

1

**ADMINISTRATION,  
MANAGEMENT &  
COORDINATION**

2

**PHYSICAL  
ENVIRONMENT**

3

**ACCESS TO  
HOUSING  
& SERVICES**

4

**SUPPORTIVE  
SERVICES DESIGN  
& DELIVERY**

5

**PROPERTY & ASSET  
MANAGEMENT**

6

**TENANT RIGHTS,  
INPUT &  
LEADERSHIP**

7

**DATA,  
DOCUMENTATION  
& EVALUATION**

# THE SEVEN DIMENSIONS OF QUALITY FOR SUPPORTIVE HOUSING

**DEFINITIONS  
&  
INDICATORS**

For more information, please contact [quality@csh.org](mailto:quality@csh.org) or visit [www.csh.org](http://www.csh.org)

Corporation for Supportive Housing



## First Edition: February 2009

CSH is pleased to make available this First Edition of *The Seven Dimensions of Quality for Supportive Housing: Definitions and Indicators*. CSH is committed to continuing to engage in, and learn from, constructive dialogues regarding issues of quality with our partners in the housing, supportive services, advocacy, and disability rights communities, with tenants of supportive housing, and with all those engaged in efforts to end homelessness. Based upon these ongoing discussions and learning experiences, we expect to make modifications to this information within revised editions in future years, which will be made available at [www.csh.org/DimensionsofQuality](http://www.csh.org/DimensionsofQuality).

## About the Corporation for Supportive Housing

The Corporation for Supportive Housing (CSH) is a national non-profit organization and Community Development Financial Institution that helps communities create permanent housing with services to prevent and end homelessness. Founded in 1991, CSH advances its mission by providing advocacy, expertise, leadership, and financial resources to make it easier to create and operate supportive housing. CSH seeks to help create an expanded supply of supportive housing for people, including single adults, families with children, and young adults, who have extremely low-incomes, who have disabling conditions, and/or face other significant challenges that place them at on-going risk of homelessness. For information regarding CSH's current office locations, please see [www.csh.org/contactus](http://www.csh.org/contactus). For more information about CSH's consulting and training services, please contact the CSH Consulting Group at [consulting@csh.org](mailto:consulting@csh.org).

## Acknowledgements

CSH wishes to acknowledge all those who participated in conversations and discussions that helped to shape the definitions and indicators for the *Seven Dimensions of Quality for Supportive Housing*, and most especially wishes to thank those tenants of supportive housing across the United States who generously shared their experiences and perspectives.

## Inquiries

If you are interested in learning more, please see [www.csh.org](http://www.csh.org) for additional on-line resources and materials, including information regarding the communities in which we currently work. If you have questions or comments regarding this document, please contact CSH at [quality@csh.org](mailto:quality@csh.org) or [info@csh.org](mailto:info@csh.org). This document is available to download for free at [www.csh.org/publications](http://www.csh.org/publications) or at [www.csh.org/DimensionsofQuality](http://www.csh.org/DimensionsofQuality).

## Permissions Requests

We encourage nonprofit organizations and government agencies to freely reproduce and share the information from CSH publications. The organizations must cite CSH as the source and include a statement that the full document is posted on our website, [www.csh.org](http://www.csh.org). Permissions requests from other types of organizations will be considered on a case-by-case basis; please forward these requests to [info@csh.org](mailto:info@csh.org).

Information provided in this publication is suggestive only and is not legal advice. Readers should consult their government program representative and legal counsel for specific issues of concern and to receive proper legal opinion regarding any course of action.



## Table of Contents

Section	Page
Overview, Purpose, and Goals	2
Additional Materials Regarding the Dimensions of Quality	2
Defining the Seven Dimensions of Quality for Supportive Housing	3
Defining Elements of a Supportive Housing Unit	4
Range of Housing Settings, Models, and Strategies	5
Diversity of Approaches to Service Delivery	5
Defining Dimension of Quality #1: Administration, Management, and Coordination	6
Defining Dimension of Quality #2: Physical Environment	9
Defining Dimension of Quality #3: Access to Housing and Services	13
Defining Dimension of Quality #4: Supportive Services Design and Delivery	17
Defining Dimension of Quality #5: Property Management and Asset Management	21
Defining Dimension of Quality #6: Tenant Rights, Input, and Leadership	25
Defining Dimension of Quality #7: Data, Documentation, and Evaluation	28
Additional Resources from CSH	32



## Overview, Purpose, and Goals

Through communication with supportive housing tenants, providers, funders, and other stakeholders - and through involvement in successful supportive housing projects around the country - CSH has identified the following Seven Dimensions of Quality that can serve as a common framework among developers, property managers, service providers, and funders for assessing – and investing in – the quality of supportive housing units:

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

For each of these Dimensions of Quality, this document contains: definitions; descriptions of Key Indicators of Quality; descriptions of Additional Indicators of Quality; discussion of the applicability of these Dimensions and Indicators to scattered-site, master-leased, or tenant-based supportive housing initiatives; and information regarding staff development and training topics that can help support the achievement of quality. In advancing such a focus on quality for supportive housing, CSH's goal is to assist the supportive housing industry – including developers, housing management organizations, service providers, funders, and other stakeholders - to strengthen its practices and to achieve the highest level of quality across these seven Dimensions. These Dimensions of Quality are not intended to endorse or measure adherence to specific services or housing models and it is important to note that the applicability of certain Dimensions – and how quality should be assessed – will vary depending upon the models of supportive housing being implemented. CSH's purposes for describing these Dimensions and Indicators of Quality include:

- To build the capacity of the supportive housing industry to create and operate high-quality, effective, and sustainable supportive housing units;
- To encourage the investment of adequate resources – especially from public systems - to support that capacity;
- To help ensure that existing resources for supportive housing are being used efficiently and effectively, and to support the allocation of new resources; and
- To help ensure better outcomes for supportive housing tenants, especially those with multiple barriers to housing stability.

## Additional Materials Regarding the Dimensions of Quality

In addition to the information contained within this document, CSH has created the following complementary resources, which are also available at [www.csh.org/DimensionsofQuality](http://www.csh.org/DimensionsofQuality):

- ***The Seven Dimensions of Quality for Supportive Housing: Quality Assessment Tools:*** Organizations using these tools should be aware that some of the Indicators of Quality are applicable to, and therefore repeated for, multiple Dimensions of Quality. This repetition allows each Dimension's Assessment Tool to be a comprehensive, stand-alone document that can be used alone or in conjunction with the other Assessment Tools.
- ***The Seven Dimensions of Quality for Supportive Housing: Additional Materials and Resources:*** Organizations are encouraged to consult this document for links to publications, training materials, and other tools and resources that can help to foster the quality of supportive housing.



## Defining the Seven Dimensions of Quality for Supportive Housing

Through communication with supportive housing tenants, providers, funders, and other stakeholders - and through involvement in successful supportive housing projects around the country - CSH has identified the following Seven Dimensions of Quality for supportive housing.

### Dimension #1: Administration, Management, and Coordination

All involved organizations follow standard and required administrative and management practices, and coordinate their activities in order to ensure the best outcomes for tenants.

### Dimension #2: Physical Environment

The design, construction, appearance, physical integrity, and maintenance of the housing units provide an environment that is attractive, sustainable, functional, appropriate for the surrounding community, and conducive to tenants' stability.

### Dimension #3: Access to Housing and Services

Initial and continued access to the housing opportunities and supportive services is not restricted by unnecessary criteria, rules, services requirements, or other barriers.

### Dimension #4: Supportive Services Design and Delivery

The design and delivery of supportive services facilitate access to a comprehensive array of services, are tenant-focused, effectively address tenants' needs, and foster tenants' housing stability and independence.

### Dimension #5: Property Management and Asset Management

Property management activities support the mission and goals of the housing and foster tenants' housing stability and independence, and appropriate asset management strategies sustain the physical and financial viability of the housing asset.

### Dimension #6: Tenant Rights, Input, and Leadership

Tenant rights are protected within consistently-enforced policies and procedures, tenants are provided with meaningful input and leadership opportunities, and staff - tenant relationships are characterized by respect and trust.

### Dimension #7: Data, Documentation, and Evaluation

All involved organizations reliably capture accurate and meaningful data regarding the effectiveness, efficiency, and outcomes of their activities, and use this data to facilitate, and improve, the performance of those activities on an ongoing basis.



## Defining Elements of a Supportive Housing Unit

For the purposes of these Dimensions, supportive housing is defined as affordable rental housing in which all members of the tenant household have easy, facilitated access to a flexible and comprehensive array of supportive services designed to assist the tenants to achieve and sustain housing stability and to live more productive lives in the community. Supportive housing units are intended to meet the needs of people with special needs who are homeless or would be at-risk of homelessness – or cycling through institutional care - were it not for the integration of affordable housing and supportive services. From CSH’s perspective, a supportive housing unit is defined by the following elements:

- The unit is available to, and intended for, a person or family whose head of household is homeless, or at-risk of homelessness, and has multiple barriers to employment and housing stability, which might include mental illness, chemical dependency, and/or other disabling or chronic health conditions;
- The tenant household ideally pays no more than 30% household income towards rent and utilities, and never pays more than 50% of income toward such housing expenses;
- The tenant household has a lease (or similar form of occupancy agreement) with no limits on length of tenancy, as long as the terms and conditions of the lease or agreement are met;
- The unit’s operations are managed through an effective partnership among representatives of the project owner and/or sponsor, the property management agent, the supportive services providers, the relevant public agencies, and the tenants;
- All members of the tenant household have easy, facilitated access to a flexible and comprehensive array of supportive services designed to assist the tenants to achieve and sustain housing stability;
- Service providers proactively seek to engage tenants in on-site and community-based supportive services, but participation in such supportive services is not a condition of ongoing tenancy; and
- Service and property management strategies include effective, coordinated approaches for addressing issues resulting from substance use, relapse, and mental health crises, with a focus on fostering housing stability.

These defining elements reflect CSH’s perspective that service participation should not be a condition of tenancy in supportive housing, and that harm reduction and housing first strategies have been shown to be effective approaches. CSH recognizes, however, that a variety of housing options are needed to end homelessness. Therefore, we continue to engage in, and learn from, constructive dialogues on these and other issues with our provider and advocacy partners in the housing, supportive services, and disability rights communities, and with all those engaged in efforts to end homelessness.

It should also be noted that the coordination of supportive services and property management activities described above may not be appropriate for tenant-based supportive housing initiatives, within which the landlord may not be aware of a tenant’s service needs or participation in services programming.

Finally, CSH notes that while ensuring access to supportive housing for the persons who have experienced homelessness or who are most at-risk of homelessness is strongly emphasized within these Seven Dimensions of Quality for Supportive Housing, CSH does not expect that supportive housing providers will serve every vulnerable population that is described within these documents. Rather, CSH encourages providers of supportive housing to define their target populations carefully, based on consideration of the needs of the local community, their organizational capacity, and available resources.



## Range of Housing Settings, Models, and Strategies

These Dimensions of Quality are not intended to measure adherence to specific housing models or to endorse a specific strategy for creating or providing supportive housing opportunities. There is no single model for supportive housing's design and appropriate housing settings may vary dramatically based on a range of factors, including tenants' preferences and needs, the type of housing stock and financing sources available, and the norms and history of a community's real estate market. Examples of successful supportive housing include units in all of the following settings:

- Apartment or single-room occupancy (SRO) buildings, or townhouses that mix units providing supportive housing with units providing other affordable housing opportunities;
- Apartment or SRO buildings, townhouses, or single-family homes that exclusively include units providing supportive housing;
- Scattered site supportive housing units dispersed through a variety of housing settings;
- Rent-subsidized apartments leased in the open market, either through master-leasing or through tenant-based subsidies; and
- Long-term set-asides of units within privately owned buildings.

Recognizing this variety of housing settings and strategies, a discussion of the applicability to scattered-site, master-leased, or tenant-based supportive housing initiatives is provided for each Dimension. In addition, it is important to remember that many housing developments include a mix of unit-types, including units operated as supportive housing, units operated as affordable housing with resident services, units operated as other models of rental housing linked to services of varying duration, mix, and intensity, and units operated as affordable housing and/or market-rate housing. Already widely used in some communities, such "Integrated Housing" strategies can help integrate supportive housing tenants into the community, providing meaningful choices for tenants regarding their preferred living environments and reducing stigma.

## Diverse Approaches to Service Delivery

These Dimensions of Quality are also not intended to endorse or measure adherence to a uniform set of service delivery strategies - there are a variety of models for the approach to supportive services delivery, and the mix of services will vary depending on who is being housed and their individualized service needs. To be effective, the services must anticipate the needs of the target population, but must also be flexible and responsive to the needs of each tenant household. The coordination and delivery of services may happen on or off-site of the housing. Providers may deliver services directly and also facilitate connections to services in the community, such as: individual and family counseling; mental health services; alcohol and substance use services; crisis intervention; childcare; medical care; employment services, including vocational counseling, job placement, and retention services; and many other supportive services.

These Dimensions of Quality do emphasize that supportive services should be designed to support tenants' ability to: retain their housing; sustain good health and manage on-going health and disability-related concerns; access and retain meaningful employment, and increase their skills and income; make connections to the larger community; and achieve greater self-reliance. In promoting housing stability, service providers should focus on: helping tenants meet their lease obligations, including paying rent; maintaining a safe and healthy living environment; allowing others the peaceful enjoyment of their homes; and complying with the terms and conditions of the lease and any related house rules. In high-quality supportive housing, staff also work to foster community-building efforts among tenants and to foster engagement with the surrounding community.



## Defining Dimension of Quality #1:

### Administration, Management, and Coordination

All involved organizations follow standard and required administrative and management practices, and coordinate their activities in order to ensure the best outcomes for tenants.

#### Key Factors

- Financial Management
- Management Practices
- Regulatory Compliance
- Skilled, Well-Trained Staff
- Policies and Procedures
- Coordination of Roles

#### Key Indicators of Quality

1. The operation of the supportive housing units is managed through an effective partnership among representatives of the project owner and/or sponsor, the property management agent, the supportive services providers, relevant public agencies, and tenants. *(Note: Involvement of a property management representative within the partnership may not be appropriate for tenant-based supportive housing initiatives, within which the landlord may not be aware of a tenant's service needs or participation in services programming.)*
2. Roles and responsibilities for all organizations and staff involved in the operation of the supportive housing units are specified in a Memorandum of Understanding.
3. All involved organizations comply with all applicable local, state and federal laws, regulations, and standards.
4. All involved organizations maintain, review, and regularly update their manuals and plans, such as: Property Management Operations Manual; Asset Management Plan; Maintenance Policies and Procedures Manual; Services Policy and Procedure Manual; Compliance Manual; Personnel Policies and Procedures Manual; Staff Training and Orientation Manual; and Safety and Emergency Plans.
5. A collaborative relationship between supportive services and property management staff results in effective, coordinated strategies to foster tenants' housing stability and independence, to prevent tenant evictions and to address issues resulting from substance use, relapse, and mental health crises. *(Note: The coordination of supportive services with property management activities may not be appropriate for tenant-based supportive housing initiatives.)*

#### Additional Indicators of Quality

##### Policies, Procedures, and Management Practices

1. All involved organizations maintain clear, thoroughly-defined job descriptions that reflect current responsibilities for their staff positions.
2. Clear policies and procedures address the hiring and training of tenants as paid staff and/or volunteers to ensure that roles and lines of authority are clear and that confidentiality and appropriate boundaries are maintained.
3. All involved organizations have effective mechanisms for front-line staff to communicate with supervisors and administrators, in order to facilitate informed decision-making.
4. All involved organizations monitor their staff turnover and take actions to reduce staff turnover, including providing clear career pathways for qualified staff, whenever possible.



## Additional Indicators of Quality (continued)

### Policies, Procedures, and Management Practices (continued)

5. When new supportive housing units are developed, input is sought from principal stakeholders (such as neighbors, property management staff, supportive services staff, and tenant representatives) regarding the design, development, and operations plans.
6. All involved organizations proactively seek to establish and maintain strong relationships with stakeholders from the local community.
7. A written Incident Review Policy explicitly involves staff and tenants (as appropriate) in the review of crises, emergencies, and other incidents, leading to the development of plans for corrective actions and follow-up.
8. Written policies and procedures describe protocols for addressing and reporting child abuse and neglect, elder abuse and neglect, sexual abuse, domestic violence, and other forms of abuse, and staff are trained on the policies and procedures.

### Financial Management and Compliance

1. Each involved organization regularly passes all administrative reviews, audits, and inspections.
2. The billing records, documentation, and reporting practices of each organization comply with all funders' requirements.
3. Each organization has an annual financial audit that includes no significant findings completed within approximately 120 days of the end of their Fiscal Year.
4. Each organization carries adequate insurance coverage for all activities and assets for which their organization is responsible.

### Coordination of Roles

1. The Memorandum of Understanding delineating the roles and responsibilities for all involved organizations and staff is reviewed and updated at least annually, in order to ensure its currency and accuracy.
2. Staff within all involved organizations have appropriate and clearly-defined roles and decision-making responsibilities within the management structure and in the operations of the supportive housing units.
3. Property management and supportive services staff have separate and distinct responsibilities and each staff person's job responsibilities are located solely within one role, rather than split between functions, even in situations in which both property management and supportive services functions are provided by the same organization.
4. There are regularly-scheduled forums for staff within all involved organizations to discuss: their roles and the coordination of their efforts; tenant health and safety issues; tenants who are in rent arrears or are otherwise at risk of losing their housing; and gaps in management and operations.
5. Decisions and clear action steps, including assignment of responsibilities for each action step, are documented at the end of forums and meetings among staff.
6. There are effective methods and opportunities for communication among staff from involved organizations during the time periods between scheduled meetings.



## Applicability to Scattered-Site, Master-Leased, or Tenant-Based Supportive Housing

As indicated above, the applicability of some of the Indicators of Quality for this Dimension may vary for tenant-based supportive housing initiatives, in which the active involvement of a property management representative within the partnership, or the coordination of activities between supportive services staff and property management staff may not be appropriate. The Indicators of Quality for this Dimension still apply to the other involved organizations, and operators of tenant-based supportive housing initiatives should still seek to ensure that tenants have access to appropriate housing opportunities that are managed in compliance with all applicable local, state and federal laws, regulations, and standards.

## Staff Development and Training

In order to help ensure the achievement of quality under this Dimension, staff members involved should receive initial and ongoing training relevant to their specific roles and responsibilities, including:

1. New staff within all involved organizations receive orientations regarding the mission, philosophy and goals of the supportive housing program; and the Memorandum of Understanding among the organizations.
2. Staff within all involved organizations receive orientations and cross-training to facilitate understanding of each others' organizations and responsibilities.
3. Relevant safety policies and procedures, including: Universal Precautions; basic first-aid procedures; the use of safety equipment; emergency evacuation routes; and crisis prevention, de-escalation, and management techniques.
4. Staff within involved organizations receive training in the following areas, as relevant to their roles and responsibilities:
  - The services needs of special population(s) served in the supportive housing.
  - Applicable local, state, federal laws, regulations and standards.
  - Completion of records, documentation and reports in compliance with funders' requirements
  - Confidentiality and the security of tenant information, including what may and may not be shared with other staff, depending on their roles.
  - Policies, procedures and information contained within the: Property Management Operations Manual; Asset Management Plan; Maintenance Policies and Procedures Manual; Services Policy and Procedure Manual; Compliance Manual; Personnel Policy and Procedure Manual, Staff Orientation Manual; and Safety and Emergency Plans.



## Defining Dimension of Quality #2: Physical Environment

The design, construction, appearance, physical integrity, and maintenance of the housing units provide an environment that is attractive, sustainable, functional, appropriate for the surrounding community, and conducive to tenants' stability.

### Key Factors

- Home-like Appearance
- Functional Services Spaces
- Timely Maintenance
- Independent Living Environments
- Adequate Common Spaces
- Regular Inspections
- Safety and Security Features
- Durable Materials
- Housing Quality Standards

### Key Indicators of Quality

1. The housing has a home-like, residential appearance on both the interior and exterior, and its scale, appearance, design, and quality are consistent with the neighborhood and reflect (or exceed) local community standards.
2. The housing units provide adequate living space for essential daily activities (such as cooking, eating, sleeping, and studying), include an adequate number of bedrooms for the households' compositions, and sharing of bedrooms by non-related single adult tenants is not required.
3. When feasible, each unit has a private bathroom and kitchen; when not feasible, the sharing of bathrooms and kitchens is minimized as much as possible.
4. The housing includes appropriate security features, which might include buzzers on doors, a limited number of entrances, security cameras, adequate interior and exterior lighting, and a secure front desk, to ensure the safety of tenants.
5. The housing complies with requirements of the Americans with Disabilities Act and with Section 504 of the Rehabilitation Act (if federally-funded), and incorporates Universal Design Standards and Visitability Standards, whenever possible, in order to meet the needs of current and future tenants and their guests.

### Additional Indicators of Quality

#### Appropriateness of the Housing Units

1. The design of the housing units reflects tenants' need for independence, privacy, safety, and security, with features and amenities including: individual temperature, ventilation, and lighting controls; adequate storage spaces for personal belongings and for food items; stovetops and ovens; design features that reduce external noise audible within the units; smoke detectors and fire suppression equipment; and a working telephone line and/or intercom system.
2. The unit sizes comply with zoning requirements and are appropriate for the tenants' household composition.
3. If units are furnished, furniture is clean and in good repair.
4. Tenants are permitted to use their own furniture within unit when doing so will not create safety or health risks, such as pest infestation or overcrowding of the unit.



## Additional Indicators of Quality (continued)

### Building Design and Appearance

1. The exterior of the building and the grounds are clean and well maintained.
2. The housing utilizes durable materials that have been chosen to reduce future maintenance costs and to help ensure physical and financial sustainability.
3. The housing incorporates appropriate and feasible green design practices, such as the use of energy-efficient and water-conserving fixtures and products, in order to increase efficiency and sustainability, reduce utility costs, and improve indoor air quality.

### Spaces for Staff Use and Services Provision

1. Adequate space is provided for supportive services activities, including staff offices, private meeting rooms, and community rooms for tenant meetings and community-building activities.
2. Spaces used by staff for the delivery of supportive services and/or for staff to meet with tenants, are clean, comfortable, and well-maintained.
3. Property management staff and supportive services staff do not share office space with each other.
4. Supportive services records and files and property management records and files are kept in separate and secured storage.
5. Areas of the housing that are available for use only by staff are clearly defined and do not interfere with the home-like atmosphere.

### Common Rooms and Public Spaces

1. Common rooms and public spaces, including lobbies, sitting areas, meeting rooms, mail rooms, laundry rooms, and trash collection areas, are easily accessible to all tenants.
2. Common spaces, such as community rooms, are able to accommodate a variety of activities that provide meaningful opportunities for tenant and staff interaction, ranging from structured supportive services activities to opportunities for socialization and community-building.
3. Public spaces, such as lobbies and sitting areas, are comfortable and provide opportunities for tenants to interact with each other and with staff.
4. All common rooms and public spaces, including any shared furnishings, are clean and in good repair.
5. Areas where smoking is and is not permitted are clearly defined.

### Maintenance and Inspection Activities

1. Staff adhere to a comprehensive, written plan and schedule for inspections, pest control, routine maintenance, and replacement activities designed to sustain the quality of the physical environment.
2. Inspections are conducted on each unit at least annually.
3. Inspections document that units meet or exceed the U.S. Department of Housing and Urban Development's Housing Quality Standards (HQS).
4. Inspection results that require follow-up or corrective actions are addressed within reasonable timeframes.
5. There is a clear policy and procedure addressing the creation of work orders and the timeframes for completing them.



## Additional Indicators of Quality (continued)

### Maintenance and Inspection Activities (continued)

6. Policies and procedures ensure that the project remains in compliance with: all applicable fire safety codes, including regular fire and evacuation drills; all applicable public health codes; and all other applicable safety codes.
7. The supplies and equipment needed to maintain a safe environment (including those needed for adhering to Universal Precautions, first aid supplies, fire extinguishers, and smoke detectors) are regularly inspected, inventoried, re-stocked, and repaired.
8. Non-toxic, environmentally-friendly products are used for cleaning, extermination, and landscaping activities.

## Applicability to Scattered-Site, Master-Leased or Tenant-Based Supportive Housing

Not all of the Indicators of Quality for this Dimension may apply to activities directly performed by supportive housing providers operating tenant-based supportive housing initiatives or providers utilizing scattered-site settings or master-leasing strategies. For example, such organizations may not control the conditions of tenants' physical environments or be responsible for the performance of maintenance or replacement activities.

Many of these Indicators of Quality can, however, be used by such providers to evaluate housing opportunities for tenants of their programs and to help ensure that tenants have access to appropriate living environments similar in appearance and quality to other units within the local private market. Other Indicators may provide important considerations regarding appropriate spaces for the delivery of supportive services accessible for staff and tenants.

Organizations operating tenant-based supportive housing initiatives or utilizing scattered-site settings or master-leasing strategies, however, can seek to apply these Indicators of Quality through a variety of strategies, including:

1. Utilizing HUD's Housing Quality Standards and other Indicators described above to evaluate the appropriateness of potential housing settings for tenants.
2. Ensuring that master lease agreements address when any planned rehabilitation will take place, whether the lessee can make alterations of the premises, including design modifications needed to meet the accessibility and service needs of tenants and, if so, who will pay for those alterations.
3. Structuring master lease agreements to provide incentives for landlords to invest in the major systems of buildings in exchange for the guaranteed rental income for the term of the master lease.
4. Ensuring that staff offices and supportive service locations are readily accessible to tenants by walking or by public transportation, if such spaces will not be available on-site.
5. Providing maintenance services directly or ensuring that the master lease agreement guarantees adequate maintenance services.

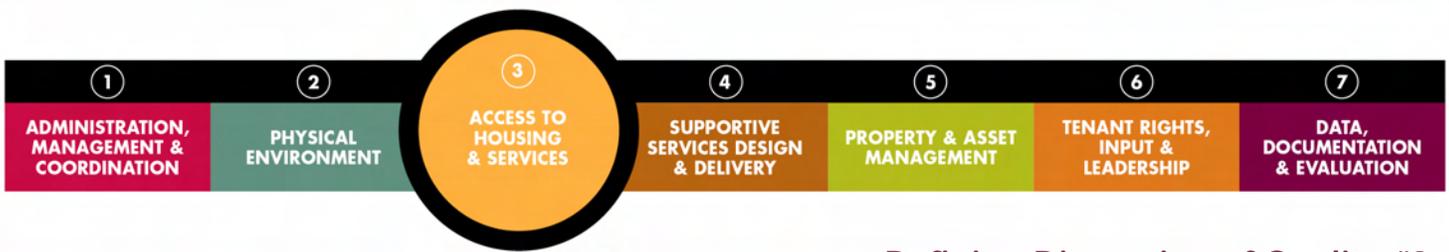


---

## Staff Development and Training

In order to help ensure the achievement of quality under this Dimension, staff members involved should receive initial and ongoing training relevant to their specific roles and responsibilities, including:

1. The Americans with Disabilities Act and Section 504 of the Rehabilitation Act (if federally-funded), including issues related to the physical accessibility of the housing.
  2. Written plans and schedules for inspections, pest control, routine maintenance activities, and replacement activities.
  3. U.S. Department of Housing and Urban Development's Housing Quality Standards
  4. Policies and procedures designed to ensure compliance with applicable fire safety codes (including fire and evacuation drills) and public health and safety codes.
  5. Other safety policies and procedures, including Universal Precautions, basic first-aid procedures, the use of safety equipment, and emergency evacuation routes.
  6. Universal Design Standards and Visitability standards
  7. Green design and maintenance practices, such as energy efficiency, water conservation, and environmentally friendly cleaning and maintenance practices.
-



## Defining Dimension of Quality #3: Access to Housing and Services

Initial and continued access to the housing opportunities and supportive services is not restricted by unnecessary criteria, rules, services requirements, or other barriers.

### Key Factors

- Low Barriers to Entry
- Physical Accessibility
- Location and Transportation
- Affordability
- Service Linkages
- Cultural Competency
- Outreach and Engagement
- Reasonable Accommodations

### Key Indicators of Quality

1. The housing is available to and intended for a person who is, or a family whose head of household is, homeless or at-risk of homelessness, and has multiple barriers to housing stability and employment, which might include mental illness, chemical dependency, and/or other disabling or chronic health conditions.
2. The eligibility screening process does not include “housing readiness” criteria and reflects a commitment to housing tenants with no current income, histories of homelessness, histories of criminal justice involvement, prior housing failures, poor credit histories, disabilities, past or current substance abuse and/or other obstacles to accessing or maintaining housing.
3. There is no discrimination on the basis of race, color, gender, sexual orientation, disability, religion, or national origin in the provision of housing or services to applicants or tenants.
4. Services are voluntary, such that tenants may choose whether or not to participate in services without impacting their eligibility to remain in the housing.
5. The tenant household ideally pays no more than 30% of household income toward rent and utilities, and never pays more than 50% of income toward such housing expenses.

### Additional Indicators of Quality

#### Removing Barriers to Access to Housing

1. Assertive outreach and in-reach methods are used to engage people living on the streets, in emergency shelters, or in jails or prisons, in order to facilitate their access to the housing opportunities.
2. When possible, intake and screening processes prioritize and facilitate access to housing opportunities (for example, providing flexible timelines for entry to housing), for persons who are “frequent users” of multiple public systems, living on the streets, living in emergency shelters, and/or in jails or prisons.
3. Staff proactively educate and coordinate with the organizations and individuals who serve as referral sources, regarding eligibility requirements for the housing and the housing application process.
4. Application processes, documentation of eligibility, and intake processes are as streamlined and efficient as feasible and, to the extent possible, all involved organizations use unified application processes and/or share information appropriately so that applicants are not asked for the same information on multiple occasions.



## Additional Indicators of Quality (continued)

### Removing Barriers to Access to Housing (continued)

5. Application processes, housing eligibility criteria, services eligibility criteria, screening processes, reasonable accommodation processes, and rent and rent adjustment policies are clearly defined in writing and are regularly communicated to applicants, tenants, staff, service partners, and referring agencies.
6. The housing application and screening processes are fully accessible to persons with disabilities and appropriate reasonable accommodations and necessary supports are provided, as needed, during the application and screening process.
7. Staff responsible for managing waiting lists and implementing tenant screening and selection processes understand the eligibility criteria, the screening processes, and the relevant policies.
8. Applications are processed accurately and in a timely manner, and vacant units are made available to new tenants as quickly as possible, in order to reduce wait times for housing.
9. Concerted efforts are implemented to contact applicants prior to removing them from waiting lists.
10. There is a clearly defined process and time frame for informing applicants of approval or denial of application for housing.
11. When possible, eligible applicants are given a choice of housing units.
12. All involved organizations demonstrate compliance with applicable laws, regulations, and standards, including Fair Housing laws, Landlord - Tenant laws, the Americans with Disabilities Act, Section 504 of the Rehabilitation Act (if federally-funded), and funder requirements.
13. Staff are knowledgeable about the criminal justice system and any additional regulations or requirements related to providing housing opportunities for persons leaving criminal justice settings.

### Removing Barriers to Access to Supportive Services

1. Services staff demonstrate consistent and ongoing efforts to reach out to, and engage, all tenants into the available services.
2. Services staff meet with new tenants within 2 days of move-in (and whenever possible, prior to move-in) to review the available supportive services options with tenants and then review available supportive services options with tenants regularly throughout their tenancy.
3. Supportive services are provided on-site, in tenants' homes, and/or in locations that are easily accessible to tenants by a short walk or by public transportation.
4. All programs and spaces used for the delivery of services are fully accessible to persons with disabilities and appropriate reasonable accommodations are provided to tenants with disabilities to facilitate their participation in services.
5. Supportive services staff and programs are available during hours that ensure maximum access and utilization by tenants, including tenants who may be working or engaged in other activities during regular business hours.
6. Crisis services are available to tenants 24 hours a day, 7 days a week.



## Additional Indicators of Quality (continued)

### Removing Barriers to Access to Supportive Services (continued)

7. Whenever possible, tenants are provided with and/or referred to community-based services available at no cost to tenants; any fees charged for services are based on sliding fee scales and are affordable to tenants.
8. Services staff support tenants in keeping appointments with their various services providers, for example, by giving tenants reminders of appointments.
9. Staff ensure that interested tenants have access to appropriate supportive services after moving out of the supportive housing unit.

### Access to Community Resources

1. Housing units are located within safe neighborhoods that are acceptable to tenants and that feature close proximity to opportunities for employment, services, shopping, recreation, and socialization.
2. The housing units' location provides easy access to public transportation available with reasonable frequency, or alternate transportation options are provided to tenants.

### Cultural Competency

1. Efforts to ensure cultural competency are ongoing and comprehensive.
2. Efforts to ensure cultural competency impact organizational practices and decision-making regarding: development and review of policies and written materials; hiring practices; initial and ongoing training of staff; content of individual and group supervision sessions; gathering of input from stakeholders; and design of supportive services programming.
3. Multi-lingual staff, translated materials, and/or interpretation and translation services are available to tenants, as needed.
4. All materials for tenants are written at an appropriate literacy level and staff assist tenants in understanding the content of written materials, when necessary.
5. Housing common areas and spaces designated for supportive services delivery are decorated in a culturally sensitive manner.

## Applicability to Scattered-Site, Master-Leased, or Tenant-Based Supportive Housing

Not all of the Indicators of Quality for this Dimension may apply to the activities directly performed by supportive housing providers operating tenant-based supportive housing initiatives or providers utilizing scattered-site settings or master-leasing strategies. Many of these Indicators of Quality can, however, be used by such providers in evaluating housing opportunities and service delivery practices, and to help ensure that tenants have access to appropriate housing opportunities and to supportive services.

Organizations operating tenant-based supportive housing initiatives, or utilizing scattered-site settings or master-leasing strategies, however, can seek to apply these Indicators of Quality through a variety of strategies, including:



## Applicability to Scattered-Site, Master-Leased, or Tenant-Based Supportive Housing (continued)

1. Evaluating scattered-site and master-leased supportive housing units regarding: the quality of the living environments, the appropriateness for tenants, and whether the units' locations will be accessible for tenants and enable easy participation in supportive services on an ongoing basis.
2. Proactively developing and maintaining positive relationships with landlords and property management agents, and educating landlords and property management agents about prospective tenants' services needs and available services supports (when appropriate and without violating tenants' confidentiality), in order to both foster access to housing opportunities and to reduce issues that might undermine housing stability.
3. Advocating for appropriate application, screening and selection processes to facilitate access to housing for persons with multiple barriers to housing stability; and being available to advocate on behalf of tenants who may be in jeopardy of losing housing.
4. Ensuring that staff offices and supportive services locations are readily accessible to tenants, either by walking or a reasonable trip via public transportation.
5. Proactively engaging tenants with strategies effective in scattered-site settings, such as meeting tenants in their homes or in accessible community locations, in order to facilitate tenant access to services.

## Staff Development and Training

In order to help ensure the achievement of quality under this Dimension, staff members involved should receive initial and ongoing training relevant to their specific roles and responsibilities, including:

1. Philosophy and goals of the supportive housing.
2. Outreach and engagement strategies, Motivational Interviewing, and the Stages of Change.
3. Policies and procedures pertaining to: housing eligibility criteria; services eligibility criteria; screening and selection; applications for housing, rent and rent adjustments; waiting list management; reasonable accommodations; notification of approval or denial of application for housing; tenant rights and grievances.
4. Fair Housing Laws, Landlord - Tenant Laws, Americans with Disabilities Act, Section 504 of the Rehabilitation Act (if federally-funded) and reasonable accommodations, and funder requirements that have implications for tenants' initial eligibility for housing and services, or for tenants' ongoing participation in housing and services.
5. The criminal justice system, and the regulations and requirements related to providing housing for ex-offenders.
6. The services needs of the population(s) served in the supportive housing and making effective referrals to supportive services to address those needs.
7. Cultural competency topics, which might include issues related to experiences of homelessness and/or experiences within correctional settings and other institutional settings.



## Defining Dimension of Quality #4: Supportive Services Design and Delivery

The design and delivery of supportive services facilitate access to a comprehensive array of services, are tenant-focused, effectively address tenants' needs, and foster tenants' housing stability and independence.

### Key Factors

- Comprehensive Services
- Effective Engagement Strategies
- Cultural Competency
- Tenant-Driven Services Philosophy
- Staffing and Supervision
- Collaborative Relationship with Property Management
- Housing Stability Focus
- Service Partners and Linkages

### Key Indicators of Quality

1. All members of tenant households have easy, facilitated access to a flexible and comprehensive array of supportive services designed to assist the tenants to achieve and sustain housing stability and independence.
2. Supportive services available to tenants include, but are not limited to: case management services; medical services; mental health services; substance abuse treatment services; vocational and employment services; money management services; life skills training; and advocacy.
3. The supportive services philosophy and design promotes and supports: housing stability; independence; community building and the development of support networks; and participation in meaningful activities, including employment, within the broader community.
4. Supportive services staff use a variety of proactive and creative strategies to engage tenants in on-site and/or community-based supportive services, but participation in such services is not a condition of ongoing tenancy.
5. Supportive services and property management strategies include effective, coordinated approaches for addressing tenant issues resulting from substance use, relapse, and mental health crises, and focus on fostering housing stability. *(Note: The coordination of supportive services with property management activities may not be appropriate for some tenant-based supportive housing initiatives, within which the landlord may not be aware of a tenant's service needs or participation in services programming.)*

### Additional Indicators of Quality

#### Supportive Services Design

1. Services staff are available to provide more frequent and intensive services at the beginning of a tenant's residency, in order to facilitate the tenant's stable transition into permanent housing, and services are not time-limited.
2. Clear referral protocols, positive relationships and open channels of communication are established by services staff with outside organizations who serve the project's tenants, and information regarding how to link tenants to outside organizations is kept current and available to staff.
3. Persons who have both mental illnesses and addictions to alcohol and/or drugs have access to integrated treatment services, whenever feasible.



## Additional Indicators of Quality (continued)

### Supportive Services Design (continued)

4. The design of the services programming includes comprehensive crisis prevention strategies, policies and procedures that address threatening or disruptive behavior and crisis situations and procedures for debriefing and providing post-crisis counseling, for staff and tenants.
5. A comprehensive written services plan describes:
  - The services philosophy;
  - The target population(s) and their anticipated service needs;
  - The services to be made available, identifying whether the services are to be provided directly or through referral linkages, by whom, in what location, and during what days and hours;
  - Plans for the provision of crisis services, including emergency mental health and medical services, which are available 24 hours a day, 7 days a week;
  - The availability of peer-support groups and/or peer-delivered services, if any;
  - The use of evidence-based practices or other strategies to ensure that services can be expected to meet the needs of the targeted tenancy;
  - The goals and anticipated outcomes of each service to be offered;
  - A plan for ensuring that there is adequate site coverage to maintain appropriate staff / tenant ratios and hours of availability, for each service that is consistent with the provision of quality services, manageable caseloads and maximum availability of services to all tenants; and
  - A description of any formal relationships with any other services providers or community partners.

### Supportive Services Delivery

1. The completion of service needs assessments: is consistent with professional standards; focuses on identifying tenants' goals and strengths; and focuses on identifying tenants' service needs and preferences.
2. Staff actively involve tenants in the design, development, and implementation of their individualized service plans and work with tenants to develop goals that are realistic, achievable, measurable, and tailored to the tenants' preferences.
3. In the development of individualized service plans, staff emphasize providing tenants with a variety of options for accessing appropriate and effective supportive services.
4. Service needs assessments and documentation of services are regularly updated to reflect tenants' changing service needs and goals, and individualized service plans are regularly adapted to reflect tenants' changing service needs and goals.
5. Staff assist all tenants to identify and use their strengths to achieve their personal goals.
6. Staff encourage all tenants to participate in meaningful activities, and assist all tenants who express a desire to work to obtain appropriate vocational services, employment services, and employment.
7. Staff encourage the maximum independence of tenants and support interested tenants in developing the life skills and abilities needed to access, and succeed within, housing settings in the private market.
8. Staff assist tenants to access public benefits for which they are eligible.



## Additional Indicators of Quality (continued)

### Supportive Services Delivery (continued)

9. Staff assist tenants to anticipate, prevent, and manage the negative consequences of substance use or relapse.
10. Job descriptions for services staff and supervisors include relevant background and work requirements appropriate for the populations being served and consistent with professional standards and norms.
11. In order to ensure quality service provision, staff receive regular supervision and support from qualified supervisors.
12. Services delivery is culturally competent.

### Coordination with Property Management

*Note: The coordination of supportive services with property management activities may not be appropriate for some tenant-based supportive housing initiatives, within which the landlord may not be aware of a tenant's service needs or participation in services programming.*

1. Services staff and property management staff coordinate their efforts to help prevent evictions, and to ensure tenants facing eviction have access to necessary services and supports.
2. Supportive services staff receive cross-training to facilitate understanding of property management staff responsibilities.
3. Regularly scheduled forums are held at least monthly (and preferably more frequently) for supportive services and property management staff to discuss their roles, the coordination of their efforts, any current issues, and to address gaps in services and operations.
4. Supportive services staff proactively address issues that may impact tenants' housing stability, and are responsive to issues raised by property management staff.
5. Supportive services staff work with property management staff to support the development of rent repayment plans for tenant in rent arrears.
6. Supportive services staff advocate on tenants' behalf with property management staff, when necessary and appropriate, to help maintain tenants' housing stability.
7. Supportive services staff promptly notify property management staff when they observe safety or maintenance concerns.

## Applicability to Scattered-Site, Master-Leased, or Tenant-Based Supportive Housing

As indicated above, the applicability of some of the Indicators of Quality for this Dimension may vary for some tenant-based supportive housing initiatives, in which the active involvement of a property management representative within the initiative or the coordination of activities between supportive services staff and property management staff may not be appropriate. Most of the Indicators of Quality for this Dimensions, however, should be applicable to supportive service design and delivery within tenant-based initiatives, as well as for scattered-site and master-leased supportive housing units. Such programs should implement strategies to help ensure the engagement of tenants in available services and to help support tenants' housing stability, which might include:

1. When tenants give their permission, proactively developing positive relationships with tenants' landlords and property management agents, and educating landlords and property management agents regarding tenants' services needs and available services.



## Applicability to Scattered-Site, Master-Leased, or Tenant-Based Supportive Housing (continued)

2. Ensuring that staff offices and supportive services locations are readily accessible to tenants, either by walking or a reasonable trip via public transportation.
3. Proactively engaging tenants with strategies effective in scattered-site settings, such as meeting tenants in their homes or in accessible community locations, in order to facilitate tenant access to services.
4. Ensuring that services staff are knowledgeable about community resources within the neighborhoods where tenants live and that services staff create opportunities for tenants to participate in social/recreational activities in the community.

## Staff Development and Training

In order to help ensure the achievement of quality under this Dimension, staff members involved should receive initial and ongoing training relevant to their specific roles and responsibilities, including:

1. The mission, philosophy and goals of the supportive housing program; and the Memorandum of Understanding among the organizations.
2. Cross-training to facilitate understanding of property management staff responsibilities.
3. The services needs of the population(s) served in the supportive housing and making effective referrals to supportive services to address those needs.
4. Outreach and engagement strategies, Motivational Interviewing, and the Stages of Change.
5. Evidence-based best practices and services strategies appropriate for the population(s) served.
6. Trauma-informed services provision.
7. Crisis prevention, de-escalation and management.
8. Fair Housing Laws, Landlord - Tenant Laws, Americans with Disabilities Act, Section 504 of the Rehabilitation Act (if federally-funded) and reasonable accommodations, and funder requirements that have implications for tenants' initial eligibility for housing and services, or for tenants' ongoing participation in housing and services.
9. Policies, procedures and information contained within the: Property Management Operations Manual; Asset Management Plan; Maintenance Policies and Procedures Manual; Services Policy and Procedure Manual; Compliance Manual; Personnel Policy and Procedure Manual, Staff Orientation Manual; and Safety and Emergency Plans.
10. Specific policies and procedures including: Incident Review; Reporting Abuse and Neglect; and Referral Procedures.
11. Cultural competency topics, which might include issues related to experiences of homelessness and/or experiences within correctional settings and other institutional settings.
12. Completion of records, documentation and reports in compliance with funders' requirements.
13. Confidentiality and the security of tenant information, including what may and may not be shared with other staff, depending on their roles.



## Defining Dimension #5: Property Management and Asset Management

Property management activities support the mission and goals of the housing and foster tenants' housing stability and independence, and appropriate asset management strategies sustain the physical and financial viability of the housing asset.

### Key Factors

- Clear Policies and Procedures
- Communication with Tenants
- Fair Housing Compliance
- Mission-Driven Operations
- Safety and Security
- Collaborative Relationship with Supportive Services
- Eviction Prevention
- Financial Management

### Key Indicators of Quality

*Note: Not all of the Indicators of Quality for this Dimension may apply to activities directly performed by supportive housing providers operating tenant-based supportive housing initiatives or providers utilizing scattered-site settings or master-leasing strategies. For example, such organizations may not be responsible for the performance of leasing or lease-enforcement activities, for maintenance or replacement activities, or for asset management activities.*

1. Staff maintain, review, and regularly update appropriate Policy and Procedure Manuals and Plans, such as: Property Management Operations Manuals; Asset Management Plan, Maintenance Policies and Procedures Manuals; Compliance Manuals; Safety and Emergency Plans; Staff Orientation and Training Manual; Personnel Policies and Procedures Manuals.
2. Property management policies, procedures and activities fully comply with applicable laws, regulations, and standards, including Fair Housing laws, Landlord - Tenant laws, the Americans with Disabilities Act, and Section 504 of the Rehabilitation Act (if federally-funded.)
3. Delivery of property management services is consistent with the philosophy and goals of the supportive housing opportunities being provided.
4. Property management staff partner with supportive services staff to implement effective, coordinated approaches for addressing issues resulting from substance use, relapse, and mental health crises, with a focus on fostering housing stability.
5. Staff members adhere to a comprehensive, written plan and schedule for monitoring and reporting on financial performance in order to ensure financial sustainability.

### Additional Indicators of Quality

#### Property Management Staffing Plan

1. The property management staffing plan ensures manageable workloads for staff while also ensuring adequate site coverage by qualified staff and supervisory personnel, including maintenance staff and front desk staff, if any.
2. A plan for 24-hour crisis coverage is in place to address urgent issues, and there is a clearly-communicated plan in place for tenants to reach staff quickly.
3. The property management staffing plan includes employing qualified tenants of the supportive housing project, when possible.



## Additional Indicators of Quality (continued)

### Safety and Security

1. A written Emergency Plan clearly delineates procedures for responding appropriately and promptly to tenant emergencies, including: psychiatric emergencies; violent or homicidal ideation/behavior; suicidal ideation/behavior; medical emergencies; drug overdoses; and death on the premises.
2. A written Emergency Plan clearly delineates: procedures for responding to crises involving the physical plant, such as fire or natural disasters; emergency evacuation procedures; and systems for ensuring adequate provision of oversight and back-up support, including on-call coverage, in case of emergencies.
3. A written Emergency Plan clearly delineates the roles of property management and social service staff in responding to emergencies and crises.
4. Tenants are encouraged to create household Emergency Plans, including emergency contact information, which are updated regularly and are accessible by staff.

### Communication with Tenants

1. Prior to lease-signing, tenants receive information regarding how monthly utility expenses will be calculated, as well as any other non-rent expenses they might incur (e.g. parking fees, trash removal fees, fees for late payments, etc.)
2. No later than within 3 days of move in, tenants receive orientation to the building and community, including explanations of: their responsibilities as leaseholders; property management and services staffs' roles and responsibilities; how to request repairs; what to do in emergency situations (including evacuation routes and location of safety equipment); who to contact with concerns or in emergencies; a description of available services; and a description of resources and services available within the surrounding community.
3. No later than within two weeks of move-in, staff ensure that tenants know or are offered training on how to stay in compliance with their lease, including how to keep their unit clean, complying with house rules, rent payment, behavioral expectations, and other issues that can threaten tenancy.

### Coordination with Supportive Services

1. Property management staff members receive cross-training to facilitate understanding of supportive services staff responsibilities.
2. Regularly scheduled forums are held at least monthly (and preferably more frequently) for supportive services and property management staff to discuss their roles, the coordination of their efforts, any current issues, and to address gaps in services and operations.
3. Property management and services staff members coordinate their efforts to help prevent evictions and to ensure tenants facing eviction have access to necessary services and supports.
4. Property management staff members educate referral sources and coordinate with them, in order to facilitate the receipt of complete applications from potential tenants and reduce the number of rejected applications.
5. Property management staff members can identify tenants with unmet service needs and know when to connect tenants to services staff.



## Additional Indicators of Quality (continued)

### Coordination with Supportive Services (continued)

6. Property management staff members work with supportive services staff members to support the development of rent repayment plans for tenants in rent arrears.
7. Policies and procedures addressing property damage by tenants provide appropriate opportunities for tenants to rectify the issues in order to support housing stability.

### Financial and Asset Management

1. An Asset Management Plan documents the policies, strategies, financing plans, and reporting systems that will be used to sustain and ensure the continued viability of the project's capital assets.
2. The sponsor maintains adequate financial tracking records to monitor trends and can document that the project performs well against the annual budget, collects all allowable budgeted fees and reimbursements, can meet all financial obligations, and is not in default on any loans.
3. The financing plan ensures that there is stable, adequate funding for staffing needs and for the effective management of all capital assets, including adequate operating reserves and reserves needed for future capital improvements and replacement activities.
4. Staff members demonstrate a thorough understanding of financial management procedures, reporting, and other compliance activities required by all financing sources.

## Applicability to Scattered-Site, Master-Leased, or Tenant-Based Supportive Housing

The applicability of Indicators of Quality for this Dimension may vary for supportive housing units provided through master-leased housing, scattered-site settings, and/or tenant-based strategies, in which the sponsor may not control the performance of property management and asset management activities. In some programs, involved landlords may not be aware of the tenants' service needs or participation in services programming.

Such programs, however, can seek to ensure that all such activities are performed to best meet the needs of the tenants. Specific strategies such programs should consider include:

1. Ensuring that the staff has an understanding of the operating plans and procedures of all landlords and property management agents with whom they are working, and documenting commitments from landlords and property management agents within written agreements.
2. When tenants give their permission, proactively developing and maintaining positive relationships with landlords and property management agents, and educating such partners regarding tenants' services needs and available services.
3. When tenants give their permission, ensuring that supportive services staff are in regular communication with landlords and property management agents to address their concerns, especially in regard to tenants who may be in rent arrears or at-risk of eviction for other reasons.
4. Providing maintenance services directly or ensuring that the master lease agreement guarantees adequate maintenance services.
5. Structuring master lease agreements to provide incentives for landlords to invest in the major systems of buildings in exchange for the guaranteed rental income for the term of the master lease.



## Staff Development and Training

In order to help ensure the achievement of quality under this Dimension, staff members involved in performing property management and asset management activities should receive initial and ongoing training relevant to their specific roles and responsibilities, including:

1. Mission, philosophy, and goals of the supportive housing, the Memorandum of Understanding among partner organizations, and all partners' organizational structures, roles, and responsibilities.
2. Cross training to facilitate understanding of services staff responsibilities.
3. The services needs of the population(s) served in the supportive housing, and identifying tenants with unmet needs and making referrals to supportive services.
4. Cultural competency topics, which might include issues related to experiences of homelessness and/or experiences within correctional settings and other institutional settings.
5. Applicable local, state, and federal laws, regulations, and standards, including Fair Housing, Americans with Disabilities Act, Section 504 of the Rehabilitation Act (if federally funded), Tenant Rights, and Landlord - Tenant laws.
6. Completion of records, documentation and reports in compliance with funders' requirements.
7. Confidentiality and the security of tenant information, including information on what may and may not be shared with other staff, depending upon their roles.
8. Relevant safety policies and procedures, including: Universal Precautions; basic first-aid procedures; the use of safety equipment; emergency evacuation routes; and crisis prevention, de-escalation, and management techniques.
9. Policies and Procedures and information contained within: Property Management Operations Manual; Asset Management Plan; Maintenance Policies and Procedure Manual; Services Policies and Procedures Manual; Compliance Manual; Personnel Policies and Procedures Manual; Staff Orientation and Training Manual; Safety and Emergency Plans; Financing Plan.
10. Specific policies and procedures including: Tenant Screening and Selection Policies and Procedures; Incident Review; Reporting Abuse and Neglect; and Financial Management.



## Defining Dimension of Quality #6: Tenant Rights, Input, and Leadership

Tenant rights are protected within consistently-enforced policies and procedures, tenants are provided with meaningful input and leadership opportunities, and staff relationships with tenants are characterized by respect and trust.

### Key Factors

- Leases and House Rules
- Grievance Procedures
- Confidentiality Practices
- Tenant-Driven Services
- Tenant Education
- Respectful Communication
- Tenant Input and Leadership
- Tenant Choice

### Key Indicators of Quality

1. Each tenant household has a lease granting the same rights as those granted to other lease-holders in the community, including the right to determine whether to participate in supportive services or not, with no limits on length of tenancy, as long as the terms and conditions of the lease or agreement are met.
2. The terms of leases are consistently applied and enforced with all tenant households.
3. All involved organizations have tenant and consumer rights policies and procedures that comply with applicable laws, regulations, and standards, including Fair Housing laws, Landlord - Tenant laws, the Americans with Disabilities Act, and Section 504 of the Rehabilitation Act (if federally-funded).
4. All involved organizations actively seek tenant input in decision-making at their highest organizational levels, support tenants in forming tenant councils, and meet regularly with any tenant-led organizations.
5. All involved organizations have appropriate written complaint and grievance policies that are provided and explained to tenants and that are consistently implemented.

### Additional Indicators of Quality

#### Confidentiality and Respectful Communication

1. Staff strive to create a welcoming, non-judgmental, and respectful atmosphere.
2. The confidentiality and security of tenant information is managed in compliance with relevant local, state, and federal laws.
3. Written policies and procedures regarding tenant privacy and confidentiality are provided to staff and tenants and are consistently enforced.
4. Supportive services records and files and property management records and files are kept in separate and secured storage.
5. Staff respect the privacy and confidentiality of tenants' communications, including communications with other staff, personal mail, e-mail, and telephone calls.



## Additional Indicators of Quality (continued)

### Tenant Choice

1. Tenants have the right to determine the specific services in which they wish to participate, or decline to participate in, and staff are respectful of tenants' choices.
2. Tenants are actively involved in the design, development, and implementation of their individualized service plans.
3. Tenants have a clear understanding of their options, rights, and responsibilities within their individualized services plans.
4. Staff fully inform tenants about their housing options and the choices available to them.
5. Staff fully inform tenants about their services options, including the right to decline to participate in services.
6. As funders' guidelines, local codes, unit configuration, and eligibility criteria allow, tenants have control over the composition of their household, and may add eligible persons to their household, if they choose.

### Information and Education Regarding Policies and Procedures

1. All written materials related to policies and procedures and tenant and consumer rights (including leases, house rules, and grievance procedures) provide clear guidance regarding tenant and staff responsibilities.
2. The distinct roles and responsibilities of property management staff and supportive services staff are regularly and clearly communicated to tenants.
3. Applicants and tenants are regularly provided with written documentation, verbal explanations, and opportunities to ask questions regarding all of the following:
  - o Tenant rights and responsibilities under the terms and conditions of the lease and house rules;
  - o Eviction criteria;
  - o Consumer rights, including criteria for denial of access to services;
  - o How to access advocacy services, legal services and/or representation;
  - o Reasonable accommodations and reasonable modifications;
  - o Policies regarding absences from unit, including if tenant is hospitalized or incarcerated;
  - o Control of keys and conditions under which staff can enter the unit;
  - o Policies related to drug and alcohol use;
  - o Policies regarding visitors and overnight guests;
  - o Policies regarding pets;
  - o Policies regarding smoking; and
  - o Complaint and grievance procedures.
4. Tenants are regularly oriented to staffs' responsibility to report abuse and when reports of abuse must be made, tenants are both notified and supported in addressing any consequences that may result from the report having been made.



## Additional Indicators of Quality (continued)

### Tenant Input and Leadership

1. Leadership development opportunities for tenants are created and/or supported by all partners, such as training opportunities, employment opportunities, opportunities to facilitate peer self-help groups, and opportunities for participation within tenant councils, other tenant-led organizations, and/or other decision-making bodies.
2. Tenants, tenant councils, and/or other tenant-led organizations are provided with regular opportunities to provide input regarding all policies related to tenant and consumer rights, including leases, house rules, and grievance procedures.
3. Tenants, tenant councils, and/or other tenant-led organizations are provided with regular opportunities to provide input regarding the design, development, and delivery of supportive services.
4. Tenants who participate in leadership development and input opportunities are protected by a “no-retaliation” policy.

### Applicability to Scattered-Site, Master-Leased, or Tenant-Based Supportive Housing

There is no significant difference in the applicability of the Indicators of Quality for this Dimension to scattered-site, master-leased, or tenant-based supportive housing opportunities. In that tenants will not be living within the same community, staff working within scattered-site and tenant-based supportive housing initiatives may need to implement special community-building strategies to help ensure that interested tenants have input and leadership opportunities, including opportunities to form and participate in tenant-councils or other tenant-led organizations.

### Staff Development and Training

In order to help ensure the achievement of quality under this Dimension, staff members involved should receive initial and ongoing training relevant to their specific roles and responsibilities, including:

1. Terms and conditions of the lease agreement and house rules.
2. Fair Housing, Landlord -Tenant Laws, and policies and procedures regarding tenant and consumer rights.
3. Confidentiality and the security of tenant information, including what may and may not be shared with other staff, depending on their roles, and completion of records, documentation, and reports in compliance with funders’ confidentiality requirements.
4. Grievance policies and procedures.
5. Requirements for reporting abuse and neglect.
6. Reasonable accommodations and reasonable modifications, the Americans with Disabilities Act, and Section 504 of the Rehabilitation Act (if federally funded).
7. Other applicable local, state, federal laws, regulations and standards.
8. Community-building and supporting tenant-led organizations.



## Defining Dimension of Quality #7: Data, Documentation, and Evaluation

All involved organizations reliably capture accurate and meaningful data about the effectiveness, efficiency, and outcomes of their activities, and use this data to facilitate, and improve, the performance of those activities on an ongoing basis.

### Key Factors

- Quality Improvement Plan
- Outcome Measurements
- Meaningful Use of Data
- Input from Tenants
- Secure records
- Accurate Data Systems
- Input from Other Stakeholders

### Key Indicators of Quality

1. The involved organizations track data related to the effectiveness and efficiency of both services delivery and property management operations.
2. Plans for outcomes measurements include, at minimum, measures pertaining to: numbers and characteristics of tenants; housing outcomes; services utilization; changes in income and employment; property management operations; and tenant satisfaction.
3. A quality improvement plan: is in place to monitor and improve the projects' overall quality, on an ongoing basis; describes how input is regularly obtained from tenants, involved organizations, funders, and other relevant stakeholders; and includes relevant performance goals for both supportive services and property management activities.
4. There is a regularly scheduled process for reviewing supportive services records and property management records and ensuring completeness, accuracy, timeliness of documentation, and compliance with funders' guidelines and other applicable standards.
5. The confidentiality and security of tenant information within the project is managed in compliance with funders' guidelines, local, state, and federal laws, and other applicable standards.

### Additional Indicators of Quality

#### Quality Improvement Plan

1. The quality improvement plan describes the data gathering process, the data review process (including plans for regular review by senior management, staff, and tenants), and the reporting process.
2. The quality improvement plan describes plans for the evaluation of the staff training and development program.
3. Quality improvement plans and processes are efficient (e.g., data is not gathered that will not be used), effective and, whenever possible, cost neutral.
4. The data gathered during the quality improvement process is used to improve services and operations in meaningful ways.
5. The quality improvement plan is reviewed and updated at least annually.



## Additional Indicators of Quality (continued)

### Documentation of Outcomes and Other Results

1. In documenting the number and characteristics of tenants served, involved organizations document that tenant characteristics match the eligibility criteria for the housing.
2. In documenting housing outcomes, involved organizations document: the number/percentage of tenants who remain in supportive housing after one year; and, of those who exit supportive housing, the number/percentage who leave for another stable housing situation.
3. In documenting services utilization, involved organizations document: the number/percentage of tenants receiving services in supportive housing; and the type of services they receive.
4. In documenting tenant satisfaction, involved organizations document tenants' satisfaction with: the safety and cleanliness of their housing; the policies, rules, and procedures within the housing; the quality and appropriateness of services; the availability of staff; staff communication skills; and staff responsiveness to tenant needs.
5. In documenting property management operations, involved organizations document: processing time for applications for housing; management of waiting list and screening processes in compliance with policies; unit turnover rate; vacancy rates; and response time to work orders for maintenance requests.
6. In documenting changes in income and employment, involved organizations document changes in the following after tenants are housed: number/percentage of tenants who are employed; amount of earned income; number/percentage of tenants with SSI and/or other income supports; and amount of total income.
7. If capacity allows, involved organizations document changes in tenants' utilization of other health services and institutions (including shelters, emergency rooms, hospitals, inpatient and outpatient health and mental health services, and jails and prisons) before and after entry into supportive housing, and document savings based upon costs for utilization of each of those systems.
8. The involved organizations can demonstrate their progress (or lack of progress) toward the performance goals established in the quality improvement plan.
9. The organization or partners can demonstrate how outcomes data is gathered and how the reliability and validity of their outcomes data is ensured.
10. If capacity allows, the organization participates in research projects conducted in order to further the expansion and knowledge of the supportive housing industry.

### Tenant and Other Stakeholder Input

1. A Tenant Satisfaction Survey that addresses tenants' experience of both property management operations and of supportive services delivery is administered with current tenants at least annually, and with all tenants who are moving out.
2. The Tenant Satisfaction Survey is provided in tenants' languages of origin, is written at an appropriate literacy level, and a neutral party is available to assist individuals with low literacy skills to complete the survey.
3. Summary reports based upon the data gathered from stakeholders are shared with all individuals who contributed data or input.



## Additional Indicators of Quality (continued)

### Records and Data Systems

1. All partners maintain accurate documentation of their activities and services in compliance with funding source requirements, administrative and statutory codes, agency policy, and in accordance with ethical standards.
2. Records documenting the results of all required audits and inspections are maintained.
3. Documentation of adherence to the established maintenance schedule is maintained.
4. Deficiencies found during any review processes are corrected within scheduled timeframes.
5. Services records and property management records are stored separately.
6. Clear policies and procedures exist regarding staff access to tenant services records, property management records, and administrative data systems.
7. All electronic and paper records are stored in a secure and confidential manner, in accordance with funders' guidelines, local, state and federal laws, and other applicable standards.
8. Written policies and procedures regarding tenant privacy and confidentiality are provided to staff and tenants and are consistently enforced.

### Applicability to Scattered-Site, Master-Leased, or Tenant-Based Supportive Housing

There are only a few significant differences in the applicability of the Indicators of Quality for this Dimension to scattered-site, master-leased, or tenant-based supportive housing opportunities. In such housing initiatives, the sponsoring organizations may not control the performance of property management activities and involved landlords may not be aware of the tenants' service needs or participation in services programming. In such circumstances, documentation of outcomes related to property management operations may not be possible, but measurement systems related to tenant satisfaction with their living environments and responsiveness of property management staff to tenants' concerns should still be implemented.

As described in previous Dimensions, organizations operating such housing opportunities can still implement appropriate strategies to ensure that such activities are performed to best meet the needs of the tenants. Ensuring the security of records and data within scattered-site or tenant-based supportive housing opportunities can also require special strategies, which might include:

1. Ensuring staff serving scattered sites have easy access to centralized records during their working hours, and when feasible, providing staff with locked storage space and/or secure computer access at sites they frequently visit.
2. Providing staff serving scattered sites with training on procedures for maintaining the security of tenant information when traveling from site to site and regarding the information that may and may not be copied from centralized records for their use at other sites.
3. Ensuring that staff serving scattered sites adhere to established schedules for submitting data for tenant records to a central records management location.



---

## Staff Development and Training

In order to help ensure the achievement of quality under this Dimension, staff members involved should receive initial and ongoing training relevant to their specific roles and responsibilities, including:

1. The Quality Improvement Plan.
  2. Outcomes measurement and tracking.
  3. Use of Data Management systems.
  4. Tenant Record review processes.
  5. Policies and procedures regarding:
    - Privacy and confidentiality of tenant information, including what may and may not be shared with other staff, depending on their roles.
    - Staff responsibilities with regards to maintaining tenant records, tracking outcomes and submitting or entering data into data management systems.
    - Maintaining the security of tenant information in paper and electronic records, including procedures for maintaining security of tenant information when traveling from site to site.
    - Staff access to tenant records and administrative data systems.
    - Local, state, and federal laws, and funders' guidelines, regarding the confidentiality and security of tenant information.
  6. Documentation of activities in compliance with funding source requirements, administrative and statutory codes, agency policy and ethical standards.
-



## Additional Resources from CSH

In addition to this document, CSH has prepared *The Seven Dimensions of Quality for Supportive Housing: Quality Assessment Tools* and *The Seven Dimensions of Quality for Supportive Housing: Additional Materials and Resources*, available at [www.csh.org/DimensionsofQuality](http://www.csh.org/DimensionsofQuality). These companion pieces are designed to help organizations to assess the quality of supportive housing across these Seven Dimensions of Quality and to identify specific tools and resources that can help strengthen or improve their practices within any of the Dimensions. In addition, CSH's website, [www.csh.org](http://www.csh.org), provides organizations with access to a diverse array of tools, informational materials, publications, manuals, and sample documents to help communities create permanent housing with services to prevent and end homelessness. If you have questions or comments regarding any of these resources, please contact CSH at [info@csh.org](mailto:info@csh.org).

### CSH'S WEB-BASED TOOLKITS

#### [Toolkit for Developing and Operating Supportive Housing](#)

Made possible through the generous support of the MetLife Foundation, and available at [www.csh.org/Toolkit2](http://www.csh.org/Toolkit2), this *Toolkit* currently contains more than 150 informational pieces, tools, and sample documents that can help organizations address key challenges in the planning, development, and on-going operation of permanent supportive housing projects. This *Toolkit* is organized by the following topic sections: *Understanding Permanent Supportive Housing*; *Development and Finance*; *Housing Operations*; and *Supportive Services*.

#### [Toolkit for Advancing Systems Change](#)

CSH's newest web-based *Toolkit*, available at [www.csh.org/SystemsChangeToolkit](http://www.csh.org/SystemsChangeToolkit), documents approaches to - and successes at - influencing and changing systems by linking *Toolkit* users to more than 175 discrete informational pieces, tools, sample documents, and relevant websites. These resources include materials developed by CSH, as well as examples drawn from public, private, and non-profit partners around the country. The contents of this *Toolkit* have been organized beginning with an *Overview of Systems Change*, and then by the six Building Blocks of Systems Change: *Leadership*; *Collaborative Planning*; *Financial Leverage*; *Provider Infrastructure*; *Credible Data*; and *Network of Allies*.

#### [Toolkit for Connecting Supportive Housing Tenants to Employment](#)

Made possible through the generous support of the MetLife Foundation, and available at [www.csh.org/EmploymentToolkit](http://www.csh.org/EmploymentToolkit), this *Toolkit* provides access to resources - many that were developed by CSH and also materials drawn from a variety of other sources - to help supportive housing organizations, workforce partners, and employers address key challenges in the planning, implementation, and on-going provision of employment-related services and programs. The contents of the *Toolkit* are organized into six sections: *Building Your Team*; *Tenant Outreach and Engagement*; *Partnership with Employers*; *Workforce Resources and Community Partners*; *Tenant Vocational Assessment and Career Planning*; and *Finding Jobs and Advancing Careers*.

#### [Toolkit for Ending Long-Term Homelessness](#)

Made possible through the generous support of the MetLife Foundation, and available at [www.csh.org/Toolkit](http://www.csh.org/Toolkit), this *Toolkit* is an interactive resource that highlights the most promising practices for serving people who have experienced long-term homelessness. The *Toolkit's* contents include profiles of supportive housing programs and projects from across the country that are successfully housing people who have been homeless for the long term; interactive photo tours of eight of these projects, showcasing good design and service programs; sample documents from each of the programs profiled, such as leases and memorandums of understanding; and a full list of additional resources.



## Additional Resources from CSH (continued)

### OTHER CSH WEB-BASED RESOURCES

CSH's website also features many other tools and resources intended to help strengthen the supportive housing industry and to inform efforts to end homelessness, including:

#### Publications Web Page

CSH's Publications web page, available at [www.csh.org/Publications](http://www.csh.org/Publications), provides access to reports, studies, and manuals aimed at helping nonprofits and government develop new and better ways to meet the health, housing and employment needs of those at the fringes of society. There are currently more than 60 publications and manuals available, covering topics ranging from development to research and evaluation to strategies for creating systems change. The vast majority of these publications and manuals are available for download in PDF form for free.

#### Chronic Homelessness Employment Technical Assistance (CHETA) Center

Under a U.S. Department of Labor Office of Disability Employment Policy (USDOL-ODEP) cooperative agreement, CSH and Advocates for Human Potential (AHP) collaborated to form the Chronic Homelessness Employment Technical Assistance (CHETA) Center. The Center offered technical assistance and training to providers and policy recommendations to USDOL-ODEP regarding serving people who are chronically homeless in employment programs. A wide variety of tools and resources created through the CHETA Center are available at [www.csh.org/CHETA](http://www.csh.org/CHETA).

#### Supportive Housing Training Curricula

Available at [www.csh.org/Training](http://www.csh.org/Training), CSH's website provides access to training curricula that address a wide array of issues - from housing financing to property management to supportive services program development to tenant/staff relationships to successfully housing persons with substance use issues. The Supportive Housing Training Series currently includes eleven curricula that were developed through collaboration among the U.S. Department of Housing and Urban Development (HUD), the Center for Urban Community Services, and CSH. These curricula explore best practices and provide guidance regarding supportive housing development, operations, and services, and can also be accessed via HUD's Homelessness Resource Exchange at <http://www.hudhre.info/>.

#### Supportive Housing Financing Guide

Available at [www.csh.org/Financing](http://www.csh.org/Financing), the Financing Guide provides details on all major federal supportive housing financing sources, providing program descriptions and links to regulations; resources on everything from how to use Medicaid in supportive housing to understanding Low Income Housing Tax Credits; and links to current funding opportunities, including HUD's current Continuum of Care Notice of Funding Availability. Created especially for housing developers, service providers, and supportive housing advocates, the Guide includes sections regarding *Capital Financing Sources*, *Operating Financing Sources*, and *Services Financing Sources*.

#### Policy and Advocacy Web Pages

Available at [www.csh.org/Policy](http://www.csh.org/Policy), these web pages provide regular updates on supportive housing policy and advocacy issues, including information regarding national supportive housing policy priorities, regular updates regarding the status of policy and advocacy efforts, and other tools and resources for advocates.