agency

- Challenges
  - Financial resources
  - Expertise in all service areas
  - Connections w/mainstream resources

## Formal Collaboration Between Agencies

- Two or more agencies collaborate to provide housing and services
- Memorandum of Agreement defining roles

# Formal Collaboration Between Agencies

- Benefits
  - Shared resources
  - Shared expertise
  - Opportunity for wider range of services
  - Clear delineation between property management/service provider(s)

# Formal Collaboration Between Agencies

- Challenges
  - Defining roles and responsibilities
  - Control and accountability
  - Maintaining seamless delivery for tenants

## Formal Collaboration with Mainstream Institution

- Formal partnership w/mainstream institution
  - FQHC
  - WIB
  - Population-specific agency (e.g., veterans affairs)

# Formal Collaboration with Mainstream Institution

- Benefits
  - Significant and hard-to-find resources
  - Access to specialized expertise
  - Priority for tenants for needed services

# Formal Collaboration with Mainstream Institution

## ■ Challenges

- Engaging mainstream institutions in collaboration
- Negotiating bureaucracy & advocating for tenants
- Ensuring services aligned with your mission

# Selecting a Model of Service Delivery

- Decision-making factors
  - Tenants' needs and wants
  - Available resources
  - Agency mission & philosophy
  - Flexibility and sustainability
  - Partnership possibilities

# Selecting a Model of Service Delivery

- Different models may work better for different projects
- Combine models – mix and match

## Summary of Quality Supportive Services:

- Comprehensive
- Tenant-Driven
- Housing Stability Focused
- Culturally Competent
- Emphasize Engagement
- Quality Staffing and Supervision
- Collaborative Relationship with Property Management

# Services Program Standards

- Service Program Design
- Provider / Tenant Relations
- Community Linkages
- Property Management / Social Services Relationship
- Crisis Prevention / Safety and Security
- Crisis and Emergency Protocols
- Recording and Reporting

# Service Plan Basics

- The service plan will inform the service budget
- Plan reflects goals of housing and includes your budget assumptions:
  - What % of tenants will access services over time?
  - What type of services will clients want?
  - What services will clients use? Will needs change over time? Can the plan meet those changes? Can the budget?
  - What's our tenant to staff ratio? Is it reasonable in terms of service provision? In terms of cost?
  - What services will be onsite vs. in the community?
  - What client service costs do we include – transportation?

# Budget Components

- 2 major budget components
  - Staffing and Service activities
- Personnel – Majority of Budget
  - Direct staff including program directors, case managers, nurses, and supervisory staff
  - Employee benefits and salaries should be included in budget

# Budget Components

- Other expenses
  - Consultant/contractual services
  - Social/client services
  - Transportation
  - Staff training
  - Supplies & materials for services
  - General office supplies and support

## Things that Don't Belong

- What is a service cost vs. an operations cost?
  - Only include costs related to the provision of supportive services in service budget
  - Operating/prop mgt should be in the operating budget (front desk staff, utilities, maintenance, etc)

## The Reality Check...

- How does our proposed service plan impact other budgets?
  - Need more office space or recreational space? Outdoor gathering spot? Computer center with networks? Etc.
- Is it still feasible?
  - What are the priorities/essential elements in the service plan?
  - What might be possible through partnerships or unrestricted dollars?

# I've Got a Plan...

- Plan for services – check
- Budget for services – check
- But where's the money?
  - Federal
  - State
  - Local
  - Private

# How Services Resources Flow

- Funding generally for:
  - Delivery of particular services
  - Utilization of particular service strategy
  - Addressing needs of particular population

# Supportive Service Financing

- Federal
  - HUD
  - Department of Health and Human Services
  - Department of Education
  - Department of Labor
  - Veterans Administration
- State
  - Variety of Unique Approaches
- Local
  - Local Government
  - Philanthropy

## Case Exercise 1:

You are service provider in Minneapolis who is approached about helping solve a terrible problem in your community – Native Americans who are dying each winter on a piece of land just outside the main part of town due to homelessness, cold and alcoholism. The land is city-owned.

**WHAT COULD YOU DO TO PROVIDE PERMANENT HOUSING AND SERVICES?**

## Case Exercise 2:

You are housing developer in Chicago who has experience developing affordable housing for families. But some of your families are not staying. You think might be able to do something different for them.

**HOW WOULD YOU DESIGN YOUR NEXT PROJECT TO IMPROVE HOUSING STABILITY FOR THE FAMILIES THAT HAVE NOT SUCCEEDED?**

## Exercise – Objectives

In your groups, try to create answers to the following

1. Identify population to be served
2. How many people?
3. What is the setting?  
Unit size, congregate, scattered site, etc.
4. What is your “service philosophy”?
5. What kind of services would you offer?
6. Will the services be onsite or offsite?
7. Do you need a partner?
8. Where might the money come from for Services?

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