

Rural Housing Provision That Works:

Effective Models for Affordable
and Permanent Supportive
Housing in Rural Communities

Who are we?

- Presented by Collaborative Solutions Inc.
 - ▣ Mande Ellison-Weed
 - ▣ Sherry Atchison, Volunteers of America Southeast
 - ▣ CSH content contribution
- Funding for this project is provided by the U.S. Department of Housing and Urban Development's (HUD) Rural Capacity Building Program.

So...why are we here?

Today's discussion

- Strong community partnerships between developers, service providers and the community at large
- Innovative permanent supportive housing design
- Creative funding strategies

Defining Supportive Housing

**Targets
households
with barriers**

Is affordable

**Provides
tenants with
leases**

**Engages
tenants in
voluntary
services**

**Coordinates
among key
partners**

**Connects
tenants with
community**

A Quality Supportive Housing Project is ...

- **Tenant-Centered:** Tenants play an active role and partners share a common commitment
- **Accessible:** Housing is affordable, in a location that meets tenants' needs and accommodates persons with special needs.
- **Coordinated:** Roles, responsibilities and communication strategies are clearly established
- **Integrated:** Project meets or exceeds community standards
- **Sustainable:** Funding is adequate for its ongoing operations and allows it to target its intended tenants

Core Outcomes for Tenants in SH



Key Partners

- Project Sponsor: the buck stops here
 - ▣ Long-term control and legal responsibility
- Developer: from idea to occupancy
 - ▣ Very different from management and services
- Property Manager/Housing Manager/Landlord: real estate operations
 - ▣ Lynchpin of financial and physical viability
- Service Provider
 - ▣ The “support” in supportive housing

What are the keys to strong partnerships?

- Identification of service gaps and resources
- Shared vision, goals, and objectives
- Mutual expectations
- Clear delineation of responsibilities
- Consistent, relevant communication

Review of PSH Models That Work in Rural Communities

Parish House Bar Harbor ME



Where and Who

- Located in Mount Desert Island off coast; pop. 10,615
- Group of concerned parents started “Local Solutions” to address housing needs.
- Developer: Community Housing of Maine
- Owner: Local Solutions
- St. Saviour Episcopal Church
- VOA Maine provides services funded through Maine HHS

Why

- Local Solutions formed to address permanent supportive housing needs.
- Aging parents shared concerns of where their adult children would live once they were gone.
- Over 3,000 adults with disabilities on the state waiver list for housing and services
- Serves ID-DD population

How was it funded?

- St. Saviour Episcopal Church donated the historic structure that needed significant rehabilitation.
- Community Housing of Maine led the design and construction team.
- Local Solutions raised the money, \$200,000
- 6 one bedroom apartments with shared common space.
- 6 project based vouchers

Pictures



Hillside Cottages



Where and Who

- Located in Anniston, Alabama, population 22,000
- The Right Place is a local service organization they acted as developer, owner, manager and service provider.

Why

- The Right Place saw the need for supportive housing for chronically homeless in their community.
- Local businesses and churches knew the 8-10 individuals who had been in their community for years.
- In order to remain housed they needed extra support.

How was it funded?

- HOME funds \$290,000
- Donated land
- Tiny House Concept
- 4 units-450 sq ft each
- Co-located with the Right Place offices for ease of service provision
- 3 of the 4 initial residents have remained housed for over 2 years

Del-Mor Dwellings Corp- Bucyrus, OH-

Supportive housing for people with persistent and severe mental illness



Colonel Properties Apartments

New construction in 2007, 14 one-bedroom units, plus on-site manager's unit.

Owner/Sponsor: Del Mor Dwellings Corp.

Developer: Del-Mor Dwellings Corp.

Property Management: Del-Mor Dwellings Corp.

Service Provider: Community Counseling, Inc.

Tenant Profile: Extremely low income, living with severe, persistently disabling mental illness

Service Approach: Project's resident manager builds "neighbor" relationship with tenants; monitors tenants' functioning; reports concerns to housing provider's Associate Director for Tenant Services who, in turn, coordinates with local partner organizations providing supportive services.

Key Features and Innovations:

- Seven buildings clustered in a close-knit setting to simultaneously provide personal space, green space and sense of shared community.
- At 15 units, the size of this rural project hits a "sweet spot" between scalability to the small-town setting and operating economy of scale.
- Located next to amenities of a community shopping center.
- Design features emphasize durability (40 year, 90 mph shingles) and energy efficiency (tankless water heaters).
- Manager living on-site in non-revenue unit serves as "eyes and ears" of a multi-county property management operation by monitoring needs of SPMI residents and the property.

Del-Mor Dwellings Corp- Bucyrus, OH-

Supportive housing for people with persistent and severe mental illness

Financing Information

Capital

| | |
|---|-------------|
| U.S Department of Housing & Urban Development | \$1,249,000 |
| Ohio Department of Mental Health | \$ 150,000 |
| Crawford-Marion ADAMH Board | \$ 50,250 |
| National Alliance for the Mentally Ill | \$ 20,000 |
| Del-Mor Dwellings Corp. | \$ 45,000 |
| Total | \$1,514,250 |

Operating (Annual)

| | |
|--|-----------|
| U.S Department of Housing & Urban Development (PRAC) | \$ 24,492 |
| Tenant Rents | \$ 46,080 |

Services (Annual)

Crawford-Marion ADAMH Board
Ohio Department of Mental Health
Medicaid

Del-Mor Dwellings Corp- Bucyrus, OH-

Supportive housing for people with persistent and severe mental illness

About Del-Mor Dwellings Corp.

Del-Mor Dwellings is a 23-year-old nonprofit organization, engaged in the development and management of permanent supportive housing projects in small communities throughout a multi-county area of North Central Ohio. Its mission is focused on meeting the housing and related support needs of persons living with severe, persistent, disabling mental illness. Del-Mor Dwellings relies on investment by local, state and federal funding agencies for development initiatives, and on partnerships with local agencies in each county that provide a range of treatment and recovery support services to its tenants. The agency operates housing sites offering a continuum of support options, including scattered-site with no on-site support staff, locations with 12-hour, daily on-site staff, and limited availability of locations offering 24/7 on-site staff.

CSH and the Sponsor

Over a period of six months in 2010-2011, Del-Mor Dwellings participated in the initial offering by CSH Ohio of the 7 Dimensions of Quality in Supportive Housing. This training was intensive and comprehensive, and required participation by a team of participants representing key operational components of the housing provider, as well as involvement by support service partner organizations. In addition, Del-Mor Dwellings has benefited from a series of trainings in recent years, made possible by technical assistance collaboration between CSH and the Ohio Department of Mental Health. These trainings have promoted capacity building in Ohio's supportive housing organizations that work to deliver supportive housing resources to people living with severe, persistent, disabling mental illness.

About CSH

CSH transforms how communities use housing solutions to improve the lives of the most vulnerable people. We offer capital, expertise, information and innovation that allow our partners to use supportive housing to achieve stability, strength and success for the people in most need. CSH blends over 20 years of experience and dedication with a practical and entrepreneurial spirit, making us the source for housing solutions. CSH is an industry leader with national influence and deep connections in a growing number local communities. We are headquartered in New York City with staff stationed in more than 20 locations around the country. Visit csh.org to learn how CSH has and can make a difference where you live.

Creative Funding Ideas

Funding Sources

- Churches and Faith-based groups
- High school groups
- Local civic groups
- Foundations
- Junior League
- Business Sponsorship
- Crowdsourcing
- Habitat for Humanity
- HOME
- HOPWA
- MAC AIDS fund
- Donated property
- Donated Services

Examples of Funding Creativity

- Bridge Ministries – Birmingham, AL
 - ▣ Faith-based nonprofit organization
 - ▣ Assists people in crisis situations:
 - To pay rent or utility bills or to secure temporary emergency lodging;
 - To pay security and utility deposits;
 - Can help individuals obtain dental care, eye glasses, prescription drugs and other durable medical goods;
 - Maintains a small pantry of non-perishable food and personal hygiene products.

Examples of Funding Creativity

- Save the Family's ARM program
 - The main purpose of ARM is to develop affordable rental housing for low and very-low income working households and individuals.
 - Since 1994, ARM has purchased more than 146 affordable housing units used as rentals. A Property Management Coordinator and Maintenance Technicians oversee rehabilitating and maintaining the units by way of grant funding, volunteer groups, and in-kind donations.
 - Also funded in part through Maricopa County HOME Consortium, Arizona Dept. of Housing, and City of Mesa HOME funds

Examples of Funding Creativity

- Provo, UT needed flex fund for deposits, landlord incentives, application fees, IDs
- Mayor heard about need for flex fund and also needed to promote new Recreation Center
- \$35,000 raised in one evening
- Partnering with Hand Up for ongoing crowdfunding efforts

Examples of Funding Creativity

- Housing Stabilization Case Manager
 - ▣ United Way of Columbus, GA used funding from local hospitals and ESG to fund 1 FTE. This person acted as a point of contact and a triage assessment for folks that were referred to local agencies with housing needs.

WWYD?

(What would you do?)

Scenario

- ❑ You live in a rural community and are the local domestic violence service provider.
- ❑ You have been asked to design a housing and supportive service program for individuals and families fleeing domestic violence.
- ❑ Individuals and families do not necessarily fall into HUD's definition of homeless.
- ❑ You want to be innovative.

How would you design your program?

District Alliance for Safe Housing (DASH)

- “Domestic Violence Housing First” is a model using **intensive, mobile advocacy and flexible funding** to help survivors obtain safe and stable housing
- “Flexible funding” with brief advocacy is being examined as a way to **prevent** homelessness from occurring

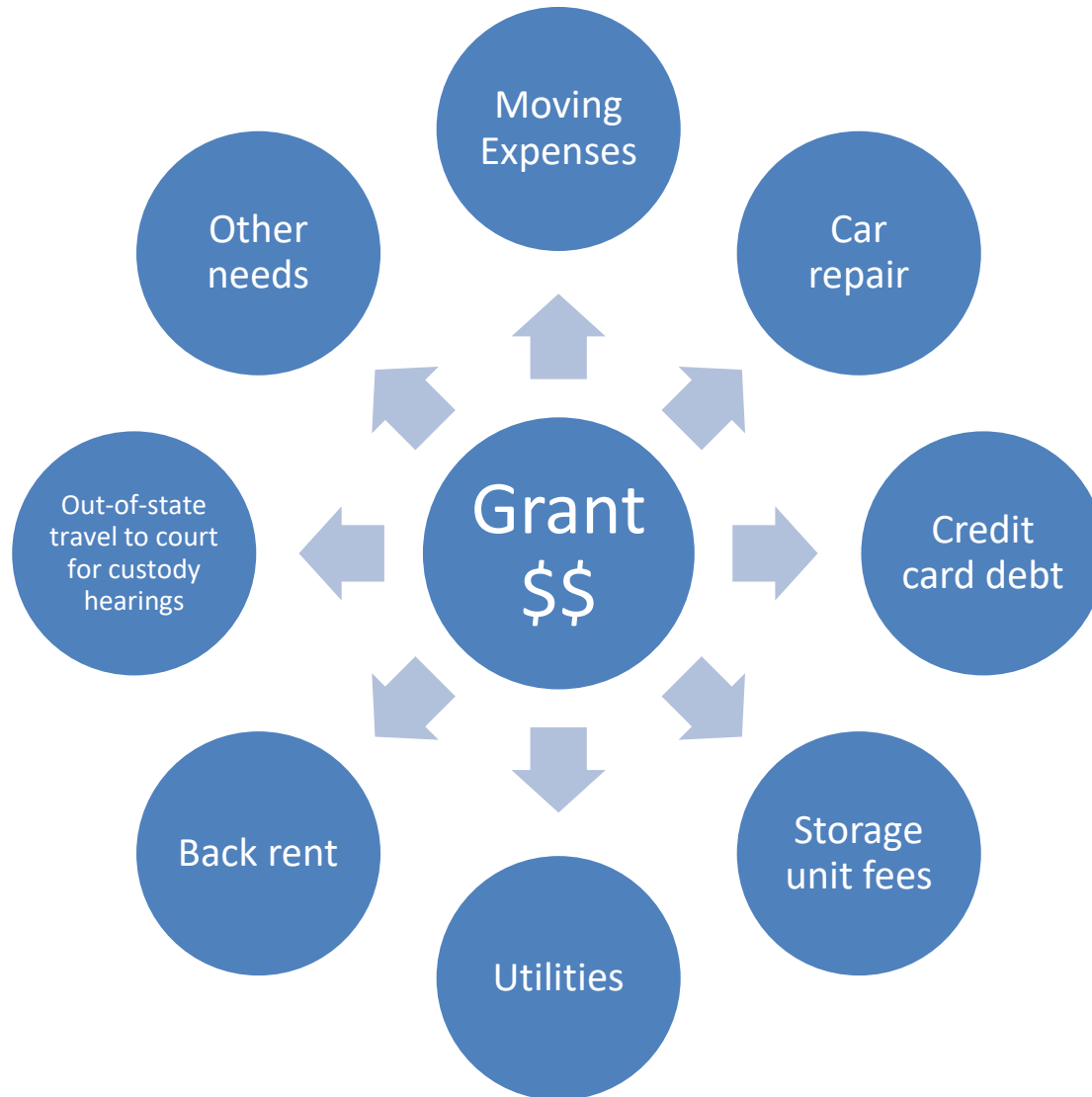
Flexible Funding

- Paid for by private and public funding
 - ▣ Public funding pays for staffing and overhead
 - ▣ Private funding pays for grants
- Given as grants to survivors to help them address immediate crises

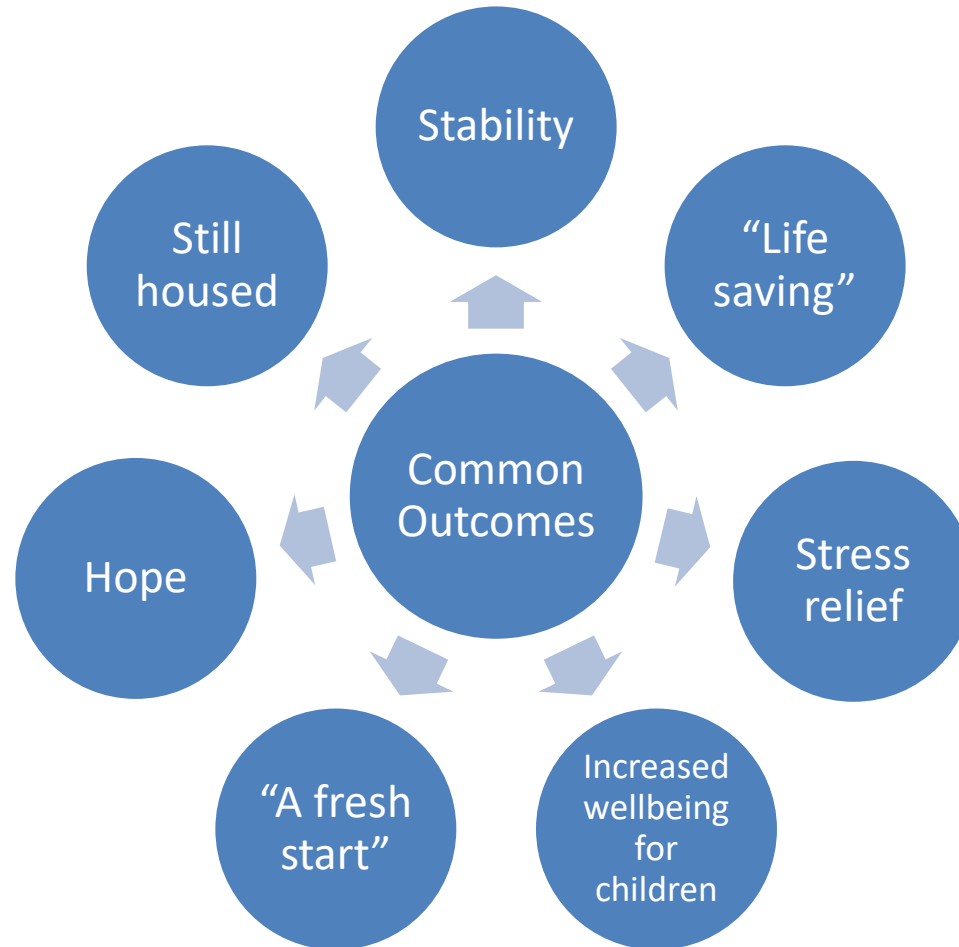
Guiding Principles for Flex Funding

- “Can **any other organization** provide this resource?”
- “Will this grant help this person to retain housing, not just today, but **over time**?”
- Process is **survivor-centered, accessible, and respectful**
- Process is ***quick*** to respond to urgent situations

How survivors used the grants...



How survivors felt after receiving the grants



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