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**DATA,
DOCUMENTATION
& EVALUATION**

THE SEVEN DIMENSIONS OF QUALITY FOR SUPPORTIVE HOUSING IN ILLINOIS



Adapted by CSH and SHPA for Illinois from the CSH National
Seven Dimensions of Quality for Supportive Housing



**Supportive Housing
Providers Association**



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Purpose and Goals

CSH's national Seven Dimensions of Quality in 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 seven (7) 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.

The purposes for describing these Dimensions of Quality include:

- To develop the capacity of providers to create and sustain successful and effective supportive housing projects;
- To encourage the investment of adequate resources to support the capacity of the supportive housing industry to develop and operate high-quality supportive housing;
- To help ensure that existing resources for supportive housing are 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.

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 within these seven Dimensions of Quality.

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 model of supportive housing being implemented (e.g. scattered-site vs. project-based).

For more information on CSH's national *Seven Dimensions of Quality in Supportive Housing*, please visit www.csh.org/quality.



Purpose and Goals

The Illinois Dimensions of Quality

The Supportive Housing Providers Association (SHPA), in partnership with the Corporation for Supportive Housing, formed the Standards and Best Practices Committee in November 2007, to answer the objective set forth in the 2007 Illinois Comprehensive Housing Plan—Supportive Housing Priority Focus to develop standards for supportive housing in Illinois.

The committee was comprised of housing and service providers from across the state, consumers of supportive housing, and CSH and SHPA staff. All committee meetings were open to the SHPA membership. Through frequent meetings, the committee reviewed the national CSH dimensions and suggested adaptations that were appropriate for Illinois supportive housing providers. The committee presented the results to the full SHPA membership at two different quarterly meetings asking for input. This input was incorporated into a draft document presented to SHPA members for further comment at the October 2008 Annual Meeting. A small task force incorporated this feedback into the final document reviewed by the committee and presented to SHPA members in February 2009.

It is the intention of both SHPA and CSH that the Illinois Dimensions of Quality are a fluid, dynamic document, meant to grow with the supportive housing field and to allow supportive housing providers to grow. These dimensions are strictly for providers and are an affirmation of values and a way to strive to improve outcomes for tenants in supportive housing. These tools provide an avenue for individual providers to assess their performance and access opportunities to build capacity, including the quality of housing and services tenants receive.

CSH and SHPA will support the rollout and implementation of the Illinois Dimensions of Quality. SHPA will provide outreach, information sharing, and develop a provider peer-to-peer information sharing/mentoring structure. CSH will provide training and technical assistance.

The Illinois Dimensions of Quality are not a checklist for funders or a punitive measure for supportive housing providers in Illinois. It is our intent that the Dimensions only provide guidelines for supportive housing providers on core indicators or exemplary practices for delivering housing and services.

The Standards and Best Practices Committee will continue to meet in 2009 and is an open committee. There is an ongoing invitation for SHPA members to join this committee. In addition, CSH and SHPA will continue to apply for funding for training and technical assistance in support of this project.

For more information on the committee or SHPA sponsored meetings, please contact Carol Simler, Standards and Best Practices Committee Chair, at csimler@dupagepads.org, or Lore Baker at shpa@att.net. For more information on the CSH Dimensions of Quality or CSH sponsored trainings, please contact Joyce Grangent at joyce.grangent@csh.org.



Overview of the Seven Dimensions

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 Activities

Property management activities foster tenants' independence and housing stability, 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 about the effectiveness, efficiency, and outcomes of their activities, and use this data to facilitate, and improve, the performance of those activities on an on-going basis.

Core and Exemplary Indicators

The Illinois Dimensions of Quality, outline if various indicators are core or exemplary. Throughout the document, each subheading is labeled to reflect the two categories of indicators. The committee's intent is to provide guidance to providers on what we consider basic criteria that all supportive housing providers should be able to meet (core) and those indicators that are best practice or a goal/philosophy that providers should strive for (exemplary). It should be noted that SHPA and CSH understand that not all providers may be reaching all core indicators at the present time and both have committed to prioritizing these indicators for training and TA. The core indicators are in line with our values and definition of permanent supportive housing and we look forward to helping our providers move toward these goals.

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Defining Permanent Supportive Housing in Illinois

In order to establish a baseline understanding of permanent supportive housing (PSH), the Supportive Housing Working Group of the Governor's Illinois Housing Task Force devoted considerable thought and time toward developing a common definition and principles for permanent supportive housing. Both CSH and SHPA were members of this working group. As stated, the definition of permanent supportive housing is:

The housing and services needs of persons with disabilities and households that are homeless or at-risk of homelessness are diverse, supporting the need for a range of housing options with services available, whether on-site or community-based. While service-enriched housing models such as those serving the elderly or youth meet many needs, Permanent Supportive Housing is a unique type of affordable housing with services that has been shown to reduce homelessness. Supportive housing helps people live stable, successful lives through a combination of affordable, permanent housing and supportive services, appropriate to the needs and preferences of residents, either on-site or closely integrated with the housing. Supportive housing serves individuals and families who are homeless, at risk of homelessness, and/or have disabilities, and who require access to supportive services in order to maintain housing.

1. Supportive housing is affordable, safe and decent. The tenant typically pays not more than 30% of household income towards rent.
2. The supportive housing tenant has a standard lease or similar form of occupancy agreement that adheres to normal conditions of tenancy. Regardless of who fills the roles of supportive services provider, property owner and manager, the rights of tenants should be protected through the delineation of separate functions of services provision and property management.
3. There are no limits on a person's length of tenancy in supportive housing as long as they abide by the conditions of the lease or agreement. Tenants are supported in their efforts to achieve their individualized goals, which may include eventually moving to other housing settings.
4. Services are integral to supportive housing, although a tenant's use of services in supportive housing should be voluntary. By design, housing support services are intended to help ensure stability and to maximize each tenant's ability to live independently.
 - Supportive housing tenants have access to supports that reinforce housing retention, including but not limited to money management and crisis prevention. These supports may be provided or coordinated via an enhanced property management role.
 - Supportive housing tenants also have access to a flexible array of individualized, comprehensive services that vary according to their needs and interests. Such services, offered on- and/or off-site and dependent upon tenant eligibility, may include medical and wellness, mental health, substance use management, treatment and recovery, vocational and employment and coordinated support (case management).

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Range of Housing Settings, Models, and Approaches to Service Delivery

Source: CSH's national *Seven Dimensions of Quality in Supportive Housing*

There is no single model for supportive housing's design or for the approach to service delivery. The housing settings may vary dramatically based on a range of factors, including tenants' preferences, the type of housing stock available, and the norms and history of a community's real estate market.

Housing settings for supportive housing units include:

- 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.

The mix of services will vary depending on who is being housed and their individualized service needs. In general, the supportive services are 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. 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.

In promoting housing stability, service providers 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.

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. 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

- 1.1 The supportive housing's operations are managed through an effective partnership among representatives of the project owner and/or sponsor, the property management agent, the supportive services provider, relevant public agencies and tenants.
- 1.2 Roles and responsibilities for all partners and staff are specified in a Memorandum of Understanding.
- 1.3 A collaborative relationship between supportive services and property management staff results in effective, coordinated strategies to foster tenants' housing stability and independence and to prevent tenant evictions and to address issues resulting from substance use, relapse, and mental health crises.
- 1.4 All partners comply with applicable local, state and federal laws, regulations and standards.

Policies, Procedures, and Management Practices Core Indicators

- 1.5 Partners maintain, review, and regularly update appropriate Policy and Procedure Manuals, such as a Property Management Operations Manual, Asset Management Plan, Maintenance Policies and Procedures Manual, Services Policy and Procedure Manual, Compliance Manual, and/or Staff Training and Orientation Manual.
- 1.6 All partner organizations have effective mechanisms for front-line staff to communicate with supervisors and administrators, in order to facilitate informed decision-making.
- 1.7 When new supportive housing projects are developed, input is sought from principal stakeholders regarding the design, development, and operations plans.
- 1.8 All partners maintain clear, thoroughly defined job descriptions that reflect current responsibilities for their staff positions and include relevant educational/work requirements consistent with professional standards and norms.



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.

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- 1.9 Staff members are trained annually on relevant safety policies and procedures, including basic first-aid procedures and the use of universal precautions, the use of safety equipment, and emergency evacuation routes.
 - 1.10 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.
 - 1.11 Policies, procedures, and house/program rules provide direction to staff and tenants, clarify expectations regarding tenant and sponsor responsibilities, are clearly understood and are enforceable.
 - 1.12 The Policy and Procedures Manual includes corporate compliance and ethics policies, personnel policies, drug and alcohol use policies, firearms/weapons use policies, tenant grievance processes, and mandatory reporting policies (including child or elder abuse or neglect, and intent of an individual to harm self or others.)
 - 1.13 Partners' staff members have qualifications for their positions. Staff demonstrates the skills necessary for their position or is trained to come to the level of competency necessary. Staff has close supervision until minimum competency is developed.

Exemplary Indicators

- 1.14 Partners' staff development plans ensure that all staff receives both initial and consistent training in areas critical to the performance of their responsibilities.
- 1.15 All partners monitor their staff turnover, take actions to reduce turnover, and provide clear career pathways for qualified staff.
- 1.16 Partners' staff members receive training, as appropriate to their roles, in the following: signs of psychiatric crises; signs of intoxication and withdrawal; crisis prevention and de-escalation; domestic violence; rape, sexual assault/trauma; sexual harassment; as well as any related policies and procedures.
- 1.17 Partners' staff members receive immunizations for Hepatitis B and take annual TB and Hepatitis B tests.
- 1.18 Partners advocate for innovation in services and operations funding in order to create more flexible funding streams and foster the stability and effectiveness of the project.



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.

Financial Management and Compliance Core Indicators

- 1.19 Each partner regularly passes all administrative reviews, audits, and inspections. For example, ADA compliance with appropriate reasonable accommodation protocol; HIPAA and other confidentiality requirements; LIHTC compliance; Fair Housing Laws; any applicable accreditation requirements; non-discriminatory practices.
- 1.20 The billing records, documentation, and reporting practices of each partner comply with all funders' requirements
- 1.21 Each partner has an annual audit completed within 180 days of the end of their fiscal year that includes no significant findings.
- 1.22 Each partner carries adequate insurance coverage for all activities and assets for which their organization is responsible.
- 1.23 Each partner collects all allowable budgeted fees and reimbursements.
- 1.24 All partners' financing plans are stable and ensure that there are adequate funds to meet staffing plans and effectively manage all capital assets.
- 1.25 Each supportive housing development has an operating reserve.
- 1.26 Each supportive housing development has a capital improvement/replacement plan and a corresponding funding plan.
- 1.27 Each supportive housing development performs well against the annual budget.
- 1.28 A multi-year pro-forma is created for each supportive housing development to monitor trends and determine the property's potential to pay and/or re-pay obligations.
- 1.29 Each supportive housing development has a plan to sustain operations upon loss of any funding source.
- 1.30 Each supportive housing development is no in default on any loans.



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.

Coordination of Roles

Core Indicators

- 1.31 Staff within all partner organizations has appropriate and clearly defined roles and decision-making responsibilities within the management structure and in the operations of the supportive housing project.
- 1.32 There are effective means for communication among partner organizations.
- 1.33 The Memorandum of Understanding delineating the roles and responsibilities for all partners and staff is reviewed and updated at least annually in order to ensure its currency and accuracy.
- 1.34 New staff within all partner organizations receives orientations regarding the mission and philosophy of the supportive housing program, the Memorandum of Understanding among partner organizations, and all partners' organizational structures and roles and responsibilities.
- 1.35 All partners share a commitment to assuring the residential stability of the tenancy.
- 1.36 There are regularly scheduled forums for all partner organizations management staff to discuss their roles, the coordination of their efforts, current issues, and to address gaps in management and operations.

Exemplary Indicators

- 1.37 Staff within all partner organizations receives cross training to facilitate understanding of each other's organizations and responsibilities.

Safety

Core Indicators

- 1.38 Each supportive housing development has an explicit incident review process that involves relevant staff and tenants in the review of crises, emergencies, and other incidents. This process includes the development of concrete plans for corrective actions and follow-up.
- 1.39 Each supportive housing development has an emergency plan that clearly delineates the roles of partner organizations' staff members for promptly responding to emergencies and crises and ensures that there is adequate provision of supervisory/administrative oversight in emergencies (e.g. an on-call plan).



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.

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- 1.40 The emergency plan includes procedures for responding appropriately to tenant emergencies including psychiatric, violent or homicidal ideation/behavior, suicidal ideation/behavior, medical, drug overdose and death.
 - 1.41 The emergency plan includes procedures for responding to crises involving the physical structure of the supportive housing development including fire or natural disasters and emergency evacuation procedures.
 - 1.42 The emergency plan includes procedures for addressing and reporting child abuse/neglect, elder abuse/neglect, sexual abuse and domestic violence.



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
- Sustainability of Materials
- Housing Quality Standards

Key Indicators of Quality

- 2.1 The housing has a homelike, 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.
- 2.2 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.
- 2.3 The housing includes physical features to ensure the safety of tenants (e.g. security door entries, front desks, security cameras, adequate lighting, etc.).
- 2.4 The housing complies with requirements of the Americans with Disabilities Act and incorporates Universal Design Standards, when ever possible, in order to meet the needs of current and future tenants and their guests.

Building Design and Appearance

Core Indicators

- 2.5 The exterior of the building and the grounds are clean and well maintained.
- 2.6 The housing utilizes durable materials intended to reduce future maintenance costs and ensure financial sustainability, such as floors are covered with linoleum or carpet tiles instead of broadloom carpet.



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.

Exemplary Indicators

- 2.7 The housing incorporates appropriate green design practices, including use of energy-efficient and water-conserving fixtures and products, to increase efficiency and sustainability, to reduce utility costs, to improve indoor air quality, and to limit negative effects on tenants' health.

Housing Units Core Indicators

- 2.8 Design and amenities of the housing units reflects tenants' need for safety and security including the provision of smoke detectors, carbon monoxide detectors, fire suppression equipment, security door locks and a working telephone line and/or intercom system to meet all state and local ordinances on fire safety.
- 2.9 The unit sizes comply with zoning requirements and are appropriate for the tenants' household composition.
- 2.10 Individual utility meters for each unit are available, if possible, to encourage energy efficiency and facilitate utility billing.
- 2.11 Tenants are permitted to use their own furniture within their unit when doing so will not create safety or health risks such as pest infestation or overcrowding of unit.
- 2.12 If units are furnished, furniture is clean and in good repair.

Exemplary Indicators

- 2.13 The housing provides adequate living space for daily activities (such as cooking, eating, sleeping, and studying) including individual bedrooms for single tenants and an adequate number of bedrooms for families.
- 2.14 Design and amenities of the housing reflects tenants' need for independence and privacy including the provision of adequate and appropriate storage spaces for personal belongings and for food items; stovetops and ovens; individual temperature, ventilation, and lighting controls; and design features that reduce external noise within the units.



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.

Common Areas

Core Indicators

- 2.15 Public spaces, including laundry rooms, common rooms, dining areas, and trash collection areas are easily accessible.
- 2.16 All common areas and shared furnishings are clean and in good repair.

Exemplary Indicators

- 2.17 Comfortable common areas provide opportunities for tenants to interact with each other and with staff.

Spaces for Staff Use and Services Provision

Core Indicators

- 2.18 Appropriate and separate locked storage is provided for supportive services records and files and property management records and files (not necessarily on the property site).
- 2.19 Staff offices and maintenance areas are clearly marked with appropriate signage.
- 2.20 Spaces used by staff for delivery of supportive services and/or for staff to meet with tenants are well maintained and provides privacy to ensure resident confidentiality.
- 2.21 Inspections are conducted on each unit at least annually and document that units meet or exceed HUD's Housing Quality Standards (HQS).
- 2.22 Property management staff adheres to a comprehensive written plan and schedule for inspections, routine maintenance, and replacement designed to sustain the quality of the physical environment.
- 2.23 Policies and procedures ensure that the project remains in compliance with all applicable fire safety codes (including regular fire and evacuation drills) and public health and safety codes.
- 2.24 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/or repaired.



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.

Exemplary Indicators

- 2.25 Adequate space is provided for supportive services activities, including staff offices, private meeting rooms, community spaces for tenant meetings and community-building activities.
- 2.26 Separate offices are provided for use by property management staff and supportive services staff.
- 2.27 Non-toxic, environmentally friendly products are used for cleaning, extermination and landscaping activities.

Special Considerations for Scattered-Sites Projects

Core Indicators

- 2.28 Utilizing HUD's Housing Quality Standards (HQS) and the indicators described above to evaluate the appropriateness of potential housing settings for tenants.
- 2.29 Providing maintenance directly or ensuring that the master lease agreement guarantees adequate maintenance services.

Exemplary Indicators

- 2.30 Structuring master lease agreements that provide incentives for landlords to invest in major systems of buildings in exchange for the guaranteed rental income for the term of the master lease.
- 2.31 Ensuring that the master lease agreements address when any planned rehabilitation will take place, whether the lessee can make alterations to the premises, including design modifications needed to meet accessibility and service needs of tenants and, if so, who will pay for those alterations.
- 2.32 Ensuring that staff offices and supportive service locations are readily accessible to tenants by walking or public transportation, if such spaces will not be available on-site.



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

- 3.1 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.
- 3.2 The housing is available to and intended for a person or family whose head of household is homeless or at risk of homelessness and may have multiple barriers to employment and housing stability, which might include mental illness, chemical dependency, and/or other disabling or chronic health conditions.
- 3.3 The eligibility screening process does not include “housing readiness” criteria and reflects a commitment to housing the most difficult to serve persons and families (i.e. no income, histories of homelessness, histories of criminal justice involvement, prior housing failures, poor credit histories, past or current substance abuse and/or obstacles to accessing or maintaining housing) within the confines of housing purpose (sobriety-based vs. “damp or wet”), funding source and legal requirements.
- 3.4 Staff conducts regular engagement and outreach to all tenants for the purpose of informing and engaging tenants in supportive services. Involvement with supportive services is not a condition of occupancy.
- 3.5 Whenever possible, adequate financing is secured to allow tenant’s payment for rent and utilities to be no more than 30% of tenant income.

Access to Housing

Core Indicators

- 3.6 Assertive outreach and in-reach methods are used to engage various populations, such as “frequent users” of multiple public systems; persons living on the streets; those in shelters, state hospitals and nursing homes; those in jails or prisons; and persons involved with homeless service programs.
- 3.7 Applications, documentation of eligibility and intake processes are as streamlined and efficient as possible.



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.

- 3.8 The application and screening processes are fully accessible to persons with disabilities and appropriate reasonable accommodations are provided to applicants who need assistance in completing their applications and gathering needed documentation.
- 3.9 Application processes, screening criteria, eligibility criteria, admissions criteria, reasonable accommodation guidelines and rent/rent adjustment policies are clearly defined in writing and are clearly communicated to applicants, tenants, staff, service partners and referring agencies.
- 3.10 Staff ensures that applications are processed accurately and in a timely manner to ensure that vacant units are turned around quickly. Staff implements other strategies for reducing the length of the wait for housing.
- 3.11 There is a clearly defined process and timeframe for informing applicants of approval or denial of application for housing.
- 3.12 If a waiting list for housing is maintained, staff responsible for the list will make concerted efforts to contact applicant prior to removing them from the waiting list.

Exemplary Indicators

- 3.13 When possible, eligibility for residence in a particular building is not restricted to persons with disabilities or to persons with specific disabling conditions.
- 3.14 Staff is trained and knowledgeable about the criminal justice system and any additional regulations or requirements related to serving ex-offenders.

Access to Services and Community Resources

Core Indicators

- 3.15 Supportive services staff and programs are available during hours that ensure maximum access and utilization by tenants.
- 3.16 How and who to contact in case of emergencies (i.e. mental or physical crises) is clearly defined in writing and clearly communicated to tenants and staff.
- 3.17 Supportive services are provided on-site, in tenants' homes and/or in locations that are easily accessible.
- 3.18 Prior to move-in and throughout their tenancy, tenants receive information about available supportive service options.



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.

3.19 Service staff demonstrates consistent efforts to reach out to and engage tenants in available supportive services.

3.20 Services staff supports tenants in keeping appointments with various service providers.

3.21 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 unless exempt from the Americans with Disabilities Act.

Exemplary Indicators

3.22 Whenever possible, housing is located within safe neighborhoods that are acceptable to tenants and that offer opportunities for shopping, employment, services, recreation and socialization.

3.23 Whenever possible, the housing location provides easy access to public transportation or alternate transportation options are provided.

3.24 Whenever possible, services are provided at no cost to tenants. Any fees charged are based on a sliding fee scale that is affordable for tenants. Tenants are referred to affordable community-based services.

3.25 Whenever possible, staff ensures that appropriate referrals to services are available to tenants who wish to continue receiving services after moving out of the supportive housing unit.

Cultural Competency

Core Indicators

3.26 Multi-lingual staff, translated materials and/or interpretation and translation services are available to tenants as needed.

3.27 All materials for tenants are written at an appropriate literacy level taking into account non-English speakers and Americans with Disabilities Act requirements. Staff assists tenants in understanding the content of written materials when necessary.

Exemplary Indicators

3.28 Housing common areas are decorated in a culturally sensitive manner.



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.

Special Considerations for Scattered-Site Projects

Core Indicators

Supportive housing providers utilizing scattered-sites and/or master leasing strategies may face special challenges regarding access to housing and services as they may not control the performance of all screening and selection processes, and tenants may live in a variety of neighborhoods and settings. Such programs are still responsible for providing appropriate and equitable access to housing and services for their tenants.

3.29 Scattered-site project staff use the indicators listed above to evaluate the appropriateness of potential housing settings for tenants.

3.30 Staff proactively develops and maintains positive relationships with landlords and property management agents and advocate on behalf of tenants to ensure appropriate application/screening/selection processes. Staff supports tenants who are in jeopardy of losing their housing.

3.31 Staff offices and service locations are as close as possible to the tenant's location.

3.32 Supportive services staff spend adequate time in direct communication and engagement activities with tenants (i.e. meeting with tenants in their homes or in the community) in order to facilitate tenant access to services.



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

- 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

- 4.1 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.
- 4.2 Services available to tenants include, but are not limited to case management, medical and wellness, vocational and employment, money management, life skills training and tenant advocacy.
- 4.3 Service and property management/landlord strategies include effective, coordinated approaches for addressing issues resulting from substance use relapse and mental health crises, and focus on fostering tenant housing stability.

Supportive Services Design Core Indicators

- 4.4 A comprehensive description of services includes the services philosophy; the target population(s) and anticipated service needs; a description of any formal relationships with other service providers or community partners; the menu of services to be available; the use of evidence-based practices; the goals and anticipated outcomes of each service to be offered; and an appropriate staffing plan.
- 4.5 Services philosophy and design promotes and supports independence.
- 4.6 Clear referral protocols and open channels of communication are established by services staff with outside organizations who serve the project's tenants. Information regarding such organizations is kept current and available to staff.
- 4.7 At a minimum, resource and referral to mental health and substance abuse/addiction services are available.



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.

- 4.8 Services staff is available to provide more frequent intensive services at the beginning of a tenant's residency and as needed to ensure housing retention, in order to facilitate tenant's stable transition into permanent housing.
- 4.9 Service design includes crisis prevention strategies, policies and procedures that address threatening and disruptive behavior. Procedures include plans for debriefing and providing post-crisis counseling, as needed, for staff and tenants.

Supportive Services Delivery Core Indicators

- 4.10 The performance of service needs assessments is consistent with professional standards, focuses on identifying service needs and preferences, goals and strengths, and emphasizes providing tenants with a variety of options for accessing appropriate and effective supportive services.
- 4.11 Tenants are actively involved in design, development, and implementation of their individualized plans.
- 4.12 Service needs assessments and documentation of services contacts & progress notes are regularly updated.
- 4.13 Individualized service plans are adapted regularly to reflect tenants' changing service needs and goals.
- 4.14 Staff encourages the maximum independence of tenants in the implementation of their service plans.
- 4.15 Staff receives regular supervision and support from qualified supervisors in order to ensure service provision.
- 4.16 Services staff uses a variety of proactive and creative strategies to engage tenants in on-site and community-based supportive services.
- 4.17 Services delivery is culturally competent.
- 4.18 Staff encourages all tenants to identify and use their strengths to achieve their personal goals and to participate in meaningful activities.
- 4.19 Staff encourages and supports tenants in developing the life skills and abilities necessary to access and succeed within other housing 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.

4.20 Staff assists tenants in anticipating, preventing and managing the negative consequences of substance use or relapse.

Coordination with Property Management Core Indicators

4.21 Supportive services staff have a clear understanding of property management staff and/or landlord roles and responsibilities.

4.22 There are regularly scheduled forums for supportive services and property management staff and/or landlord roles and responsibilities.

4.23 Property management staff and/or landlords know who to contact when there is a tenant behavior related issue or need.

4.24 Property management staff and/or landlords and services staff coordinate their efforts to provide eviction prevention and related services.

4.25 Services staff proactively address issues that may impact tenants' housing stability, particularly in response to property management and/or landlords concerns.

4.26 Services staff advocates on tenants' behalf with property management and/or landlords when necessary and appropriate to maintain tenants' housing stability.

Special Considerations for Scattered-Sites Projects

Supportive housing providers utilizing scattered-site and/or master-leasing strategies may face special challenges regarding supportive services design and delivery, as they may not control the performance of all property management activities and interactions with tenants may take place in a variety of dispersed settings. Such programs are still responsible for ensuring that all tenants have easy and facilitated access to the supportive services they need.



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.

Core Indicators

- 4.27 Proactively developing and maintaining positive relationships with landlords and property management agents and educating these partners regarding tenants' needs and available services.
 - 4.28 Ensuring that supportive services staff spend adequate time in direct communication and engagement activities with tenants (i.e. meeting with tenants in their homes or in the community) in order to ensure that tenants have opportunities to understand and access the services available to them.
 - 4.29 Ensuring staff is knowledgeable about community-based resources in scatter-site areas.
 - 4.30 Convey information to tenants that enable them to participate in social and recreational activities within the community in which they reside.
-



Defining Dimension #5: Property and Asset Management

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

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

- 5.1 Property management policies, procedures and activities fully comply with applicable laws, regulations, and standards including fair housing laws, landlord/tenant laws and the Americans' with Disabilities Act.

Property Management Staffing Plan

Core Indicators

- 5.2 There is a clearly communicated plan in place for tenants to reach property management staff and/or owner in case of emergency.

Exemplary Indicators

- 5.3 When appropriate, the property management staffing plan ensures adequate site coverage by qualified staff and supervisory personnel, including front staff and maintenance staff, and ensures manageable workloads for staff.
- 5.4 The property management staffing plans include employing qualified tenants of the supportive housing projects when possible.

Safety and Security

Core Indicators

- 5.5 Property Management Staff regularly updates emergency contact information for tenants.

Exemplary Indicators

- 5.6 A written Emergency Plan clearly delineates the roles of property management and social service staff in responding to emergencies and crises.



Defining Dimension #5: Property and Asset Management

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

Communication with Tenants

Core Indicators

- 5.7 Prior to lease-signing, tenants receive information about how monthly rent and utility expenses will be calculated, as well as other non-rent expenses they might incur (e.g. parking fees, trash removal fees, late payment fees, etc.).
- 5.8 Within three days of move-in, tenants receive orientation to the building and community, including explanations of: their responsibilities as leaseholders; property management staff roles and responsibilities; how to request repairs; evacuation routes and location of safety equipment; who to contact with building concerns or in building emergencies; and a description of available property management services.
- 5.9 Within two weeks of move-in, staff ensures tenants are informed 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

Core Indicators

- 5.10 Property management staff has a clear understanding of supportive services, staff roles and responsibilities.
- 5.11 There are regularly scheduled forums for property management staff and supportive services staffs to discuss their roles, the coordination of their efforts, current issues, and to address gaps in services and operations.
- 5.12 Supportive services staff promptly notifies property management staff when they observe safety or maintenance issues.
- 5.13 Property management and supportive services staff work together to support eviction prevention practices including rent repayment plans, procedures for addressing property damage, and harm reduction (when applicable) to support resident housing stability.
- 5.14 Property management records are stored separately from supportive services records.



Defining Dimension #5: Property and Asset Management

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

Exemplary Indicators

5.15 Property management staff educates 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.

Financial and Asset Management

Core Indicators

5.16 When appropriate, 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.

5.17 Property management staff demonstrates a thorough understanding of financial management procedures, reporting, and other compliance activities required by all financing sources.

Exemplary Indicators

5.18 The property manager or owner 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.

5.19 The financing plans 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.



Defining Dimension of Quality #6: Tenant Rights, Input & 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

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

Key Indicators of Quality

- 6.1 Each tenant household has a lease or similar form of occupancy agreement granting the same rights as other lease or agreement holders in the community with no limits on length of tenancy as long as the terms and conditions of the lease or agreement are met.
- 6.2 The terms of leases or agreements are consistently applied and enforced with all tenant households.
- 6.3 All partners' tenant and consumer rights policies and procedures comply with applicable laws, regulations and standards including Fair Housing laws, Landlord/Tenant laws and the Americans with Disabilities Act.
- 6.4 All partners have appropriate written complaint and grievance policies that are consistently enforced, provided, and explained to tenants. A written complaint and grievance document is signed by tenants annually to verify that the policies were explained at least yearly.
- 6.5 All partners actively seek tenant input in decision-making at their highest organizational levels (including the Board of Directors); support tenants in forming tenant councils, and meet regularly with tenant-led groups.

Confidentiality and Respectful Communication

Core Indicators

- 6.6 The confidentiality and security of tenant information within the project is managed in a way that is compliant with relevant local, state and federal laws.
- 6.7 Written policies and procedures regarding tenant policy and confidentiality are provided to staff, are the subject of staff training opportunities, and consistently enforced.
- 6.8 All staff respects the privacy and confidentiality of tenants' communication, including communication with other staff, personal mail and email, and telephone calls.
- 6.9 Staff strives to create a welcoming, non-judgemental and respectful atmosphere.



Defining Dimension of Quality #6: Tenant Rights, Input & 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.

Information and Education Regarding Policies and Procedures

Core Indicators

- 6.10 All written materials related to policies and procedures and tenant/consumer rights (leases, housing agreements, house rules and written complaint and/or grievance procedures) provide clear guidance regarding tenant and staff responsibilities.
- 6.11 The distinct roles and responsibilities of property management staff and supportive services staff are regularly and clearly communicated (in the appropriate manner: literacy level and for those who speak a language other than English) to tenants.
- 6.12 Tenants are regularly oriented to staffs' responsibility to report abuse. 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.
- 6.13 Tenants are notified verbally and in writing when there is a change in any policy or procedure.
- 6.14 Applicants and tenants are regularly provided with written documentation, verbal explanations and opportunities to ask questions regarding tenant rights and responsibilities under the terms and conditions of the lease or housing agreement (e.g. drug/alcohol abuse policies; eviction criteria and policies; consumer/tenant rights; etc.) as well as other key policies and procedures (e.g. absences from unit due to hospitalization or incarceration; conditions under which staff can enter the unit; visitor and overnight guests; etc.) A form signed yearly by the tenant documents that they have been apprised of the above.

Tenant Choices

Core Indicators

- 6.15 Staff fully informs tenants about their housing options and the choices available to them.
- 6.16 Staff fully informs tenants about their service options. Tenants have the right to determine the specific services in which they wish to participate and staff is respectful of such choices.
- 6.17 Tenants are actively involved in the design, development, and implementation of their individualized service plans and have a clear understanding of their options, rights and responsibilities within those plans.



Defining Dimension of Quality #6: Tenant Rights, Input & 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.

Exemplary Indicators

6.18 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.

Tenant Input and Leadership

Core Indicators

6.19 Tenants who participate in leadership development and input opportunities are protected by a "no retaliation" policy.

6.20 Leadership development opportunities for tenants are created and/or supported by all partners. These opportunities can include leadership training; employment; facilitation of peer self-help groups; and participation within tenant councils, other tenant-led organizations, or other decision-making bodies.

Exemplary Indicators

6.21 Tenants, tenant councils, and/or other tenant-led organizations are provided regular opportunities to offer input, including anonymous input, regarding all policies related to tenant and consumer rights including leases or housing agreements, house rules, and written complaint/grievance procedures.

6.22 Tenants, tenant councils, and/or other tenant-led organizations are provided regular opportunities to offer input regarding the design, development, and delivery of supportive services.



Defining Dimension of Quality #6: Tenant Rights, Input & 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.

Special Considerations for Scattered-Site Projects Core Indicators

Supportive housing providers utilizing scattered-sites and/or master leasing strategies may face special challenges regarding honoring tenant and consumer rights as they may not control the performance of all property management activities and interactions with tenants may take place in a variety of dispersed settings. Such programs are still responsible for ensuring that tenant and consumer rights are consistently honored, that tenants have appropriate input and leadership opportunities, and that staff foster trusting respectful relationships with tenants.

- 6.23 Staff utilizes the indicators described above to evaluate their policies and procedures, and includes questions related to such indicators within regularly administered tenant/client satisfaction surveys.
- 6.24 Staff proactively develops and maintains positive relationships with landlords and property management agents and advocate on behalf of tenants to ensure that their rights are honored.
- 6.25 Supportive services staff proactively develop direct communication and engagement activities with tenants (i.e. meeting with tenants in their homes or in the community) in order to ensure that tenants have a complete understanding of the service options available to them and their rights and responsibilities.

Exemplary Indicators

- 6.26 Staff fosters tenant input and leadership development opportunities among tenants from dispersed housing settings.
- 6.27 Expectations regarding tenant/client rights, confidentiality, other policies and procedures and the provision of training to staff regarding these issues are included with the Memoranda of Understanding between all partners involved in the project.



Defining Dimension of Quality #7: Data, Documentation & 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
- Input from Tenants
- Input from Other Stakeholders
- Outcome Measurements
- Secure records
- Meaningful Use of Data
- Accurate Data Systems

Key Indicators of Quality

- 7.1 A quality improvement plan is in place to regularly monitor and improve the project's overall performance.
- 7.2 The quality improvement plan describes the ways in which input is regularly obtained from tenants, referral sources, family members, community members, funders, and other relevant stakeholders.
- 7.3 The quality improvement plan has a clear statement of its purpose in serving the needs of tenants and other stakeholders. It includes performance goals and outcome measures that allow evaluation of the plan's success. Both supportive services and property management activities are incorporated into the plan.
- 7.4 There is a regularly scheduled process for reviewing services and property management records to ensure completeness, accuracy, timeliness of documentation, compliance with funders' guidelines, and other applicable standards.
- 7.5 All electronic and paper records are stored in a secure and confidential manner, in accordance with funders' guidelines and other applicable standards.

Quality Improvement Plan

Core Indicators

- 7.6 The quality improvement plan describes the data gathering, review, and reporting processes, including plans for regular review by senior management, staff, and tenants.
- 7.7 The data gathered during the quality improvement process is used to improve services and operations in a meaningful way.
- 7.8 The quality improvement plan is reviewed and evaluated at least annually.



Defining Dimension of Quality #7: Data, Documentation & 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.

Tenant and Other Stakeholder Input Core Indicators

- 7.9 A tenant satisfaction survey addressing the tenants' experience with both property management operations and services delivery is administered at least annually to current tenants and to tenants who are moving out.
- 7.10 Tenant feedback and survey input is evaluated and incorporated into the quality improvement process.

Exemplary Indicators

- 7.11 Tenant satisfaction surveys are written at an appropriate literacy level and are provided in multiple languages. A neutral party is available to assist individuals with low literacy skills in completing the survey.

Accurate and Secure Records and Data Systems Core Indicators

- 7.12 All partners maintain accurate documentation of their activities and services delivered in compliance with funding source requirements, administrative and statutory codes, agency policies, and in accordance with ethical standards for service provision.
- 7.13 Records documenting the performance of all required audits and inspections are maintained.
- 7.14 Documentation of adherence to the established maintenance schedule is maintained.
- 7.15 Tenant records are maintained in compliance with applicable standards.
- 7.16 Deficiencies found during any review processes are corrected within scheduled timeframes.

Exemplary Indicators

- 7.17 All partners' data management systems are integrated within the quality improvement program.



Defining Dimension of Quality #7: Data, Documentation & 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.

Outcome Measurements

Core Indicators

- 7.18 The organization or partners track outcomes related to the effectiveness and efficiency of both service delivery and of property management operations.
- 7.19 The organization or partners can demonstrate how outcomes data is gathered and how the reliability and validity of the data is ensured.
- 7.20 The organization or partners can demonstrate their progress towards the outcome goals established in the quality improvement plan.

Exemplary Indicators

- 7.21 When possible, the organization participates in research projects conducted in order to further the expansion and knowledge of the supportive housing industry.

Special Considerations for Scattered-Sites Projects

While quality improvement plans and standards for the accuracy of tenant records and data systems must remain consistent across single site and scattered-site settings, staff in programs serving scattered-site settings is likely to face additional logistical challenges in accessing, securing and maintaining accurate records. All programs are responsible for ensuring that all tenant records are accessible, secure, and accurate.

Core Indicators

- 7.22 Staff is provided easy access to centralized records during working hours, allowed time within staff schedules to do so, and provided clear guidance about the information that may or may not be copied from centralized records for staff use at other sites.
- 7.23 Staff training on policies and procedures regarding maintaining the privacy and security of tenant information, including explicit procedures on maintaining the security of tenant information when traveling from site to site, is provided.



Additional Resources

CSH has prepared [*The Seven Dimensions of Quality for Supportive Housing: Additional Materials and Resources*](#), available at www.csh.org/quality, as a companion piece to this document, designed to help organizations to identify specific tools and resources that can help strengthen or improve their practices within any of the Dimensions of Quality. In addition, CSH's website, 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.

WEB-BASED TOOLKITS

CSH's website currently features three on-line *Toolkits*, which were made possible through the generous support of the MetLife Foundation.

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

CSH's newest web-based *Toolkit*, available at www.csh.org/EmploymentToolkit, is designed to provide access to a wide variety of resources 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 *Toolkit* currently links to more than 100 resources, many of which were developed by CSH based upon its 17 years of experience documenting partnerships, practices, and innovations within the supportive housing field. Materials were also drawn from a variety of sources, including the Chronic Homelessness Employment Technical Assistance Center (CHETA), the disability community, federal technical assistance centers, workforce consultants, supportive housing agencies, and other organizations. 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*; *Finding Jobs and Advancing Careers*.

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

Available at www.csh.org/Toolkit2, this *Toolkit* currently contains more than 150 discrete 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. First-time users of this *Toolkit* are strongly encouraged to visit the *Toolkit's Introduction and Overview* web page at www.csh.org/Toolkit2overview to be provided with an overview of the *Toolkit's* contents.

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

Available at 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. Special areas of focus include gaining community acceptance; employment programs for tenants; eviction prevention; local financing of supportive housing; physical design; rural housing; services and property management integration; and tenant education.



Additional Resources

OTHER ON-LINE 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. CSH encourages everyone to spend time exploring the on-line resources available on our website, including:

[Policy and Advocacy Webpages](#)

Available at www.csh.org/Policy, these webpages 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.

[Publications Webpage](#)

CSH's Publications Webpage, available at 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 available on this page, covering topics ranging from development manuals to research and evaluation to strategies for creating systems change, available for download in PDF form for no charge.

[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) have collaborated to form the Chronic Homelessness Employment Technical Assistance (CHETA) Center. The Center offers 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.

[Supportive Housing Training Curricula](#)

Available at 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. These curricula 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, 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*.



Glossary of Terms

Under Development



For More Information

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