



BBS
strategy + heart

Supportive Housing
Frameworks

“Putting it all together”

- **Orientation** to Statewide Goal
- **Goal Framework**
 - Define the community need
 - Select target population or unit type
 - Create a specific goal statement
- **Create Your Partnership Structure**
 - Select ‘lead service agency’
 - Determine programmatic and partnership
 - Decide on housing strategy (develop or dedicate)
- **Option 1:** Road Map for Developing Supportive Housing
 - Pitch deck for a developer partner (separate doc)
- **Option 2:** Road Map for Dedicating Supportive Housing
 - Pitch deck for a housing partner (separate doc)
- **Funding Plan**



Supportive Housing Orientation

Our Theory of Change

Our OLD Strategy (The Passive Approach)

Homeless response system focuses on services.

Sometimes, developers and property owners come to us to partner on developing units.

We let the developers lead the conversation. It sometimes leads to more units.



Our NEW Strategy (The Active Approach)

Homeless response system focuses on services and recruiting housing providers to partner.

We actively build efforts to increase the number of supportive housing units to get people out of shelter and into a home.

It stretches us. We learn as we go – one unit at a time.

HIC Commitment

100 supportive housing units
throughout Idaho pledged in 2023

- The current (2023) Strategic Plan decided by the HIC is commonly referred to as “100 units.”
- The goal is to add 100 new, dedicated supportive housing units throughout the state in 2023.
- The plan is to have the six Regional Coalitions (RC) each work towards this goal in their region.
- Breaking this down, each RC will work towards adding 17 new units.

Key Elements of Supportive Housing



1. **Service Population** – clients experiencing homelessness with supportive service needs



2. **Housing** – that is:

- A. Permanent
- B. Affordable
- C. Safe
- D. Legal lease with tenant or master lease with agency



3. **Services** – supportive services, either mobile or site-based with levels of care based on client need. Based on harm reduction, trauma-informed care, and assertive engagement



4. **Rental Assistance** – either short-term rental assistance for lower acuity clients or long-term housing voucher for high acuity clients



5. **Infrastructure** – governance, sustainability, and policy infrastructure at a community and provider level

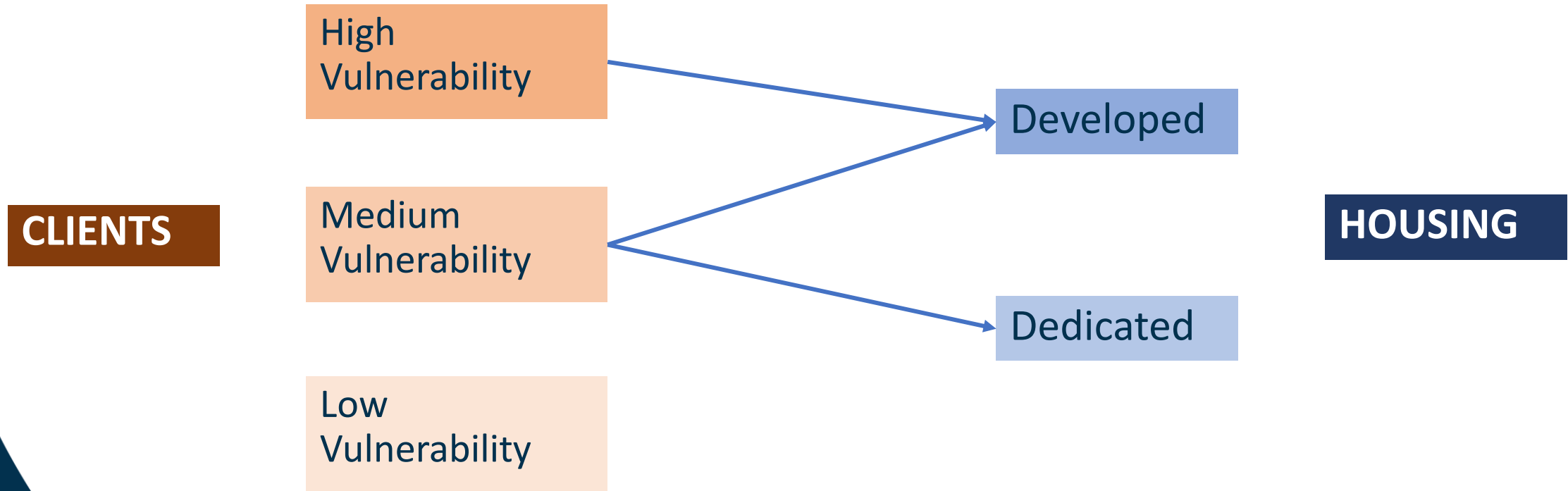
Supportive Housing - *Planning Process*

1. **Foundation:** Working together toward a common goal.
2. **Framing:** Define the client need in your community – review data & discuss; select a target population & a vulnerability level
 1. **Goal(s):** Select a SMART goal – *how many units will we identify?*
 2. **Strategy:** Design a model of care - *based on the population and vulnerability, what services, staffing, rental assistance, partnership is needed?*
3. **Work Plan**
 1. **Readiness:** Assess our capacity to achieve strategy - *what are our assets and liabilities? Do we have the right people around the table?*
 2. **Tactics:** Create our work plan, assign leads, set timeline
 1. **Unit Recruitment:** How are we going to identify units to either develop, dedicate, or recruit?
 2. **Assessment and Referral:** How do we match clients with these units?
 3. **Supportive Services:** Who is our service lead(s) to keep clients stably housed?
 4. **Funding:** What funding do we need – capital, services, rental assistance? How can fundraise and partner to identify it?
 5. **Outreach:**
4. **Inspection:** Managing the project and evaluating performance
5. **Move-In:** on-going management and assessment of our project



Defining 'Supportive Housing' *Frameworks*

Matching Housing and Clients



From a Planning Perspective, two matching processes might be happening at the same time:

- 1) Your local CoC or Regional Coalition may select a target population “high vulnerability families with children” and then work to identify housing units that match with that population
- 2) Your ‘dedicated units program’ may be working with an owner who has 5 studios to dedicate. And those won’t match with your target population, so they are matched with a different client group

Decision Tree

STRATEGY 1

If you've chosen '**high vulnerability**' . . .

Then you've chosen to **develop** a building.

And you've chosen a **Permanent Supportive Housing** model of care . . .

STRATEGY 2

If you've chosen '**medium vulnerability**' . . .

Then you can choose either to **develop** or **dedicate** housing.

And you've chosen a **Rapid Rehousing** model of care . . .

Clients and Services – types of interventions

	High Vulnerability	Medium Vulnerability	Low Vulnerability
Level of Need	Chronic homelessness. Households with a disabling condition and complex care needs.	Households with economic concerns and resource connection challenges.	Households with economic vulnerabilities.
Program Type	Permanent Supportive Housing	Rapid Rehousing	Rapid Resolution
Rental Assistance	Tenant-based or Project-based Voucher from your Public Housing Authority	Rental assistance (3-24 months)	Move-in assistance (security deposit, first month's rent)
Service Design	Intensive Team-Based Care <ul style="list-style-type: none"> • 12:1 client-to-staff ratio • Focus on health stabilization • Client engagement daily to weekly • Integrated behavioral and physical health supports like psych rehab, med monitoring 	Intensive Case Management <ul style="list-style-type: none"> • 25:1 client-to-staff ratio • Focus on economic security • Individual case load • Client engagement weekly • Services are delivered by referral to health providers 	Mainstream Referrals <ul style="list-style-type: none"> • 40:1 client-to-staff ratio • Light case management and referral to mainstream resources

Housing – two types

	Developed (Build or Renovate)	Dedicated (Reserving Existing Units)
Goal	Develop a Permanent Supportive Housing building for people experiencing homelessness with complex care needs	Recruit property owners and developers to dedicate a % of their housing inventory to people exiting homelessness
Type of Unit	Single-Site Building	Single-Site or Scattered-Site
Programming	<ul style="list-style-type: none"> • New build or rehab • Best matched with Permanent Supportive Housing programming 	<ul style="list-style-type: none"> • Unit governed by MOU where service agency selects tenant • Either “integrated” into new affordable building or “scattered” throughout existing units • Best matched with Rapid Rehousing or Permanent Supportive Housing programming

2. Framing - Set Your Goal

Region: 6

Number of Supportive Housing Units: 30

Target Population: Families with Children

Vulnerability Level: High Vulnerability

Region 6 will develop at least 30 supportive housing units for Families with Children with High Vulnerability in 2024.



Create Your Partnership Structure

Partnership Structure

	Developed	Dedicated
Partners	<p>Lead Service Agency – select the agency who will provide services on-site to PSH clients</p> <p>Lead Developer – select housing agency who will develop the project</p> <p>Rental Assistance Source – identify the partner who will provide rental assistance like vouchers</p>	<p>Lead Service Agency(ies) – select the agency or agencies who will provide mobile services to scattered-site clients</p> <p>Lead Housing Recruiter(s) – determine who will recruit property owners to participate. And will manage the “landlord incentive fund.”</p> <p>Advisory Board - board of property owners who can introduce you to owners</p>
Funding	<ul style="list-style-type: none"> • Capital (sources to build the development) • Services (sources to fund the supportive services for clients) • Rental Assistance (find a sustainable source like vouchers) 	<ul style="list-style-type: none"> • Landlord Incentive Fund (inspire participation through damage funds, signing bonus, vacancy payments, etc.) • Services (sources to fund the supportive services for clients) • Rental Assistance (find a short-term or long-term source of rent)



ROAD MAP TO BUILD . . .
A Supportive Housing Building

Road Map to Developing PSH

PHASE ONE Readiness

- Coalition leads this phase
- Select target population
- Select lead service agency
 - Select lead developer
- Address any barriers to action (funding, planning, training, etc.)

PHASE TWO Pre-Development

- Developer leads this phase
 - Select a site to build on
- Developer finds capital funding
- Service provider designs service program
- Work with PHA on project-based vouchers

PHASE THREE Construction

- Developer leads this phase
 - Begin construction
- Service provider hires and trains staff ahead of
- Finalize funding for services

PHASE FOUR Resident Move-In

- Service provider leads this phase
 - Construction is done.
- Match new units with eligible residents
- Move tenants into their new homes!

PHASE FIVE Sustaining Support Services

- Service provider leads this phase
- Deliver ongoing support services to new tenants
- Go back to Phase 1 for the next project!

Your Role vs. Developer's Role

	Your Role (as Lead Service Agency)	Their Role (as Lead Developer)
Recruiting a Developer	X	
Finding a Site to Build	(some support)	X
Finding Capital to Fund Project	(some support)	X
Design the Service Plan	X	
Hire and Manage the Service Staff	X	
Work with Coordinated Entry to Identify Tenants	X	
Construct the Building (work with the Planning and Permitting Office)		X



ROAD MAP TO BUILD . . . Dedicated Units Program

Road Map to Dedicating Units

PHASE ONE Readiness

- Coalition leads this phase
- Select target population
- Select lead service agency
- Build a team to recruit property owners
- Address any barriers to action (funding, planning, training)

PHASE TWO Unit Recruitment

- Build a team to lead this phase
- Create list of property owners
- Develop a recruitment handout
- Develop MOU to put units under contract
- Begin recruiting property owners!

PHASE THREE Services & Funding

- Service provider leads this phase
 - Recruit funding for Landlord Incentives and Services
 - Design services program
 - Hire and train staff (if needed)

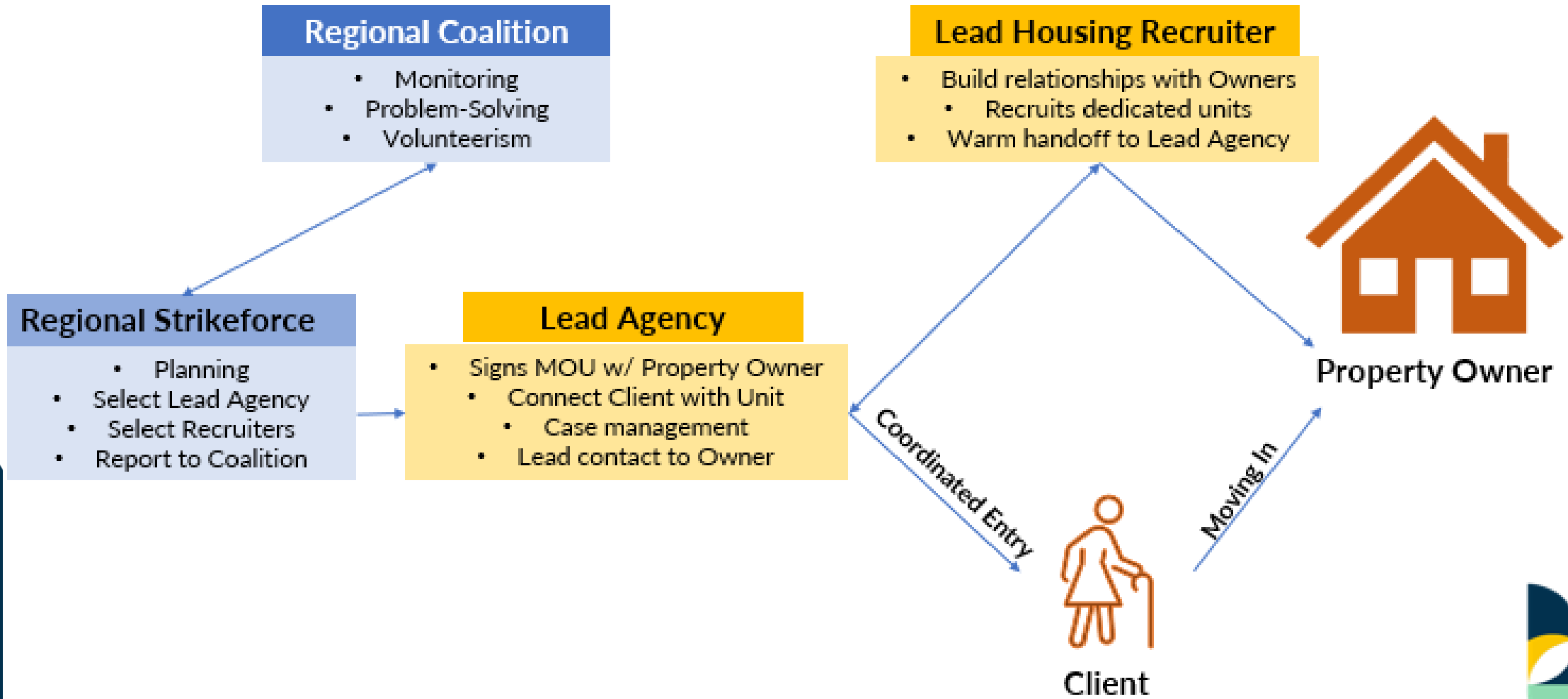
PHASE FOUR Resident Move-In

- Service provider leads this phase
- Units have been recruited; ready to move in
- Match new units with eligible residents
- Move tenants into their new homes!

PHASE FIVE Sustaining Support Services

- Service provider leads this phase
- Deliver ongoing support services to new tenants
- Go back to Phase 1 for the next project!

Dedicated Units Program Structure



Unit Recruitment

Key Audiences – who controls the decision to dedicate a unit for ending homelessness?

- **Property Owners** (cultivating CEO-level relationships with owners of units. The CEO is the final decision-making over dedicating units, the property manager reports to them)
- **Property Managers** (this audience doesn't have a lot of authority, but the relationship is important.)
- **Cities/Counties** (this group could introduce people to agency; could add preferences at the Planning Dept for dedicated units)
- **Investors** (outreach to banks, underwriters, major private funders)

Hearts & Mind Campaign:

- **Hearts** – use your client storytelling and the regional need
- **Mind** – develop a 'landlord incentive fund' to incentivize participation by dedicating units to the CoC

MOU between Property Owner and Lead Service Agency

*HOUSE IDAHO COLLABORATIVE (Region 4)
DEDICATED UNITS PROGRAM
MEMORANDUM OF UNDERSTANDING*

THIS DEDICATED UNITS PROGRAM MEMORANDUM OF UNDERSTANDING (“MOU”) is entered into this _____ day of _____, _____ (“Effective Date”) by and between *INSERT AGENCY* (“Lead Agency”), and *Property Owner Name* (“Owner”).

RECITALS

The House Idaho Collaborative (“HIC”) is comprised of homelessness service providers, resource administrators, housing providers, State of Idaho leaders and other stakeholders whose mission is to combat homelessness. HIC develops and implements comprehensive statewide strategies to reduce, and ultimately end, homelessness. This response network includes emergency shelter, rapid re-housing, permanent supportive housing, and prevention strategies to address the various needs of people experiencing homelessness or at risk of becoming homeless. House Idaho Collaborative is broken out into seven regions across the state of Idaho. Each region appoints a Lead Agency to administer programming, such as the dedicated units program.

Region 4 has appointed **INSERT AGENCY** to serve as its administrator for the dedicated units program. Lead Agency will act on behalf of House Idaho Collaborative in all dealings with Owner.

Owner is in the business of owning and operating residential real estate available to the general.



Funding Plan

Supportive Housing Dedicated Units Program *Landlord Incentive Funding Budget*

Dedicated Unit Recruitment	2023	2024	2025	2026	2027
# of new Dedicated Units	0	17	0	0	0
# of total Dedicated Units	0	17	17	17	17

FUND FINANCIAL STATEMENT	2023	2024	2025	2026	2027
Expenses					
Property Owner Incentive Fund (annual expenses/ drawdown)	\$ -	\$ 10,601	\$ 10,601	\$ 10,601	\$ 10,601
Rental Assistance	\$ -	\$ 72,012	\$ 54,009	\$ 54,009	\$ 54,009
Staffing	\$ 52,832	\$ 52,832	\$ 52,832	\$ 52,832	\$ 52,832
Total Expenses	\$ 52,832	\$ 135,445	\$ 117,442	\$ 117,442	\$ 117,442

Program Budget Lines

Budget Line Item	Policy Guidance
Property Owner Incentive	
Damage Fund	Every dedicated unit unit can use the Damage Fund once per tenancy up to \$2,000 per damage not covered by security deposit
Vacancy Payment	Will provide a vacancy payment up to 90 consecutive days to hold a unit until the next client leases up. Payment is rental amount.
Signing Bonus	To incentive working with us, offering up to the value of additional 1 month of rent. This is paid each time a new tenant moves into that unit.
Rental Assistance	
Security Deposit	Available to pay security deposit on behalf of a client up to 2x a month's rent
Rental Assistance (Tier 1 - lowest level of care)	Rapid rehousing client. Needs 1-4 months of rental assistance.
Supportive Services Staffing	
Case Manager	Full time case manager at \$24/hour

Considerations:

- 1. Fundraising** – who is in charge of fundraising? How can use the full coalition to help?
- 2. Fiscal agent** – what bank account is storing the funding?
- 3. Capital** – your developer is in charge of finding capital to build a building



Discussion