

ANNUAL
CONFERENCE
& SHOWCASE
OCTOBER 27 - 29 VIRTUAL
2020

Incorporating Supportive Services in Affordable Housing

Housing as a Platform for Success



Service Enriched Housing - range of models and intensities of service

Factors that can impact this:

- Population(s) being served at a property
 - Unique needs/opportunities/conditions in the community and at the property
 - Resources, Partnerships, and Funding Source(s)
 - Federal and State Policies & Regulations
-
- Generally, most models involve dedicated resident services staff who conduct individual/household assessments or a survey, do outreach, provide referrals, and/or implement and deliver programming directly or indirectly
 - No longer an industry of “ad hoc” successes – organizations have developed robust skills trainings, evidence based models, data collection systems, and infrastructure to support programming and service delivery models that can be replicated and scaled

Potential Goals of Resident Services

- Increase access to opportunity
- Increase ***Housing Stability*** and ***Wellness*** for residents. For some, increase ***Economic Mobility***
- Support seniors and disabled persons to live as independently as possible, for as long as possible

- Stabilize the Property
- Improve quality of life for residents
- Build trust and partnerships in the community
- Improve health outcomes

Certifications Supporting the Resident Services & Service Enriched Housing Field



C O R E S

Certified Organization for Resident
Engagement & Services





CORES

CORES Certification

CORES recognizes owners and third party providers that have developed a robust commitment, capacity, and competency in providing resident services coordination in affordable rental homes.



Desired Outcomes – CORES Initiative

- Start to establish guidelines, common language and standards for resident services
- Continued culture and systems change at the practitioner, policy maker, and investor level
- Stable funding for resident service coordination and implementation
- Demonstrated the impact of stable affordable housing enriched with services



Resident Services Coordination

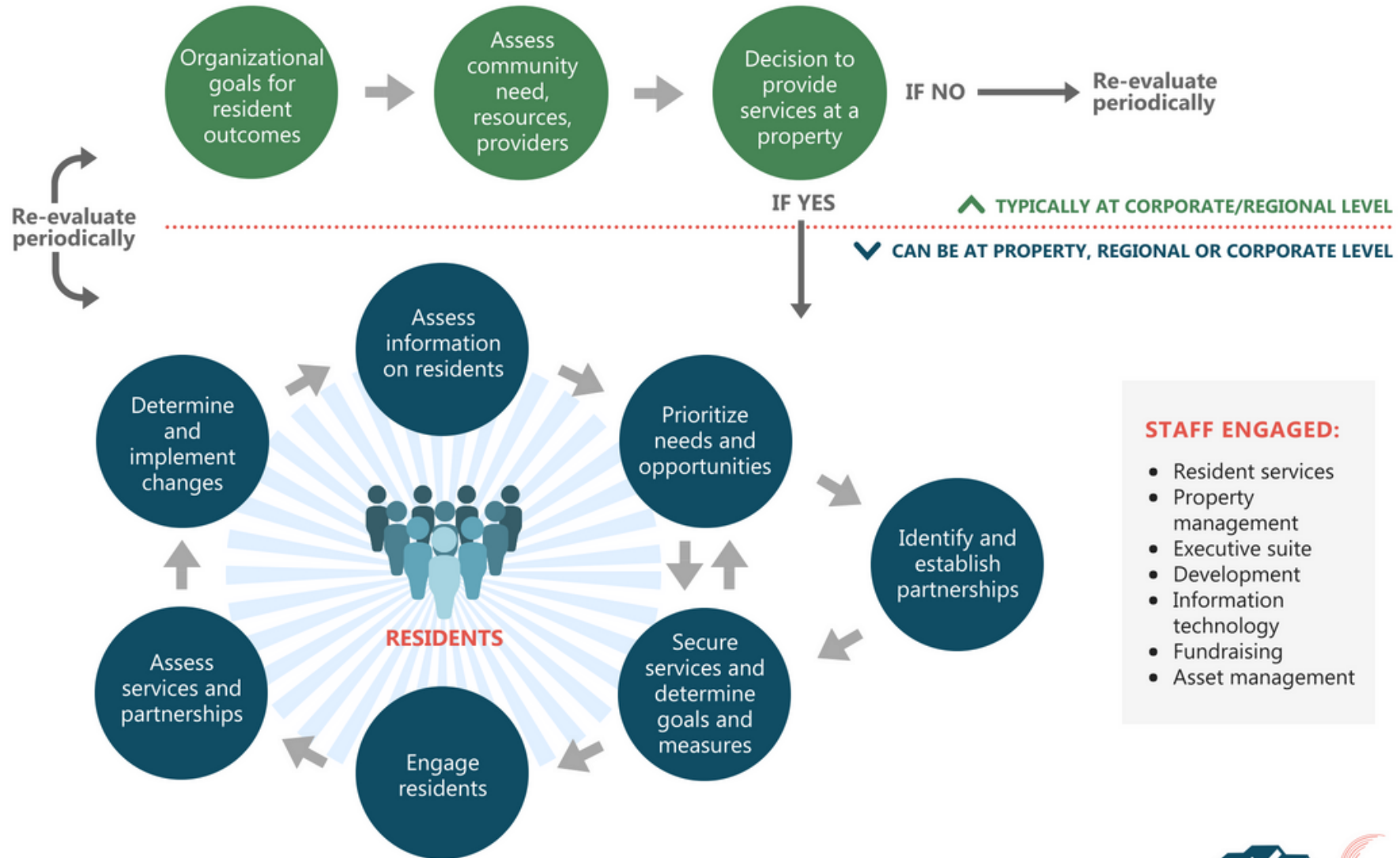


A System of Resident Services Coordination includes all the functions tied to the coordinated mission to implement resident services in affordable housing rental properties, including:

- Corporate and Site-based Staff
- Partnerships and Community Relationships
- Technology Systems
- Services and Programs
- Research and Evaluation
- Funding
- Organizational Knowledge

FRAMEWORK FOR THE SYSTEM OF RESIDENT SERVICES COORDINATION

A Resident Services Coordination System includes all functions tied to the organizational mission to implement resident services in affordable housing rental properties, including the corporate and site-based staff; funding and partnerships; technology systems; services and programs; research and evaluation; and organizational knowledge gained over time.

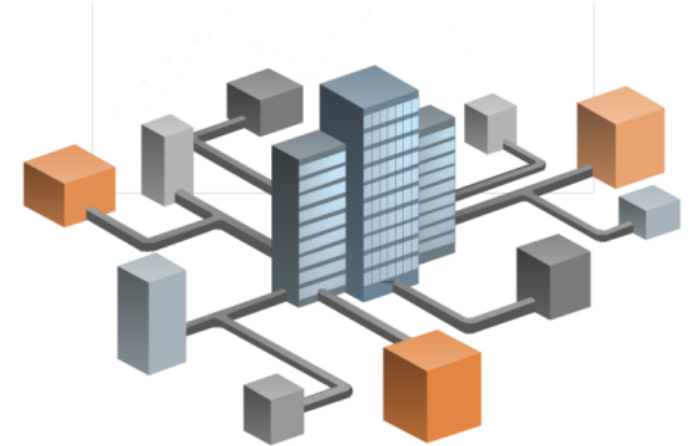


STAFF ENGAGED:

- Resident services
- Property management
- Executive suite
- Development
- Information technology
- Fundraising
- Asset management

CORES Certification

- **CORES Certification** applies to the **organization**, covering the entire portfolio, for **five years**.
- CORES certification is one requirement for eligibility for Fannie Mae's Healthy Housing Rewards - ERS financing.
- CORES has been included in two state LIHTC QAP applications



- CORES has also developed a property-level certification (an **ERS Property Certification**) for organizations seeking financing with Fannie Mae.
- Organizations would first get CORES certified and then could apply for an ERS Certification for a specific property where they are seeking ERS financing from Fannie Mae.

Resident Services Coordination Models

Direct Model

- Affordable housing owners retain **direct responsibility** for the management, delivery and implementation of RSC.

Hybrid Model

- Affordable housing owners contract with an unrelated third party entity (property management company/other services organization) to staff on-site RSCs/staff.
- The owner still retains leadership, management, and support capacity for RSC at their properties

Third Party Model

- An owner may contract with an external (third party) organization to provide all aspects of RSC (management, delivery, implementation of RSC) at property/ corporate/ regional levels.
- Third party services may be provided for one owner or for multiple
- Third party organization would gain certification (not the owner)

- Approximately 50 questions in the application (regardless of the RS Model). These can be found on the CORES website along with our scoring rubric.
- Variety of formats: Text Boxes, Drop Down, Select All, Requested Documents, Required Documents
- Most questions deal with an organization's demonstrated process and approach to RS Coordination
- There are **9 threshold/minimum requirements** that come from the Framework for a System of Resident Services Coordination
- The cost for the five year Certification is \$5,500

9 CORES Threshold Requirements

- 3+ Years of Experience as a Multifamily Housing Provider (Direct or Hybrid)
 - For Third Party Model, must have 3 years experience as third party provider
- Must fit one of the models: Direct or Hybrid or Third Party
- 3+ of Experience with Resident Services Coordination
- RS Coordinator Staff & Coordination at more than one property
- Strategies for addressing low participation rate of residents
- Use 4 Key Property-Level Documents/Tools: (1) Community Scan, (2) Resident Opportunities & Needs Assessment, (3) Property Services Plan, and (4) Resident Indicators & Analysis Report

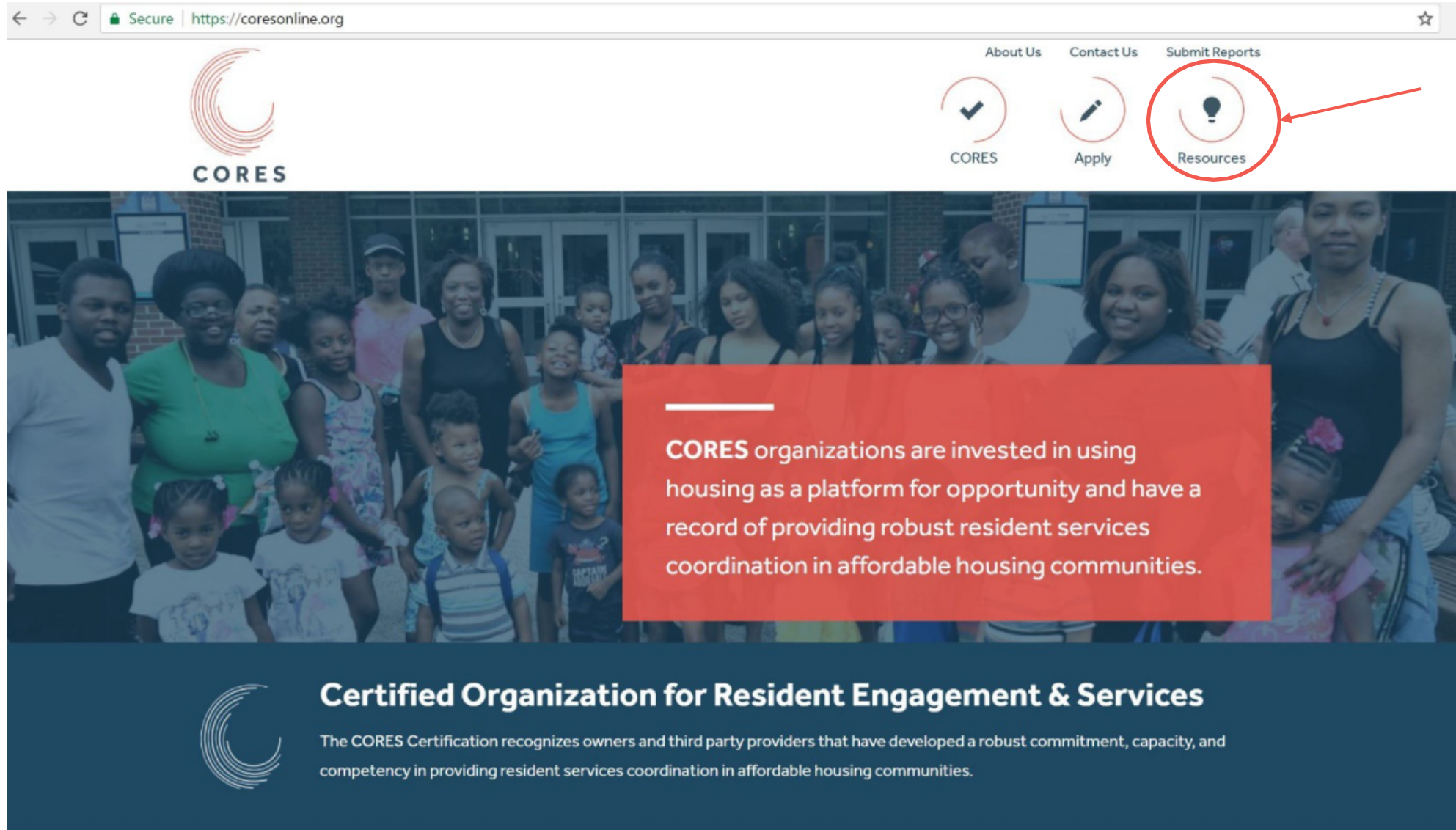




The Value of CORES Certification



Visit www.CORESonline.org



Secure | <https://coresonline.org>

About Us Contact Us Submit Reports

CORES Apply Resources

CORES organizations are invested in using housing as a platform for opportunity and have a record of providing robust resident services coordination in affordable housing communities.

Certified Organization for Resident Engagement & Services

The CORES Certification recognizes owners and third party providers that have developed a robust commitment, capacity, and competency in providing resident services coordination in affordable housing communities.



Visit: www.CORESonline.org

Contact: cores@sahfnet.org

Alexandra Nassau-Brownstone

Director, Resident Outcomes & CORES
Stewards of Affordable Housing for the Future
anassaubrownstone@sahfnet.org

Quality Supportive Housing Certification in Predevelopment & Operation

Cheryl Winter, MPH, LICSW

Cheryl.winter@csh.org

Certification@csh.org



Differentiating Supportive Housing Services from Resident Services

Supportive Housing

(Permanent Supportive Housing)

Intensive, individualized services with a focus on successfully remaining housed as a platform for achieving all other tenant goals for well-being.

Targeted to people living with disabilities, exiting homelessness, multiple chronic health conditions

One housing case manager serves 10-20 tenants

Highly coordinated with property management and other community service providers, including transportation, modeling/coaching, care coordination, support during appointments.

Resident Services

Generalized services that meet the needs of most or all residents with a focus on educational, employment and well-being.

Targets any households in affordable housing

One Resident Service Coordinator serves 100 tenants

Referrals to and partnerships with community service providers

Quality Certification offers a third party seal of approval for projects that meet CSH's national standards for Quality Supportive Housing

We certify supportive housing projects that are:

☞ **Tenant Centered**

- *Every aspect of housing focuses on meeting tenant needs*

☞ **Accessible**

- *Tenants of all backgrounds and abilities enter housing quickly and easily*

☞ **Coordinated**

- *All supportive housing partners work to achieve shared goals*

☞ **Integrated**

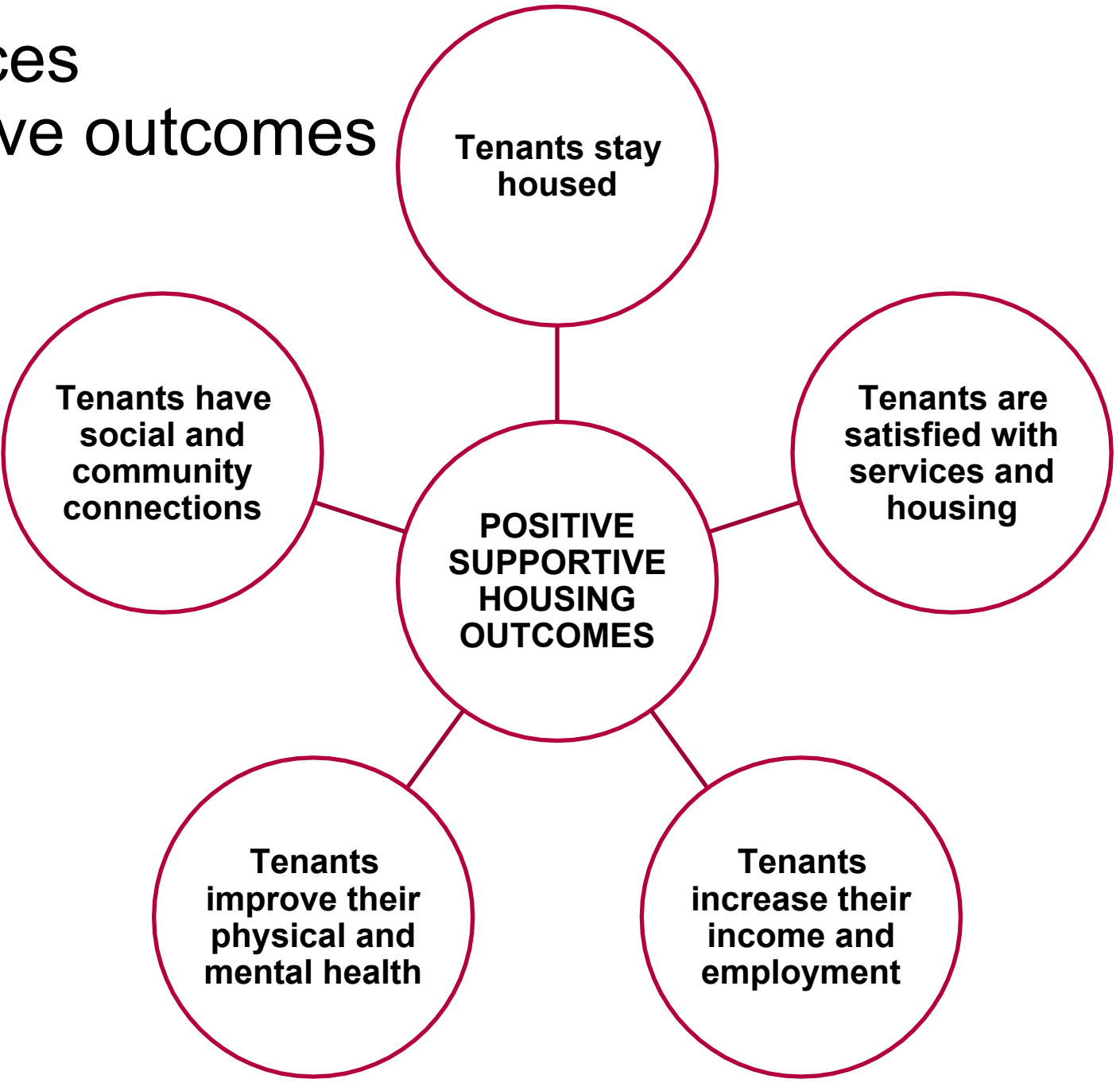
- *Housing provides tenants with choices and community connections*

☞ **Sustainable**

- *Housing operates successfully for the long term*



Quality practices result in positive outcomes




Ensuring Quality from Day One of Planning




Quality Seal denotes CSH review for Certification


Quality in Planning

- Commitment to Quality (C2Q) checklist
- Predevelopment Quality Endorsement 
- Supportive Housing Institutes

Quality in Action

- Quality Self-Assessment, Results Reports & TA, Quality Toolkit
- Quality Certification (QC) 

Quality Sustained

- Built into systems, financing and evaluation system requirements
- Annual SH Institutes
- Re-Certification every 3 years 

Commitment to Quality Checklist

Commitment to Quality Checklist

This checklist is intended for projects in the pre-development phase of Supportive Housing project planning and design. In completing the Commitment to Quality checklist the signatory affirms that the project has been explained to each partner named in the funding application and that they understand and commit to the Quality Standards marked Yes.

Indicator	Commitment to Quality	Verifiable Quality Measures in Pre-Development and Program Planning
Tenant Centered		
Tenant-Driven Planning	<input type="checkbox"/> Yes <input type="checkbox"/> No	During the project planning process, individuals representing the priority target population have been involved, either through at least one individual meeting with the supportive housing project team and/or at least one focus group with members of the targeted tenancy.
Commitment to Supportive Housing Goals	<input type="checkbox"/> Yes <input type="checkbox"/> No	There are multiple documented plans of how tenant feedback is, and will continue to be incorporated into the supportive housing project.
Privacy & Living Space (Necessary Amenities)	<input type="checkbox"/> Yes <input type="checkbox"/> No	There are written goals and/or targeted tenant outcomes for the supportive housing project.
	<input type="checkbox"/> Yes <input type="checkbox"/> No	The project will have a reliable method for collecting and reviewing data on health outcomes (such as housing retention, income, changes in basic cooking appliances such as refrigerator, stovetop, and microwave).
	<input type="checkbox"/> Yes <input type="checkbox"/> No	Each unit will have its own private bathroom and kitchen. Kitchens will include tenants will have access to common space either on or off-site for tenant-initiated events such as potlucks or game nights.
Tenant Education	<input type="checkbox"/> Yes <input type="checkbox"/> No	Based on the household composition of the planned priority population, there will be an adequate number of bedrooms per unit.
	<input type="checkbox"/> Yes <input type="checkbox"/> No	Sharing of bedrooms by non-related, single, adult tenants will not be required.
Tenant Feedback	<input type="checkbox"/> Yes <input type="checkbox"/> No	The Property Management plan will require the management company to provide residents an orientation introducing them to their apartment and neighborhood, and their rights and responsibilities as leaseholders as part of the move-in process.
	<input type="checkbox"/> Yes <input type="checkbox"/> No	The Services Plan will include an adequate level of on-site tenancy supports through on-site workshops/ or outside linkages.
	<input type="checkbox"/> Yes <input type="checkbox"/> No	The Property Management and/or Services Plan will indicate that a tenant satisfaction survey will be administered on an annual basis. There will be a written description of the system for reviewing survey results and responding to tenant feedback.
	<input type="checkbox"/> Yes <input type="checkbox"/> No	The Property Management or Services Plan will indicate that a tenant council, focus group, or other tenant-led group will be established.

Learn more at: www.csh.org/quality



The CSH Predevelopment Quality Endorsement verifies all planning & procedural documents

- SH sponsor completes the online C2Q Checklist & sends CSH staff its Supporting Documentation
- CSH reviews Documentation & Planning, gives stamp of approval
- Quality Endorsement Letter from CSH is sent to project team for use in funding applications

Commitment to Quality Checklist

The Checklist is intended for projects in the pre-development phase of supportive housing project planning and design. It is intended to verify that the sponsor affirms that the project has been undertaken in accordance with the Commitment to Quality standards and that these standards are consistent with the Quality Standards for New York City.

Indicator	Commitment to Quality	Verifiable Quality Measures in Pre-Development and Program Planning
Tenant-Driven Planning		
CHQ1	During the project, there have been at least one individual, representing the priority target population, who have been consulted, either through at least one individual meeting with the supportive housing project team and/or at least one focus group with members of the targeted tenants.	CHQ1
CHQ2	There are multiple documented sites of tenant feedback, and will continue to be incorporated into the supportive housing project.	CHQ2
Commitment to Supportive Housing Goals		
CHQ3	The project is designed for collecting and reviewing data on the targeted population, including housing retention, income, changes in employment, social connections, and well-being.	CHQ3
CHQ4	The project is designed to include kitchen, dining, and living areas, and will be accessible to all tenants, including those with disabilities.	CHQ4
Privacy & Living Space (Minimums/Standards)		
CHQ5	The project is designed to provide a minimum of 100 sq ft of living space per unit, including kitchen, dining, and living areas, and will be accessible to all tenants, including those with disabilities.	CHQ5
CHQ6	The project is designed to provide a minimum of 100 sq ft of living space per unit, including kitchen, dining, and living areas, and will be accessible to all tenants, including those with disabilities.	CHQ6
Tenant Education		
CHQ7	The project is designed to provide a minimum of 100 sq ft of living space per unit, including kitchen, dining, and living areas, and will be accessible to all tenants, including those with disabilities.	CHQ7
CHQ8	The project is designed to provide a minimum of 100 sq ft of living space per unit, including kitchen, dining, and living areas, and will be accessible to all tenants, including those with disabilities.	CHQ8
Tenant Feedback		
CHQ9	The project is designed to provide a minimum of 100 sq ft of living space per unit, including kitchen, dining, and living areas, and will be accessible to all tenants, including those with disabilities.	CHQ9
CHQ10	The project is designed to provide a minimum of 100 sq ft of living space per unit, including kitchen, dining, and living areas, and will be accessible to all tenants, including those with disabilities.	CHQ10

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CSH
 CSH Headquarters
 61 Broadway, Suite 2300
 New York, NY 10006

November 6, 2018

Little Tokyo Service Center
 231 E 3rd St # G106
 Los Angeles, CA 90013

Subject: CSH Quality Supportive Housing endorsement for Santa Monica and Vermont Apartments

Dear Little Tokyo Service Center

CSH is pleased to endorse Santa Monica and Vermont Apartments as high quality supportive housing that meets the predevelopment quality standards of projects ultimately seeking CSH Quality Certification. Quality Supportive Housing provides a foundation for housing stability, employment, mental and physical health, and school attendance. Supportive housing also helps build strong, healthy communities by improving the safety of neighborhoods, beautifying city blocks with new or rehabilitated properties, and increasing or stabilizing property values over time.

The CSH Quality Endorsement for supportive housing is presented to project sponsors planning to develop supportive housing who submit supporting documentation that CSH determines demonstrates a commitment to the Dimensions of Quality Standards across all project components.

CSH staff have reviewed supporting documentation for Santa Monica and Vermont Apartments and found that it meets national Quality Standards. Documentation reviewed for Quality Endorsement includes mission statement, board roster, neighborhood amenities, community management plan, project vision, site plans & architectural drawings, partner roles, development & operating proformas, property management plan, tenant selection plan, services plan, memoranda of understanding, written agreements, and other critical planning documents. A full list of CSH Quality Endorsement indicators reviewed can be found in Attachment A.

Sincerely,
 Liz Draper

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Learn more at:
www.csh.org/quality



L.A. Supportive Housing Institute Graduates with Quality Endorsed Project:

Rose Apartments, Venice Community Housing



Go to: <https://cshcertification.smapply.io/>



CSH Quality Assessments and Certification

The Source for Housing Solutions

Programs



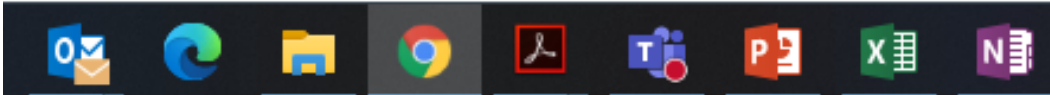
Program	Open date	Deadline
Quality Certification		MORE >
Supportive Housing Organizational Capacity Assessment Tool (SHOCAT)	Aug 26 2019 12:00 AM (EDT)	MORE >
Quality Self-Assessment Tool	Dec 11 2019 12:00 AM (EST)	MORE >
Quality Endorsement	Feb 17 2020 04:30 PM (EST)	MORE >

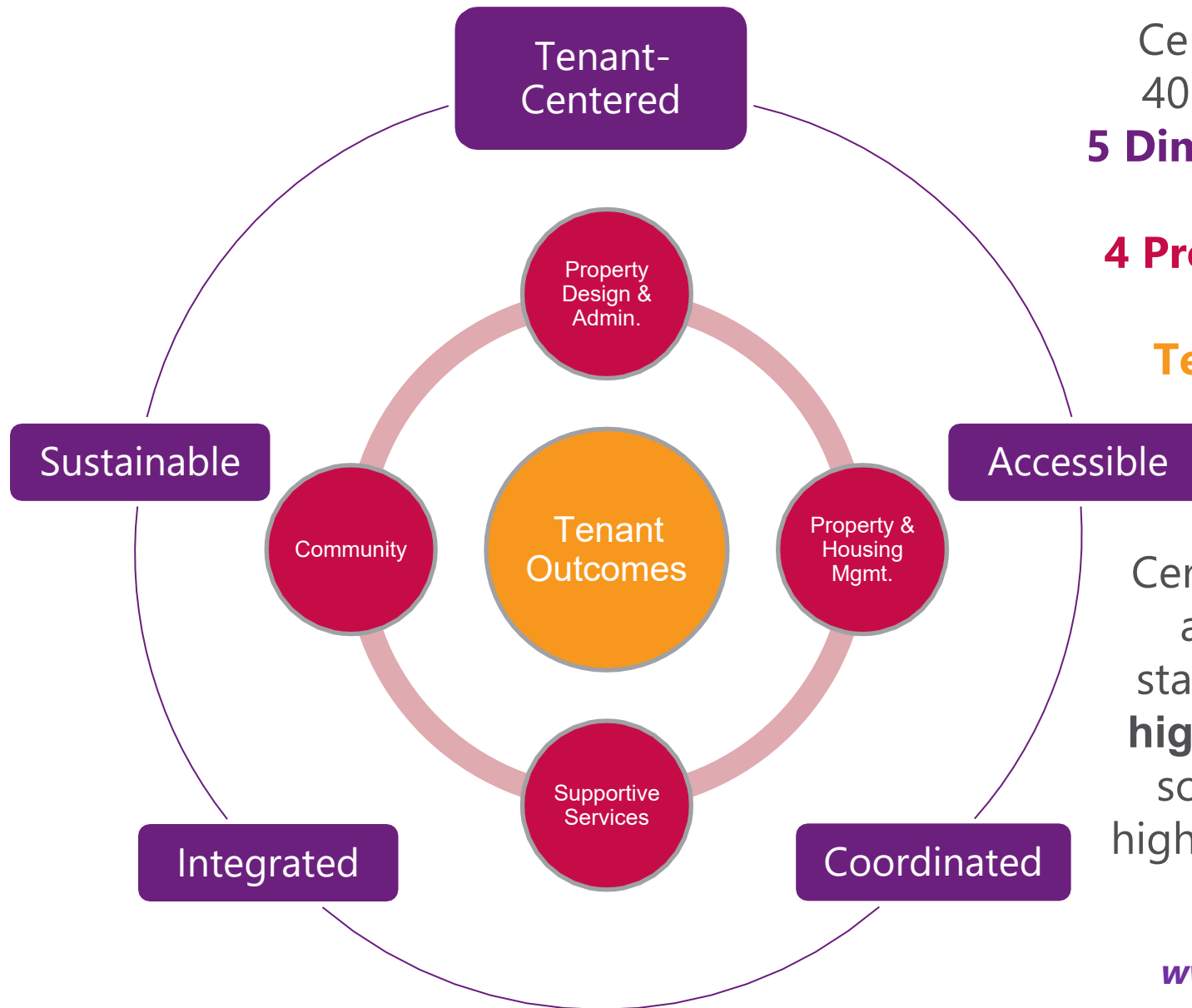
\$3500+

\$50

\$1500

1 - 4 of 4 Programs





Certification reviews
40 indicators across
5 Dimensions of Quality
examining
4 Project Components
and
Tenant Outcomes

Certification requires
applicants meet
standards at **70% or
higher** in each of the
scoring categories
highlighted on the left.

Learn more at:
www.csh.org/quality

A THREE PART REVIEW: QUALITY CERTIFICATION



Application and Document Review

Trained reviewers from CSH read and analyze each project or scattered site program's online application and attachments that include policies, procedures, tenant survey results, tenant selection plans, service plans, property management plans, staff training reports and other supporting documentation.

Unit Visit

Each applicant identifies 3 units for reviewers to visit. Reviewers examine location and proximity to resources, building and unit safety, maintenance, and appearance, accessibility, amenities and adequacy of space and appliances for activities of daily living (cooking, bathing, sleeping, independent and social activities).

Interviews and Focus Groups

Reviewers meet separately with tenant and staff focus groups, conduct interviews with key leadership, property and housing management, finance staff members, and other stakeholders to confirm findings from application and document review.

The Way Home CoC Certification Summary
(TX-700-Houston, Pasadena, Conroe/Harris, Fort Bend, Montgomery Counties CoC)

Participation & Outcomes



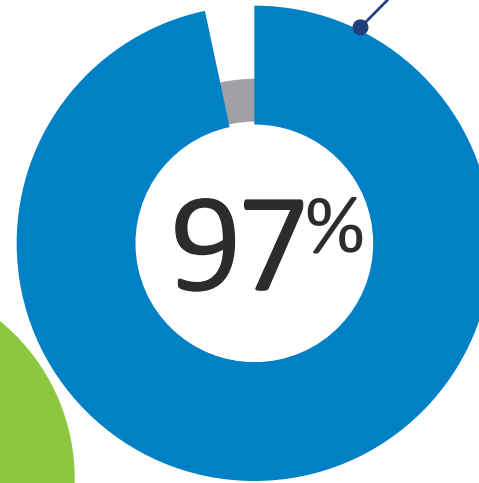
Percent Achieving Quality Certification (3 year Certification)

Twenty three programs met Quality Standards in all five scoring categories on their first attempt.



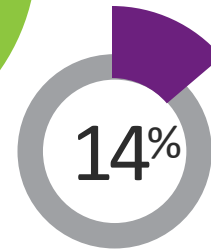
Percent of PSH Funded Programs Participating

Twenty-nine Permanent Supportive Housing projects and programs applied for Quality Certification, among 30 funded CoC programs.



Percent Achieving Pre-Certification (1 year)

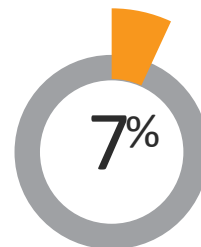
Four programs met quality standards in at least 2 of 5 categories. These programs have one year to demonstrate improvement to receive Quality Certification.



Preliminarily Certified programs are offered 2 hours of technical assistance from CSH to plan for making program improvements. Most Preliminarily Certified programs met standards in 4 of the 5 scoring categories and typically needed improvement in tenant involvement, tenant leadership and some tenant outcomes.

Percent Not Meeting Standards

(Two programs were not certified, both needing significant improvement in at least 4 of the 5 scoring categories)



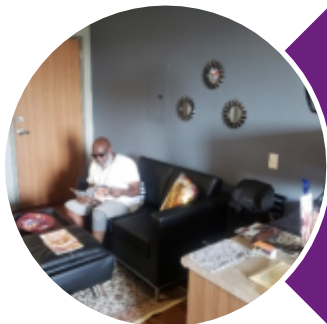
Who contributed to the reviews in Houston?



More than 230 tenants participated in focus groups



Over 85 frontline staff and executive leaders interviewed



86 units visited, 5% of total PSH units under review

Tenant Outcomes by Certification Status

Tenant Housing & Satisfaction Outcomes

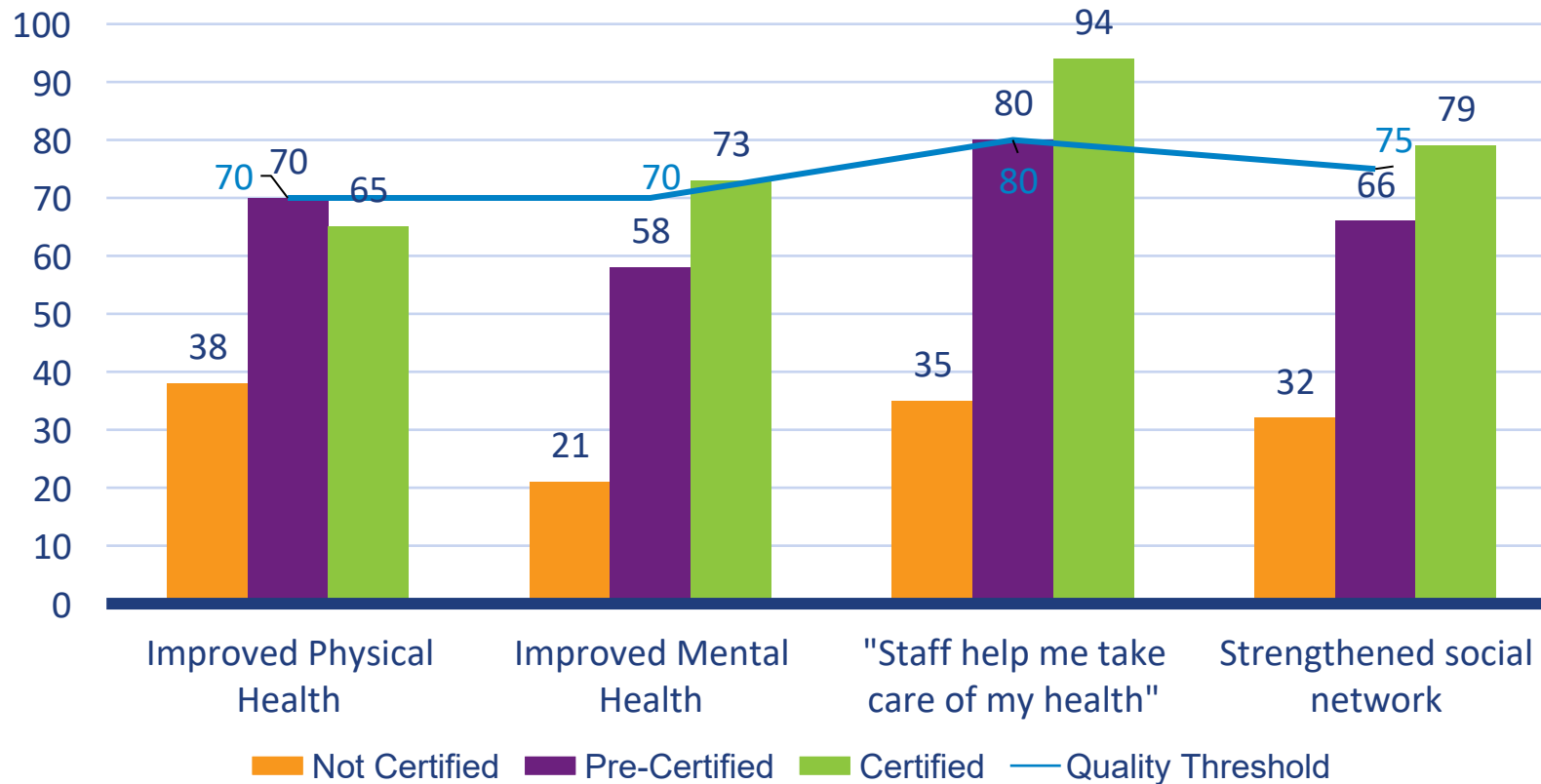


Average Percentages by Certification Status with Quality Threshold



Tenant Outcomes by Certification Status

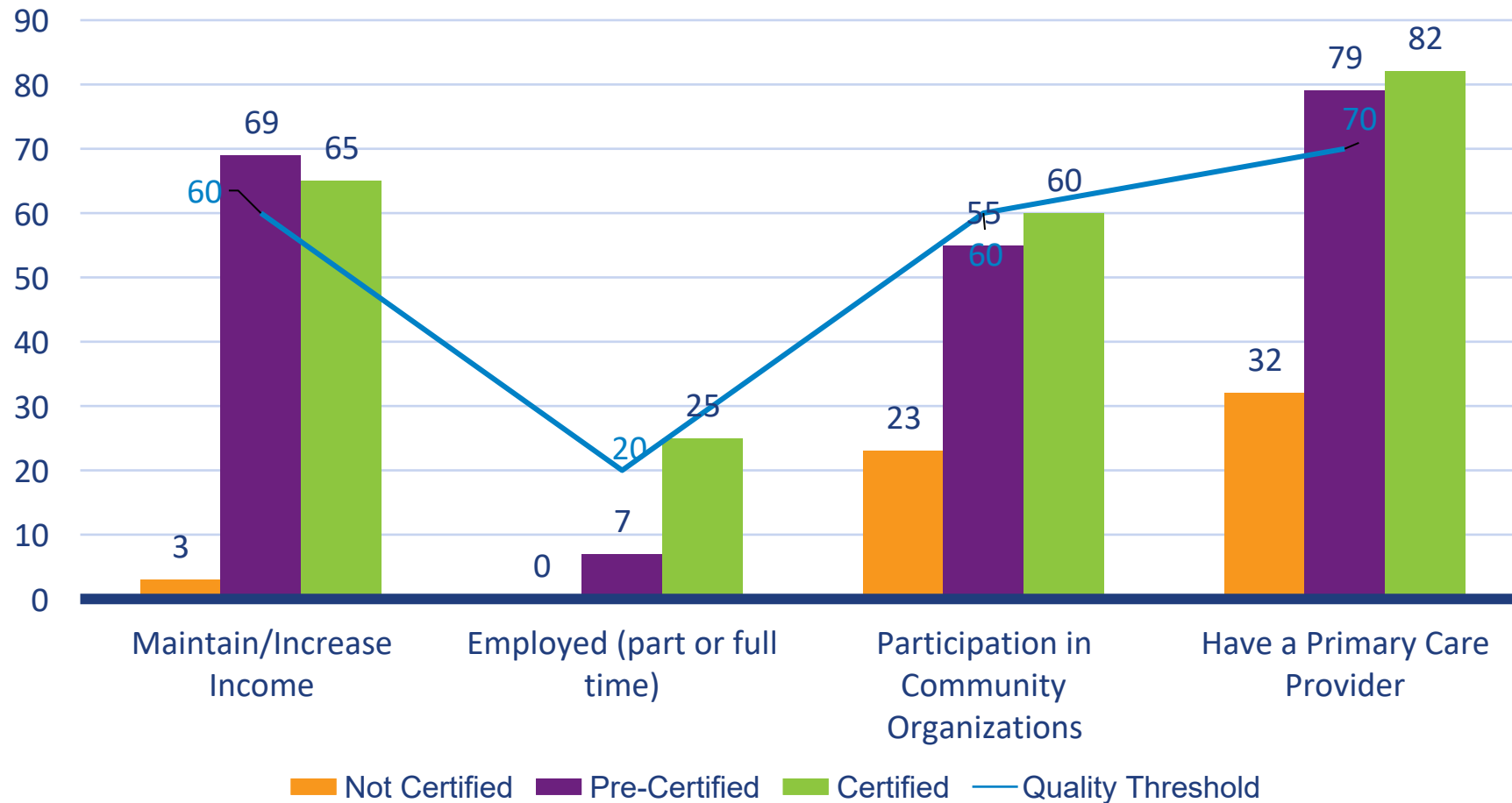
Average Health & Wellness Outcomes



Note: Some of the Certified Programs in Houston were funded by services dollars that only served individuals with 2 or more chronic health conditions and a mental health diagnosis. This may account for the lower scores in self-reported improvements in physical health.

Average Outcomes by Certification Status, in last 12 months, self-reported using CSH Tenant Survey & Organizational Data Collected by Program Staff

Income, Employment & Community Connectedness



Benefits of Certification



There are many benefits to Quality Certifications, a few include:

1. Assists with CQI

All Projects & Programs Receive a Recommendations Report for Continuous Quality Improvement

1

2. Provides access professional development & national recognition

Certified programs receive subscription access to the CSH Online Training Center, are highlighted in CSH publications, and staff professional development opportunities.

2

3. Honors Tenant & Staff Voices

Tenant voices and outcomes are included in the review process. Tenants in Certified Projects also have opportunities for professional development for individuals with lived expertise and frontline staff.

3

4. Assures Funders of Third Party Review

4

CSH highlights Certified Projects and Programs on the CSH website, in publications reaching over 30,000 readers, and provides Certified programs with a Quality Certified logo that can be used in funding applications and on agency materials.





“At Avenue 360 they teach you the **skills to live in housing**... they teach us how to advocate for ourselves.”

Quote used with tenant permission, from tenant focus group notes

Avenue 360, YEAH PSH Program

Quality Certified Program, 2018-2021

Thank you!

For more information contact
certification@csh.org or visit
<https://cshcertification.smapply.io/>

Cheryl Winter, MPH, LICSW

Cheryl.winter@csh.org

certification@csh.org



*American Association of
Service Coordinators*

History of HUD Service Coordination

- (1985) – Robert Wood Johnson Demonstration
- (1990 -1995) HUD allows SCs in various project budgets
- (1995) First HUD SC grants are awarded
- (1997) Management Agent Handbook includes SC Guidance
- (1999) American Association of Service Coordinators is founded

American Association of Service Coordinators

The American Association of Service Coordinators (AASC) is a professional membership association and a national resource for service-enriched housing. Our 3,600+ members assist elderly and disabled residents and families living in affordable housing communities to identify, locate and acquire the services and supports necessary to become and remain self-sufficient. AASC provides education, advocacy, best practices, leadership and networking opportunities for our members.



Our Mission

To advance the interests of the service coordinator profession and to provide guidance and professional standards to its members.



Our Vision

To support our members that serve individuals, families, the elderly and persons with disabilities in housing situations through leadership, education, training, networking, advocacy and other member services.

Professional Service Coordinator Certificate

- 2005 AASC and The Ohio State University partnered to create the Professional Service Coordinator Certificate
- Designation for service coordinators who are dedicated to furthering their educational development to ensure the most responsive services are provided to older adults, families, and persons with disabilities residing in service-enhanced, affordable housing environments

Professional
Service Coordinator
Program



THE OHIO STATE UNIVERSITY
COLLEGE OF MEDICINE



PSC Certificate Content

- Professional Conduct and Ethics
- Communication I: Listening and Relationship Building
- Diverse Lives, Diverse Needs
- Life Management for the Service Coordinator
- Substance Abuse: Realities and Hope
- Guiding Behavior Change through Motivational Interviewing
- Keys to a Quality Service Coordination Program
- Communication II: Conflict Resolution
- Federal Programs
- Health Literacy and Its Impact on Health and Wellness
- Mental Health Issues: Symptom Recognition, Intervention and Referral
- Using Screenings and Non-Clinical Assessments to Help Serve Your Residents



More PSC Information

- Web based content, taken anywhere at anytime
- Affordable – 12 and comprehensive exam \$450
- Group discount rates
- Relevant content to help SCs support residents

Professional
Service Coordinator
Program



A partnership between



American Association of Service Coordinators

Michelle Missler, Vice President

mmissler@servicecoordinator.org

www.servicecoordinator.org