

PUBLIC HOUSING AUTHORITIES:

MOMENTUM HAS BEEN building at the federal, state and local levels to do more to address the needs of homeless individuals and families. More than 300 communities have created ten-year plans to end homelessness and federal and local resources have been rising to record levels. Yet many leaders continue to wrestle with how best to help their most vulnerable citizens while balancing efforts to create vibrant and thriving neighborhoods. As a result, more and more Public Housing Authorities are getting involved in a compelling model called Permanent Supportive Housing.

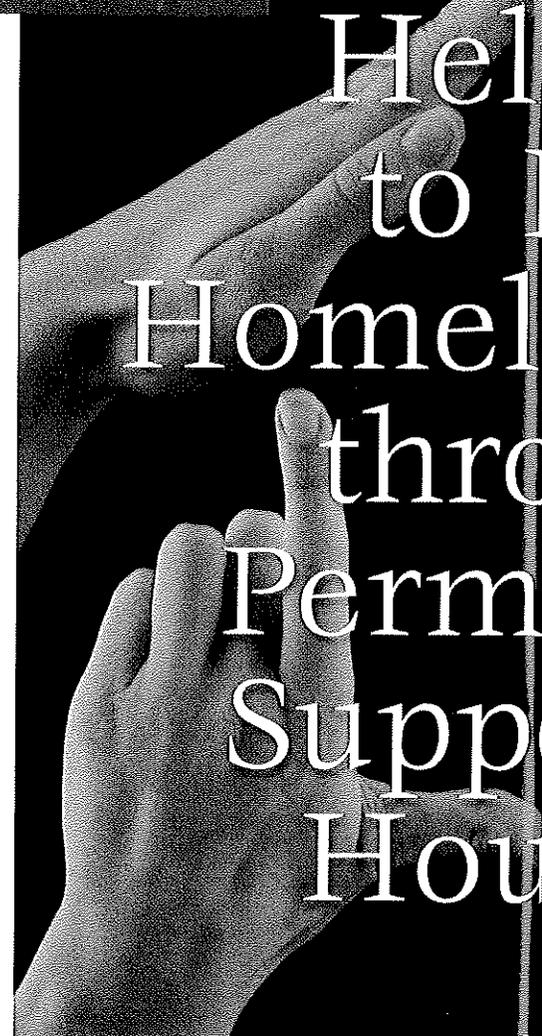
BY MONICA WARD AND MATTHEW DOHERTY

Supportive housing is a successful, cost-effective combination of affordable housing and services that help people live more stable, productive lives. Supportive housing works well for those who face the most complex challenges—individuals and families who are not only homeless, but who also have very low incomes and serious, persistent issues that may include substance use, mental illness, and HIV/AIDS.

Public Housing Authorities (PHAs) are increasingly involved in the expansion of supportive housing opportunities through a variety of strategies, including targeting funding resources they control, such as project-based subsidies and other rental subsidies, utilizing underused public housing, and/or engaging directly in the development and operation of supportive housing projects. There are many reasons some PHAs choose to pur-

sue supportive housing, including:

- **Mission:** Supportive housing complements PHAs' missions of providing affordable housing opportunities.
- **Funding:** Many PHAs are being approached with special needs and/or permanent supportive housing financing opportunities and applications, and some PHAs have been able to leverage their other affordable housing financing programs to support these efforts.
- **Partnerships:** Through effective partnerships that create innovative housing opportunities, PHAs have successfully overcome the challenge of housing individuals and families that were otherwise consid-





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TARGETING RENTAL SUBSIDIES

Housing Authority of Portland Community Engagement Program-IV

PORTLAND, OR

The Community Engagement Program (CEP) at Central City Concern (a 25-year-old comprehensive homeless services organization) is a multidisciplinary recovery program designed to meet the needs of people who are chronically homeless with co-occurring mental health, addictive disorders and/or physical healthcare concerns. There are four CEP teams at Central City Concern, each composed of highly qualified staff members including dual-diagnosis case managers, licensed social workers, recovering mentors, nurse practitioners, benefits and employment specialists, and housing specialists.

CEP-IV, which focuses on housing and employing chronically homeless individuals, is a partnership between Central City Concern, Worksystems, Inc. (a non-profit career placement and training organization), and the Housing Authority of Portland (HAP).

Program funding includes:

- Case management funding from Worksystems, Inc.
- Shelter Plus Care housing subsidies
- Case management funding from the City of Portland's Bureau of Housing & Community Development
- Case management funding/services from JOIN, another local homeless services provider
- Medicaid revenues

Through this program, HAP provides 89 Shelter Plus Care housing subsidies to program participants, many of whom are repeat users of city, county, hospital and corrections services with specific barriers

to housing. The CEP-IV Housing Specialist from Central City Concern helps program participants locate private market or community units in which to use these subsidies. Participants also participate in customized employment services, including career training or planning or vocational rehabilitation.

PROVIDING PROJECT-BASED VOUCHER SUBSIDIES

St. Paul Public Housing Authority Project-Based Assistance

ST. PAUL, MN

In recent years, the three metropolitan housing authorities in the Minneapolis-St. Paul metro area attached Project-Based Assistance (PBA) via Housing Choice Vouchers to supportive housing. This addition to their PBA program increased the utilization rates of their vouchers and also helped the housing authorities meet their missions of serving low-income and extremely low-income individuals. In the past, especially during times when the rental market was extremely tight, these PHAs had experienced some difficulty in achieving these goals through their tenant voucher program. Often landlords were not open to accepting tenants with challenging histories. This meant that voucher holders experienced extended housing searches that ultimately resulted in their inability to secure housing and unused vouchers being returned to the PHAs.

The St. Paul Public Housing Agency currently has a board-approved limit of 544 vouchers for the Project-Based Assistance program. Since 2001, 168 of them have been attached to supportive housing units, including 35 new vouchers awarded in 2007. The St. Paul

ered hard to serve because they struggle to succeed in traditional programs. In addition, PHAs are often active members of Continuum of Care planning councils and already closely engaged in supportive housing and homeless services efforts.

The case studies below provide examples of creative strategies and successful collaborations between PHAs and supportive housing developers, operators and service providers. In many cases, the public housing authorities use many different tools to increase the number of permanent supportive housing units. Our descriptions summarize a selection of these efforts.

PHA gives top priority for PBA allocations to supportive housing and/or projects that will further the State, County and City plans to end long-term homelessness.

New Jersey State Rental Assistance Program (SRAP) Project-Based Assistance

TRENTON, NJ

The New Jersey Administrative Code instructs the New Jersey Department of Community Affairs (DCA) Division of Housing to set-aside 17 percent of its vouchers under the State Rental Assistance Program (SRAP) for project-based assistance. These vouchers are to be used for projects that may include DCA/Division of Youth and Family Services initiatives and other special needs. Recently, the DCA issued a RFP announcing the availability of project-based vouchers for the purpose of creating and/or expanding permanent affordable housing. Twenty-five percent will be reserved for projects serving special needs populations that can document the availability of appropriate supportive services. Priority will be given to projects that assist the following households:

- Post-incarcerated
- Aging out youth
- Special needs

UTILIZING UNDERUSED PROPERTIES

Sunshine Terrace

COLUMBUS, OH

The Columbus Metropolitan Housing Authority and the YMCA of Central Ohio partnered together to convert Sunshine Terrace, a 180-unit public housing high-rise with a 50 percent vacancy

rate, into supportive housing for chronically homeless men and very low-income individuals. Capital funding was provided by the Columbus Metropolitan Housing Authority. Operating funding was secured through the use of HUD Public Housing Subsidies. Services and service funding are provided by Rebuilding Lives Funder Collaborative, United Way of Central Ohio, and Ohio Housing Trust Fund. Sunshine Terrace has 50 units dedicated specifically for formerly homeless men. The project is now fully occupied. The unique partnership was created in response to the *Rebuilding Lives* Initiative that has the goal of creating 800 units of permanent supportive housing over the next five years for chronically homeless men with disabilities.

DEVELOPING NEW PROJECTS

Housing Authority of Salt Lake City, Housing Authority of Salt Lake County

SALT LAKE, UT

Both of the PHAs serving Salt Lake County, Utah—the Housing Authority of Salt Lake City and the Housing Authority of the County of Salt Lake—have directly developed new supportive housing projects targeting chronically homeless persons. The Housing Authority of Salt Lake City opened the Sunrise Metro project in downtown Salt Lake City in April 2007, providing 80 units of permanent supportive housing (and an additional 20 units of transitional housing targeted to veterans) for chronically homeless persons. The Housing Authority of the County of Salt Lake opened Grace Mary Manor in late February 2008, which will provide 84 units of permanent

supportive housing for chronically homeless persons located in the City of South Salt Lake, and also broke ground in November 2007 on Kelly Benson Apartments, which will provide another 59 units focused on homeless senior citizens (ages 55 and above). Funding and other support for these development projects have been provided from a wide variety of private and public sources, including The Crusade for Homeless, The George S. and Delores Dore' Eccles Foundation, Salt Lake City RDA, Salt Lake County, State of Utah, HUD, American Express Centurion Bank, UBS Bank, Zions Bank, local businesses, advocates, The Road Home, Volunteers of America, Veteran's Administration, Valley Mental Health, local churches and others. In addition, both Housing Authorities have also used their financial resources to support the implementation of tenant-based supportive housing initiatives.

ESTABLISHING INNOVATIVE INITIATIVES

King County Housing Authority

TUKWILA, WA

The King County Housing Authority (KCHA) is a Moving to Work (MTW) agency. The MTW demonstration program provides waivers from HUD regulations to enable KCHA to design their federally funded programs to best meet the local needs/conditions, streamline operations, and better support the economic self-sufficiency of its residents. Under the MTW program, KCHA, in partnership with the regional behavioral healthcare system and their local United Way, created a provider-based Supportive Housing Subsidy Program to allow

service providers to master lease units from landlords and sublease to tenants who have multiple barriers to housing. More than 150 households who were chronically homeless and high-utilizers of emergency and criminal justice systems will gain permanent supportive housing because of this initiative.

CONCLUSION

There are many options available that offer PHAs and communities creativity and customization in establishing more permanent supportive housing. The aforementioned examples provide guidance about what you can do in your community to help end homelessness and serve people who have special needs. Supportive housing works. With the assistance of PHAs, it's working even better.

Monica Ward, Program Manager, Office of the Chief Operating Officer, joined the staff of the Corporation for Supportive Housing in July 2006. Previously, Ms. Ward was a Policy Analyst, Criminal Justice Division, at the Council of State Governments. Monica's experience ranges from direct technical assistance and project management to policy analysis. Ms Ward received a Bachelors Degree in Public Policy from Duke University and Masters Degree in Policy Studies from The Johns Hopkins University.

Matthew Doherty, Director, Resource Center, joined the Corporation for Supportive Housing in October 2002. Prior to his position as Director, Mr. Doherty was a Senior Program Manager within CSH's Project Development and Finance team, and he first joined CSH as the lead Program Officer for San Diego County. Mr. Doherty has a Master of Public Administration degree from the University of Washington and has more than 15 years of

If you are considering replicating one or more models to create permanent supportive housing, please contact CSH for more information.

The Corporation for Supportive Housing Resource Center
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experience in the coordination of supportive service programs for low-income communities and people with disabilities, including substance abuse intervention, advocacy, case management, refugee services, and educational programming. Prior to joining the Corporation for Supportive Housing, Mr. Doherty managed the Resident Services Department of the San Diego Housing Commission and was previously the Assistant Director of Resident Services for the King County Housing Authority in Seattle, Washington.



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AMP #	Project	Count	Balance	Count	AR Debt	Count	AR Credit	Dyad	Refo	Estim	Unit	AMT	Count	Estim
000112	001 Parkview Homes	12	\$2,458.14	5	\$2622.14	4	(\$156.00)	\$2,311.14					42	(\$4.2
000117	001 Parkview Homes	1	\$365.00	1	\$365.00	0	\$0.00	\$365.00					6	(\$6
000002	002 Stan Clark Homes	4	\$1,595.05	3	\$1,597.05	1	(\$12.00)	\$1,582.00					10	(\$11
000003	003 Olean Courts	2	\$74.00	1	\$78.00	1	(\$4.00)	\$78.00					32	(\$31
000004	004 Central Courts													
000117	004 Central Courts													
000000	005 Southern Home													

Type	Project	Unit	WO	Total	Total	Label	Total
		Count	Count	Cost	Cost	Cost	Cost
000112	001 Parkview Homes	50	54	9039	\$2,210.29	\$1,050.00	\$1,160.29
000117	001 Parkview Homes	6	1	036	\$44.39	\$10.50	\$33.89
000002	002 Stan Clark Homes	10	2	350	\$126.76	\$73.50	\$53.26
000000	002 Stan Clark Homes	2	1	950	\$10.00	\$10.00	\$0.00
000003	003 Olean Courts	16	10	8410	\$2,150.06	\$1,050.50	\$1,099.56
000004	004 Central Courts	41	35	10275	\$2,700.64	\$2,101.75	\$598.89
000117	004 Central Courts	6	5	6825	\$1,538.70	\$1,434.25	\$104.45
000000	004 Central Courts	1			\$0.00		\$0.00
000000	005 Southern Home	34	20	7450	\$2576.20	\$1,064.00	\$1,512.20

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