

SUPPORTIVE HOUSING integrated into your community is a blending of supportive housing within developments and communities to provide housing for a range of populations including affordable and market rate units not restricted exclusively to supportive housing populations. Supportive housing (SH) can be integrated in a variety of ways, examples including units within a single-site development, dispersed in an apartment or condominium building, or scattered-site apartments across a community.

- **SH - Mixed Affordability Integration:** Combines SH units in a single property or series of properties to create mixed tenancy across incomes. Integrated developments provide housing choice for SH populations as well as opportunities for broader interactions.
 - **SH & Affordable:** Mixed affordable housing and SH residents in a single property or development, usually with a proportional mix of SH at 25% or below.
 - **SH & Existing Affordable:** SH units are set-aside within an existing affordable housing development to create opportunity for mixed tenancy, and maximize new resources for property preservation.
 - **SH & Market:** SH units are set-aside within a larger private market development to maximize integration of SH residents in the community, and leverage available housing assets.

- **SH - Scattered Site:** SH units are identified among multiple buildings or properties, i.e. condominiums, apartments, single family homes, but may be clustered in a neighborhood.
 - **Leasing:** SH units *leased* by a non-profit organization are dispersed among multiple buildings or properties in a community.
 - **Ownership:** SH *owned* by a non-profit organization are dispersed among multiple buildings or properties in a community.

- **SH - Single Site:** SH units are located within a single property or building to provide housing for a range of SH populations including homeless, Olmstead populations, and at-risk populations. Single-site SH provides opportunity for independent living for SH populations combined with services and peer support to help assure housing stability.

Strategies for integrating SH units within a property and within a community rely on both physical and operational connections. Property owners, property managers, and services providers all play key roles in identifying these linkages and connections that SH tenants can build upon to achieve the integration that best meets their needs. Several universal principals that promote successful integration are:

- Align development planning and community needs, and incorporate physical and locational project components promoting integration.
- Create an environment offering independent living, rights and responsibilities of tenancy, and access to services and amenities benefitting the SH tenant.
- Identify and connect with leaders in the civic, faith and business communities to target common project goals and integration strategies.

The following matrix further identifies the range of SH models, and the characteristics and strategies that promote integration of SH populations.

Integrating Supportive Housing (SH) – Mixed Affordability

Unit Mix: Property will serve mixed populations including homeless, at-risk, Olmstead, affordable, and market rate tenants. General mix is less than 25% SH units.

Unit Size: Opportunity for mixed unit sizes

<u>Mix SH/Affordable Housing</u>	<u>Mix SH/Market Rate Housing</u>	<u>Mix SH/Existing Affordable</u>
<p>Project Goals:</p> <ul style="list-style-type: none"> • Leverages resources of affordable housing development. • Ensuring housing stability is the primary focus, especially for SH tenants. • Mission of sponsor and regulations associated with capital, operating and service funding ensure SH goals. 	<p>Project Goals:</p> <ul style="list-style-type: none"> • Leverages new and existing private market housing stock. • Mixed tenancy may occur through public financing or development incentives such as Chicago’s Affordable Requirement Ordinance (ARO). • Ensuring housing stability is the primary focus, especially for SH tenants. 	<p>Project Goals:</p> <ul style="list-style-type: none"> • Leverages existing affordable housing stock, and provides opportunity for additional resources associated with SH units to address property improvements and maximizing occupancy. • Mission of sponsor and regulations associated with capital, operating and service funding ensure SH goals.
<p>Common Project Goals Across Mixed-Affordability Models:</p> <ul style="list-style-type: none"> • Provides opportunity for SH residents to live among diverse populations. <ul style="list-style-type: none"> ○ Affordable units occupied by households that meet income requirements. ○ Targeting for SH residents is focused on households with desire and ability to live independently with support services. • SH residents have leases (<i>for exception see description for master leasing</i>), access to building amenities, no limits on length of tenancy, and continued residency based on compliance with lease terms. 		
<p>Ownership/Partnership:</p> <ul style="list-style-type: none"> • For-profit or non-profit housing developer in ownership, often with affordable or community development focus. 	<p>Ownership/Partnership:</p> <ul style="list-style-type: none"> • For-profit housing developer in ownership; possible partnership or agreement between developer and service provider. 	<p>Ownership/Partnership:</p> <ul style="list-style-type: none"> • For-profit or non-profit housing developer in ownership, often with affordable or community development focus.
<p>Financing:</p> <ul style="list-style-type: none"> • Capital funding: Financing may include limited hard debt supported by rents on affordable units and tax credit equity; SH units may require specialized soft debt (such as HOME), local financing and limited grants. Low or no-cost capital may reduce development costs sufficiently to achieve rent levels affordable SH populations. • Service funding: Services including housing management services¹ usually funded by grants and contracts. Depending on the services provider and tenant population, Medicaid may be used as a service funding source.² <p style="text-align: center;">(Financing continued next page)</p>	<p>Financing:</p> <ul style="list-style-type: none"> • Capital funding: Property owner may have existing capital financing which includes hard debt; SH units may require specialized soft debt (such as HOME), local financing and limited grants. Low or no-cost capital may reduce development costs sufficiently to achieve rent levels affordable SH populations. • Service funding: Services usually funded by grants and contracts. Depending on the services provider and tenant population, Medicaid may be used as a service funding source 	<p>Financing:</p> <ul style="list-style-type: none"> • Capital funding: Existing debt structure may include hard debt and includes tax credit equity, specialized soft debt (such as HOME), local financing and limited grants. If renovations are necessary, new debt structure may include refinance of hard debt and/or additional specialized soft debt. Low or no-cost capital may reduce development costs sufficiently to achieve rent levels affordable SH populations. • Service funding: Services including housing management services usually funded by grants and contracts. Depending on the services provider and tenant population, Medicaid may be used as a service funding source.

¹ Housing management refers to the set of services connecting owners and property managers, service providers, and tenants in supportive housing properties that are integrated, and may include identification of available units, screening in high risk tenants, and coordination with service providers.

² Medicaid funds only services that are recognized by the State as outlined in its State Medicaid Plan or other federally-approved Waivers, and can only be delivered by providers determined to be eligible by the State. Most common Medicaid-financed services paired with supportive housing are Rule 132 services that are for people with serious mental illness.

Common Financing Sources Across Mixed Affordability Integrated SH Models:

- **Operating funding:** Rent levels typically subsidized so that tenant household pays no more than 30% of household income toward rent and utilities in both affordable and SH units. Rental assistance could take the form of Tenant Based Rental Assistance (TBRA) or Property Based Assistance (PBV/PBRA). Rent subsidy contracts, if available, may be held by the property owner or SH provider under a master lease.

Service Delivery:

- Usually includes community space for all residents, and may include site office or space for service consultations.

Service Delivery:

- Usually includes community space for all residents. May not include designated space for service consultations. Opportunities may exist for service provider to lease an additional unit to use as office or services delivery space.

Service Delivery:

- Usually includes community space for all residents. May not include space for service consultations. Services provider may be able to negotiate designated space, desk, or locked cabinet for files in lieu of separate office.

Common Service Delivery Strategies Across Mixed-Affordability Models:

- SH tenants have access to supportive services from community provider staff.
- Services may be provided through off-site team drop-in centers or making apartment visits.
- May include 24/7 front-desk coverage for all residents, if financially feasible.

Common Integration Strategies Across Mixed-Affordability Integrated SH Models:

- Property selection and development meets the needs of residents and aligns with community plans.
- Near transportation provides access to community amenities, job opportunities and training in the community.
- Universal accessibility features for some or all of the units can broaden the range of disabilities that can be served.
- Residents are introduced to opportunities to connect with community resources such as parks, cultural and civic institutions, faith communities, community development and neighborhood cleanup efforts, as well as employment
- Provide opportunity for residents to engage in leadership forums, skills training, and speakers' bureaus.
- Advertise community space that can be available for use by local groups or neighborhood functions.

Scattered-Site Supportive Housing

Unit Mix: Supportive Housing units are dispersed among multiple buildings or properties, but may be clustered in a neighborhood i.e. condominiums, apartments, or single family homes.

Unit Size: Opportunity for mixed unit sizes.

Common Project Goals Across Scattered-Site SH Models:

- Unit selection is scattered in communities with services to meet the needs of SH residents.
- Properties selected based on housing stock availability, cost, and community engagement strategies.
- Clusters of properties can assist to achieve economies of scale for property management and service delivery.
- Targeting for SH residents is focused on specific types of households with desire and ability to live independently; with support services in order to maintain housing.
- SH residents have leases (*for exception see description for master leasing*), access to building amenities, no restrictions on length of tenancy, and continued occupancy based on compliance with lease terms.

(Continued next page)

<u>Leasing</u>	<u>Ownership</u>
<p>Ownership/Partnership</p> <ul style="list-style-type: none"> • In SH leasing models the provider will establish a relationship with the property owner and property manager. The leasing of the units can be set up: <ul style="list-style-type: none"> ○ directly with the SH tenant, or ○ as a <i>Master Lease</i> between the owner and SH/service provider. <i>Under Master Leasing – the non-profit or other partner will lease the dedicated SH units from the property owner, and in turn sublease the units to the SH resident.</i> • MOU governs relationships between owner, provider and property manager, including agreement on tenant selection plan and property’s policies and procedures. Owner may have agreements with more than one service provider. • Service provider could earn management fee for leasing of the units or other housing management services. 	<p>Ownership/Partnership</p> <ul style="list-style-type: none"> • Individual scattered units are solely owned by specialized supportive housing developer/provider; or partnership/co-ownership between developer and service provider • MOU governs relationships between owner, provider and property manager, including agreement on tenant selection plan and property’s policies and procedures. Owner may have agreements with more than one service provider. • Privately-financed ownership structures may include owner-occupied buildings.
<p>Financing:</p> <ul style="list-style-type: none"> • Capital funding: Property owner may have existing capital financing which includes hard debt; SH units may require specialized soft debt (such as HOME), local financing and limited grants. 	<p>Financing:</p> <ul style="list-style-type: none"> • Capital funding: Limited hard debt due to limitations on rental income; requires specialized soft debt (such as HOME), local financing and limited grants. May include tax credit equity, if a sufficient number of scattered units are bundled together into a single project for financing. For private investors, this may be completed as a for-profit development with units set-aside for people who need reduced rents (i.e. Affordable Requirements Ordinance) or that can be made affordable through rental subsidy.
<p>Common Financing Sources Across Scattered-Site SH Models:</p> <ul style="list-style-type: none"> • Operating funding: Rent levels typically subsidized so that tenant household pays no more than 30% of household income toward rent and utilities. Rental assistance could take the form of Tenant Based Rental Assistance (TBRA) or Property Based Assistance (PBV/PBRA). Rent subsidy contracts, if available, may be held by the property owner or SH provider under a master lease. <p>Service funding: Usually and funded by grants and contracts, but is commonly paired with Medicaid-financed services that need more fluid and quick access to housing vacancies that respond to consumer choice.</p>	
<p>Common Service Delivery Strategies Across Scattered-Site SH Models:</p> <ul style="list-style-type: none"> • SH tenants have access to supportive services from community provider staff. • Services may be provided through off-site drop-in centers or team making apartment visits. • Service provider may negotiate for service provision or care coordination on-site in office or vacant unit. • May include 24/7 front-desk coverage for all residents, if financially feasible. 	
<p>Common Integration Strategies Across Scattered-Site SH Models:</p> <ul style="list-style-type: none"> • Universal accessibility features for some or all of the units can broaden the range of disabilities that can be served. • Near transportation provides access to community amenities, job opportunities and training in the community. • Residents are introduced to opportunities to connect with community resources such as parks, cultural and civic institutions, faith communities, community development and neighborhood cleanup efforts, and as well as employment. • Outreach to SH residents to engage in leadership forums, skills training, and speakers’ bureaus. 	

Single-Site Supportive Housing

Unit Mix: 100% Supportive Housing / Disability Neutral / Mixed Tenancy

Unit Sizes: mixed unit sizes available, with high percentage for single persons

Common Project Goals Across Single-Site SH Models:

- Provides community based housing for SH residents with access to peer supports and services.
- Targeting and preferences focused on households who need more intensive and/or greater access to services in order to maintain housing. Opportunities for mixed tenancy with preferencing for variety of disability and SH populations.
- Ensuring housing stability of all tenants is primary focus.
- Mission of sponsor and regulations associated with capital, operating and service funding ensure SH goals.
- May provide opportunity in Tenant Selection Plan and policies to target harder to serve SH residents.
- SH residents have leases, full access to building amenities, no restrictions on length of tenancy, and continued occupancy based on compliance with lease terms.

Common Ownership/Partnership Structures Across Single-Site SH Models:

- Solely owned by specialized supportive housing developer / provider; or partnership / co-ownership between developer and service provider. Partnerships take forms such as: co-ownership, turnkey model, or master leasing.
- MOU governs relationships between owner, provider and property manager, including agreement on tenant selection plan and property's policies and procedures. Owner may have agreements with more than one service provider.

Common Integration Strategies Across Single-Site SH Models:

- Provides independent living with individual bath and kitchen for residents. May include options for shared unit arrangements which will afford choice of roommates.³
- Housing developed is consistent with goals in community plans.
- Universal accessibility features for some or all of the units can broaden the range of disabilities that can be served.
- Near transportation provides access to community amenities, job opportunities and training in the community
- Property management and service staff are separate and maintain confidentiality of resident service needs.
- Residents are introduced to opportunities to connect with community resources such as parks, cultural and civic institutions, faith communities, community development and neighborhood cleanup efforts, and as well as employment.
- Provide opportunity for residents to engage in leadership forums, skills training, and speakers' bureaus.

Common Financing Strategies Across Single-Site SH Models:

- **Capital funding:** Usually no hard debt; may include tax credit equity, specialized soft debt (such as HOME), local financing and limited grants.
- **Operating funding:** Rent levels typically subsidized so that tenant household pays no more than 30% of household income toward rent and utilities. Rental assistance could take the form of Tenant Based Rental Assistance (TBRA) or Property Based Assistance (PBV/PBRA). Rent subsidy contracts, if available, will be held by the property owner.
- **Service funding:** Usually services funded by grants and contracts. Operating budget sometimes include Service Coordinator.

Common Service Delivery Strategies Across Single-Site SH Models:

- SH tenants have access to supportive services from community provider staff on-site or choose another provider in the community. Should have on-site offices for services staff and community space.
- Two levels of services intensity:
 - SH tenants receive intensive supportive services from dedicated staff;
 - All other tenants are usually able to access assistance of Resident Services Coordinator.
- May or may not have 24/7 front-desk coverage, if financially feasible.
- Service provider may negotiate for service provision or care coordination on-site in office or vacant unit.

³ Options for shared living for unrelated persons may be subject to regulations/restrictions imposed by the available rental subsidy and unit configurations.