



Entry Form 2018 Annual Awards for Program Excellence

Entry Deadline: Friday, June 15, 2018, Midnight ET

Each entry must include a completed entry form. Please complete a form for each entry your HFA is submitting. The completed entry form will become the first page of your entry.

This form is a fillable PDF. Type your information into the entry form and save it as a PDF. Please do not write on or scan the entry form. **Questions: Call 202-624-7710 or email awards@ncsha.org.**

Entry Title: Enter your entry's title exactly as you wish it to be published on the NCSHA website and in the awards program.

Category:

Subcategory:

Entry Summary: A 15-word (max) summary of the program, project, or practice you are entering.

HFA:

HFA Staff Contact:

Phone:

Email:

Visual Aids:

Are you mailing to NCSHA 10 copies of any visual aids that cannot be included in your entry PDF? Yes No

Payment:

My HFA is mailing a check to NCSHA.
My HFA is emailing the credit card authorization form to awards@ncsha.org.

Brief Description

The Pathways Home Colorado Permanent Supportive Housing Toolkit (Toolkit) is a five-month capacity building curriculum of peer learning sessions and technical assistance designed to help nonprofits, housing authorities, and service providers increase the number of permanent supportive housing units available in their communities. The Toolkit was implemented by Colorado Housing and Finance Authority (CHFA), Colorado Division of Housing (CDOH) and LeBeau Development, LLC.

Permanent Supportive Housing is a model that combines low-barrier affordable, community-based housing with wrap-around supportive services for people experiencing homelessness and/or people with special needs.

Innovative

Each community sends a team of three to five people to participate in five, two-day sessions. Teams consist of a lead sponsor or project owner; a lead service provider experienced in working with the local homeless and/or at-risk population; and property management staff. Other potential team members include development consultants, health care providers, local government representatives, housing authorities, and board members who serve as key decision makers for a project. This group is responsible for advancing a supportive housing development in their community upon completion of the Toolkit.

Each session provides individualized training and technical assistance covering all aspects of supportive housing from creating a project concept, to development and funding, property management, operations, and service provision. Teams have the opportunity to report progress during group discussions for peer-to-peer learning, and various supportive housing funders are available during the sessions to meet with individual teams and discuss how each community can access potential funding.

Teams are required to meet and complete assignments between sessions to ensure progress is continued. Depending on resources, technical assistance coaches may be available to meet remotely with teams as needed and/or desired. Additionally, projects developed through the Toolkit are jointly underwritten by CHFA and DOH for allocation of tax credits, gap funding, and/or project-based vouchers.

Some of the unique characteristics of this Toolkit include:

1) **Emphasis on public-private partnership.**

Not only are these toolkits funded by CHFA and DOH, but private investors, syndicators, and for profit developers have all invested in this effort, in addition to funding, they provide on-going technical assistance during and after sessions, donating hundreds of hours at no cost to the teams.

2) **Accountability to the end user of the units and local community.**

The toolkit focuses on the service provider as the representative of the client. All decisions regarding the design of the building, property management, and the program include input and guidance from the service provider to ensure it is designed to fit the needs of the residents. Service providers receive a portion of the developer's fee to pay for services-and when possible-a portion of any cash flow. If desired, the service provider gets first right of refusal after 15 years. Toolkit service providers are often facilitating the developer selection process and negotiating terms which serve the project, the clients, and the community.

Replicable

The goal of the Toolkit is to develop a feasible plan that is appropriate to the unique dynamics of a given community for a new permanent supportive housing development. This includes establishing partnerships and obtaining knowledge needed to secure various local, regional, and statewide support. Communities will also benefit from the opportunity to employ best practices regarding housing and homeless service provision; work with other communities toward a shared goal of addressing homelessness; and educate local, state, and national funders about the unique needs of each community.

Respond to an important state housing need

The Toolkit is a series of technical assistance and peer learning sessions to help nonprofits, housing authorities, and service providers increase the number of permanent supportive housing units available in their communities.

Demonstrate measurable benefits to HFA targeted customers

To date, a total of 873 units, including 648 permanent supportive housing units and an additional 225 affordable units, have been built or are under construction as a result of the Toolkit, including the first supportive housing project located on a Native-American reservation in Colorado. Five hundred fifty-four are designed as Low Income Housing Tax Credit (LIHTC) units. The toolkit is expected to help generate 700 additional permanent supportive housing units and 130 additional affordable units for the state of Colorado during the next three to four years.

Have a proven track record of success in the marketplace

To date, 19 projects have been developed and are providing affordable homes and services for formerly homeless individuals and families in 873 units across the state of Colorado.

Provide benefits that outweigh costs

According to the National Coalition to End Homelessness, a person who is chronically homeless costs the tax payer an average of \$35,578 a year due to high use of publicly funded crisis services, including jails, hospitals, detox centers, and other emergency departments. Those costs are reduced by at least 50 percent when a person uses supportive housing. Supportive housing costs on average \$12,800 per person per year. Reducing the use of emergency services by even more than 50 percent is the goal, and while using that number, a net cost savings of \$4,800 per person per year is realized.

The average Toolkit costs approximately \$75,000 to successfully operate each year. Five Toolkits have been presented in Colorado since 2014, totaling \$375,000. Six hundred forty-eight permanent supportive housing units have been developed through these five Toolkits, creating an average savings of \$3,110,400. This is mainly due to previously homeless people with the most expensive challenges are now currently being housed. Because these communities are newly established, specific outcomes for the residents are limited. One example of permanent supportive housing open for almost one year in Denver, shows 90 percent of its original residents are still housed and 50 percent of those housed are currently employed.

Demonstrate effective use of resources

The Toolkit provides an opportunity for local community groups that have identified a need for permanent supportive housing to partner with experienced developers, consultants, funding providers and other practitioners to develop a successful and viable community.

Effectively employ partnerships

The Toolkit was implemented in 2014 as a part of a partnership with the Colorado Governor's Office CDOH, CHFA, and LeBeau Development.

Achieve strategic objectives

The Toolkit is comprised of five sessions-each with a specific goals and guidelines- to ensure the project remains on target. The sessions are designed to proactively address concerns and anticipate potential challenges within the project.

Session 1: Introduction to Supportive Housing and Project Concept Development

Session one provides a general overview of the unique attributes of supportive housing. Teams have opportunities to increase their understanding of supportive housing resources, while also drafting preliminary project concepts.

Session 2: Capital Development and Financing

This session allows teams to explore design and budget considerations for project development. Basic information on LIHTC and various other local and state funding sources is provided, and a panel of funders, syndicators, and investors are available to provide assistance.

Session 3: Operations and Property Management in Supportive Housing

Supportive housing property management and how it differs from operating traditional affordable housing is presented in session three. The discussion also includes subsidy opportunities to help ensure projects are able to serve the low income populations being prioritized.

Session 4: Supportive Service in Supportive Housing

An overview of supportive housing service delivery including Housing First and Harm Reduction principles is presented during session four. Teams also begin to develop service plans and budgets based on challenges anticipated for tenant population.

Session 5: Fair Housing, Siting/NIMBY and Presentations to Funders

Session five provides an opportunity to explore important fair housing considerations and develop strategies for increasing community support. Teams are encouraged to showcase their ideas and engage in constructive dialogue with peers, funders, and officials.

Outcomes

Anticipated outcomes for Toolkit participants are (1) increased housing stock through development of supportive housing units, (2) contributing to improved housing dynamics, and (3) service delivery for difficult to serve tenants. Each team establishes a supportive housing plan and a cohesive development partnership to champion projects toward completion, based on best practices appropriate for the individual community and target population.