

IMPLEMENTATION SUMMARY FORM

Executive Group Name: Supportive Housing

Workgroup Subcommittee Name: Education, Technical Assistance and Building Community Support

Date Developed: 1-29-07

Contact Name: Mary Keefe, Lynn Nee

STRATEGIC ISSUE	S.1. Strengthen infrastructure through education and technical assistance to local nonprofits, public systems and housing providers.			
FINAL RECOMMENDATION	1. Increase the potential for networking between key partners through sharing of “best practice” information.			
WHEN: <i>Please “x” the box next to the projected timeframe</i>	“Early Win” (Nov. 2006 – Dec. 2007)	→ X	Mid-Range (Jan. 2007-Dec. 2008)	Long-Term (Jan. 2009-Dec. 2011)
ACTION STEPS needed for follow up and implementation:		DELIVERABLES with measures and timeframes:		
<ul style="list-style-type: none"> a. Coordinate quarterly meetings with participant access by phone, video conferencing or computer. b. Create a monthly calendar of training opportunities. c. Develop a Campaign to End Homelessness Web Site. 		<ul style="list-style-type: none"> ■ <i>By June 3 2007 a schedule of quarterly technical assistance conference calls will be created – featuring specific topic areas for discussion.</i> ■ <i>By June 1, 2007 the Michigan Campaign to End Homelessness web-site will be operational. The web-site will provide communities with opportunities to communicate best practice efforts, measure performance, inform one another of training opportunities, and to keep updated with current relevant information.</i> 		

IMPLEMENTATION SUMMARY FORM

WHO must be involved in follow-up and implementation:

- Michigan State Housing Development Authority
- Web Coordinators
- Community 10 Year Plan Stakeholders
- Supportive Housing Developers
- Consumers
- State Agency Partners

CHALLENGES associated with follow-up and implementation:

- Coordinating technical assistance calls – assuring up-to-date, relevant discussions on critical issues
- Populating the web-site and assuring that materials are user friendly, helpful and provide relevant information for use by local communities.

IMPLEMENTATION SUMMARY FORM

Executive Group Name: Supportive Housing

Workgroup Subcommittee Name: Education, Technical Assistance and Building Community Support

Date Developed: 1/29/07

Contact Name: Mary Keefe, Lynn Nee

STRATEGIC ISSUE	S.1 Strengthen infrastructure through education and technical assistance to local nonprofits, public systems and housing providers.			
FINAL RECOMMENDATION	2. Develop a Supportive Housing Institute for developers, service providers, and advocates. The institute should offer various levels of training and programs on housing development, housing access, services and collaboration.			
WHEN: <i>Please "x" the box next to the projected timeframe</i>	"Early Win" (Nov. 2006 – Dec. 2007)	→ X	Mid-Range → (Jan. 2007-Dec. 2008)	Long-Term → (Jan. 2009-Dec. 2011)
ACTION STEPS needed for follow up and implementation:		DELIVERABLES with measures and timeframes:		
<ul style="list-style-type: none"> ■ Modify the existing Corporation for Supportive Housing national curriculum to address Michigan specific policies and processes for the creation of supportive housing. ■ Identify a schedule for courses and market the training to relevant constituents. 		<ul style="list-style-type: none"> ■ <i>By July 1, 2007 a Michigan specific curriculum for the Supportive Housing Institute will be completed.</i> ■ <i>By September 2007 the Institute will hold its first classes.</i> 		

IMPLEMENTATION SUMMARY FORM

WHO must be involved in follow-up and implementation:

- Corporation for Supportive Housing
- Michigan State Housing Development Authority
- Michigan Coalition Against Homelessness
- Michigan Coalition Against Domestic Violence and Sexual Assault
- Michigan Department of Community Health
- Michigan Department of Human Services

CHALLENGES associated with follow-up and implementation:

- Development of a Michigan specific Supportive Housing curriculum.
- Creating and implementing a marketing plan that targets both non-profit and for-profit developers, service organizations and other organizations interested in the creation of supportive housing.

IMPLEMENTATION SUMMARY FORM

Executive Group Name: Supportive Housing

Workgroup Subcommittee Name: Supportive Services

Date Developed: 1/31/07

Contact Name: Pat Caruso

STRATEGIC ISSUE	S.2. Assure that services are available and accessible to persons living in supportive housing, including services that allow people to remain in their own homes.					
FINAL RECOMMENDATION	1. Create a Supportive Housing Services Workgroup to address the issues of accessing services and service funding with a focus on flexibility and integration between sources.					
WHEN: <i>Please "x" the box next to the projected timeframe</i>	"Early Win" (Nov. 2006 – Dec. 2007)	<input type="checkbox"/>	Mid-Range (Jan. 2007-Dec. 2008)	<input type="checkbox"/>	Long-Term (Jan. 2009-Dec. 2011)	<input checked="" type="checkbox"/>

ACTION STEPS needed for follow up and implementation:	DELIVERABLES with measures and timeframes:
<ul style="list-style-type: none"> ■ a. Identify key stakeholders that must be included on the workgroup ■ b. Create a "work plan" that identifies current funding restrictions, overlaps and gaps in service delivery, and makes recommendations that lead to the creation of flexible and integrated service coordination ■ c. Identify dedicated streams of funding to support service delivery to tenants of supportive housing including but not limited to: Department of Community Health, Department of Corrections, Department of Human 	<ul style="list-style-type: none"> ■ The workgroup has been identified with participants from the Department of Community Health, Department of Human Services with representation from the local DHS office, Office of Adult Services and soon to include Children Services, two nonprofits and Corporation for Supportive Housing. Additional members will be added when necessary. Workgroup will meet monthly. ■ Steps b-e are being combined and will address the service gaps, funding and lack of, service delivery and partnerships. Once the above have been identified, a workplan will be developed to address service delivery, combining resources where appropriate and identify areas where policy at the federal, state and local levels may need to be changed to achieve the desired outcome of

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<p>Services, private philanthropy, and project generated sources. Service delivery must be easily accessible and responsive, 24 hours a day, for all supportive housing residents.</p> <ul style="list-style-type: none">■■ d. Identify opportunities for partnerships among service providers and create memorandums of understanding and other agreements that formalize the relationship and allow for services that best meet the needs of consumers.■ e. Identify federal, state and local barriers to providing services to tenants of supportive housing and develop recommendations to address each barrier.	<p>24 hour supportive services. Expected completion 7/31/07.</p>
<p>WHO must be involved in follow-up and implementation: Supportive Service Workgroup:</p> <ul style="list-style-type: none">■ Corporation for Supportive Housing■ Department of Community Health■ Department of Human Services, including Adult and Children Services■ Local service providers■ MSHDA■ Dept. of Corrections	
<p>CHALLENGES associated with follow-up and implementation:</p> <ul style="list-style-type: none">■ Identifying resources, service gaps and funding issues should be a fairly smooth process. Trying to combine or fund all will be challenging given federal and/or state restrictions. Many of the barriers may need to be addressed through the legislative process.	

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Executive Group Name: Supportive Housing

Workgroup Subcommittee Name: Supportive Services

Date Developed: 1/31/07

Contact Name: Pat Caruso

STRATEGIC ISSUE	S.2. Assure that services are available and accessible to persons living in supportive housing, including services that allow people to remain in their own homes.					
FINAL RECOMMENDATION	2. To prevent an increase in costs to public systems, “eviction prevention” services must be readily available to tenants to assure that on-going quality of life.					
WHEN: <i>Please “x” the box next to the projected timeframe</i>	“Early Win” (Nov. 2006 – Dec. 2007)	→ <input type="checkbox"/>	Mid-Range (Jan. 2007-Dec. 2008)	→ <input type="checkbox"/>	Long-Term (Jan. 2009-Dec. 2011)	→ <input checked="" type="checkbox"/>
ACTION STEPS needed for follow up and implementation:			DELIVERABLES with measures and timeframes:			
<ul style="list-style-type: none"> ■ a. Identify key stakeholders who can provide technical assistance on effective “eviction prevention” techniques. ■ b. Identify those eviction prevention services that have proved to be most effective. 			<ul style="list-style-type: none"> ■ A workgroup will be identified by 3/31/07 with a draft report of best practices by 8/31/07. 			

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WHO must be involved in follow-up and implementation:

- Department of Human Services, including local office representation
- Department of Community Health
- Local service providers
- Legal Aid representative
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CHALLENGES associated with follow-up and implementation:

There are 2 main issues here – the first is identifying best practices to prevent eviction. That yet to be identified workgroup will address the best practices and prepare a report by 9/1/07. The challenge is in funding the best practices.

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Executive Group Name: Supportive Housing

Workgroup Subcommittee Name: Supportive Services

Date Developed: 1/31/07

Contact Name: Pat Caruso

STRATEGIC ISSUE	S.2. Assure that services are available and accessible to persons living in supportive housing, including services that allow people to remain in their own homes.				
FINAL RECOMMENDATION	3. Develop a resource manual that includes information on the funding, service coordination and delivery of successful supportive housing models.				
WHEN: <i>Please "x" the box next to the projected timeframe</i>	"Early Win" (Nov. 2006 – Dec. 2007)	→ <input type="checkbox"/>	Mid-Range (Jan. 2007-Dec. 2008)	→ <input checked="" type="checkbox"/>	Long-Term (Jan. 2009-Dec. 2011)
ACTION STEPS needed for follow up and implementation:		DELIVERABLES with measures and timeframes:			
<ul style="list-style-type: none"> ■ a. Identify lead agency. ■ b. Define the key elements of a successful supportive housing model. ■ c. identify projects that meet the key elements of a successful supportive housing model. ■ d. Produce the manual assuring effective distribution and on-going training. 		<ul style="list-style-type: none"> ■ These issues have not yet been addressed. A workgroup will be identified with a first meeting by 3/31/07. Once funding and gaps have been identified, the workgroup will be able to address supportive programs and prepare a manual by 12/31/07. 			

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WHO must be involved in follow-up and implementation:

- Department of Community Health
- Corporation for Supportive Housing
- Department of Human Services
- MSHDA
- Nonprofit service providers

CHALLENGES associated with follow-up and implementation:

- Once the funding and service gaps have been identified, a workgroup will be pulled together to research best practices and develop a resource manual that can be used by the community.

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Executive Group Name: Supportive Housing

Workgroup Subcommittee Name: Supportive Services

Date Developed: 1/31/07

Contact Name: Pat Caruso

STRATEGIC ISSUE	S.2. Assure that services are available and accessible to persons living in supportive housing, including services that allow people to remain in their own homes.					
FINAL RECOMMENDATION	4. Develop strategies to assure community service agencies that provide supportive housing services are represented in 2-1-1 and that there are key words associated with this support (to allow 2-1-1- staff to easily locate the supports and make needed referrals).					
WHEN: <i>Please "x" the box next to the projected timeframe</i>	"Early Win" (Nov. 2006 – Dec. 2007)	<input type="checkbox"/>	Mid-Range (Jan. 2007-Dec. 2008)	<input type="checkbox"/>	Long-Term (Jan. 2009-Dec. 2011)	<input checked="" type="checkbox"/>
ACTION STEPS needed for follow up and implementation:			DELIVERABLES with measures and timeframes:			
<ul style="list-style-type: none"> ■ a. Develop comprehensive key word listing for 211 that will assure supportive housing service providers remain connected with this system. 			<ul style="list-style-type: none"> ■ Develop a listing of supportive services available within a community and distribute to active 211 operators. Ongoing 			

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WHO must be involved in follow-up and implementation:

- Local Continuum of Care
- Corporation for Supportive Housing
- Local Department of Human Services
- Local Community Mental Health Agencies
- Local service providers
- Regional Representatives

CHALLENGES associated with follow-up and implementation:

- This will have to be worked out at the local level with locals identifying and constantly updating services with their 211 operators.
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IMPLEMENTATION SUMMARY FORM

Executive Group Name: Supportive Housing

Workgroup Subcommittee Name: Education, Technical Assistance and Building Community Support

Date Developed: 1/29/07

Contact Name: Mary Keefe, Lynn Nee

<p align="center">STRATEGIC ISSUE</p>	<p>S.3. Increase communication and build public support on the benefits of supportive housing through the utilization of an inclusive network of advocates (COC's, Community Collaboratives, business community, and non-traditional partners).</p>					
<p align="center">FINAL RECOMMENDATION</p>	<p>1. Commission a statewide cost-benefit quality of life analysis of supportive housing.</p>					
<p align="center">WHEN: <i>Please "x" the box next to the projected timeframe</i></p>	<p align="center">"Early Win" (Nov. 2006 – Dec. 2007)</p>	<p align="center">→ <input type="checkbox"/></p>	<p align="center">Mid-Range → (Jan. 2007-Dec. 2008)</p>	<p align="center"><input checked="" type="checkbox"/></p>	<p align="center">Long-Term → (Jan. 2009-Dec. 2011)</p>	<p align="center"><input type="checkbox"/></p>
<p>ACTION STEPS needed for follow up and implementation:</p>			<p>DELIVERABLES with measures and timeframes:</p>			
<ul style="list-style-type: none"> ■ A. Assure the completion of "Shadow" to assure the HMIS system can be integrated with the state's Data Warehouse and by doing so create a "virtual" data base that is accessible to approved researchers. ■ B. Create a scope of work, identify funding sources and potential researchers. ■ C. Identify a workgroup to oversee the project. ■ D. Create a dissemination plan. 			<ul style="list-style-type: none"> ■ <i>By December 2007 the Shadow project will be operational.</i> ■ <i>By February 2008 a Cost Analysis workgroup will be created.</i> ■ <i>By July 2008, a scope of work, funding source(s) and researcher will be identified</i> ■ <i>By September 2008 a dissemination plan will be created.</i> 			

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WHO must be involved in follow-up and implementation:

- Michigan Coalition Against Homelessness
- Michigan State Housing Development Authority
- Michigan Department of Human Services
- Michigan Department of Community Health
- DYSN
- Advocacy Organizations
- Local Foundation(s)

CHALLENGES associated with follow-up and implementation:

- Successful completion of Shadow
- Identification of the resources necessary to support the project.

IMPLEMENTATION SUMMARY FORM

Executive Group Name: Supportive Housing

Workgroup Subcommittee Name: Education, Technical Assistance and Building Community Support

Date Developed: 1/29/07

Contact Name: Mary Keefe, Lynn Nee

STRATEGIC ISSUE	S.3. Increase communication and build public support on the benefits of supportive housing through the utilization of an inclusive network of advocates.					
FINAL RECOMMENDATION	2. Provide data/information to developers and service agencies that can be used to address critical issues raised by neighborhood organizations, planning commissioners, council members and local governmental agencies when siting supportive housing.					
WHEN: <i>Please "x" the box next to the projected timeframe</i>	"Early Win" (Nov. 2006 – Dec. 2007)	<input type="checkbox"/>	Mid-Range (Jan. 2007-Dec. 2008)	<input type="checkbox"/>	Long-Term (Jan. 2009-Dec. 2011)	<input checked="" type="checkbox"/>
ACTION STEPS needed for follow up and implementation:			DELIVERABLES with measures and timeframes:			
<ul style="list-style-type: none"> ■ Develop Information packets that can be shared with developers, service organizations, etc. ■ Create a traveling speakers forum to educate and share studies. ■ Develop a NIMBY guide for developers, planners and service providers. ■ Develop a media guide for consortiums, communities and continuums to use in addressing supportive housing issues. ■ Advocate for the authorization of local ordinances that permit a PILOT for supportive housing projects. 			<ul style="list-style-type: none"> ■ <i>By January 2009 a plan will be developed to build community support around the creation of supportive housing. Included in the plan will be the creation of materials, training for speakers, NIMBY guide, etc.</i> 			

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WHO must be involved in follow-up and implementation:

- **Advocacy Organizations**
- **Philanthropy**
- **Corporation for Supportive Housing**
- **Michigan State Housing Development Authority**
- **Department of Community Health**
- **Department of Human Services**

CHALLENGES associated with follow-up and implementation:

- **Building strong alliances with key community stakeholders and advocacy organizations has proven to be effective in assuring the needed local approvals (zoning, tax abatement) for siting supportive housing. The challenge is to create an infrastructure at the State level that can provide needed materials, training and support to local leaders and advocates.**
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IMPLEMENTATION SUMMARY FORM

Executive Group Name: Supportive Housing

Workgroup Subcommittee Name: Increasing Supply

Date Developed: 1-29-07

Contact Name: Nelson Grit – John Peterson

STRATEGIC ISSUE	S.4. Promote collaboration among Supportive Housing partners, including service agencies, developers and property management companies.					
FINAL RECOMMENDATION	1. Provide key partners with information regarding “best practice” efforts nationwide including accessibility, universal design techniques, and products and resources.					
WHEN: <i>Please “x” the box next to the projected timeframe</i>	“Early Win” (Nov. 2006 – Dec. 2007)	<input type="checkbox"/>	Mid-Range (Jan. 2007-Dec. 2008)	<input checked="" type="checkbox"/>	Long-Term (Jan. 2009-Dec. 2011)	<input type="checkbox"/>

ACTION STEPS needed for follow up and implementation:	DELIVERABLES with measures and timeframes:
<p>a. Develop opportunities for sharing through “round-table” discussions, workshops and conferences.</p>	<ul style="list-style-type: none"> ■ <i>By June 2007, MSHDA is actively participating in existing identified workgroups such as FOWH Advisory Committee, Disability Network Housing Workgroup, or ZeroStep Advisory Committee to have best practice discussions.</i> ■ <i>MSHDA sees that “best practice” information is provided at conferences like the Affordable Housing Conference by 2008.</i> ■ <i>Monitor progress by appropriate organization</i> ■ <i>The Implementation Team will establish a Supportive Housing Network consisting of Partners and others interested in supportive housing. The Network will identify topics for and sponsor a schedule of round table discussions, and participate with the planning of workshops and conferences involving Implementation Team members</i>

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and Partners.

WHO must be involved in follow-up and implementation:

Implementation Team:

- Corporation for Supportive Housing
- Department of Community Health
- MSHDA
- Department of Human Services
- ***Disability Organizations such as the Disability Network***

Implementation Partners:

- Organizations that work with special interest groups
- Recipients of supportive housing services
- Tenants of supportive housing
- Advocacy Organizations
- Investors
- Private Funders

CHALLENGES associated with follow-up and implementation:

- Most people with special needs or who are homeless experience an inability to earn a “living wage”. As a result, they often have a history of bad credit, and prior evictions. Although there are vacancies in many affordable housing developments, property management companies are unwilling to accept tenants without sufficient income to support the monthly rent payment. The challenge will be to work with existing property management companies, linking them with good service organizations to create lasting quality relationships, and providing rental subsidies where needed.




IMPLEMENTATION SUMMARY FORM

Executive Group Name: Supportive Housing

Workgroup Subcommittee Name: Increasing Supply

Date Developed: 1-29-07

Contact Name: Nelson Grit – John Peterson

STRATEGIC ISSUE	S.4 .Promote collaboration among Supportive Housing partners, including service agencies, developers and property management companies.		
FINAL RECOMMENDATION	2. Identify incentives to encourage housing developers to partner with service organizations to create supportive housing units within multi-family projects under development.		
WHEN: <i>Please "x" the box next to the projected timeframe</i>	"Early Win" (Nov. 2006 – Dec. 2007) 	Mid-Range  (Jan. 2007-Dec. 2008)	Long-Term  (Jan. 2009-Dec. 2011) <input checked="" data-bbox="1417 690 1522 799" type="checkbox"/> <input data-bbox="1522 690 1890 799" type="checkbox"/>

<p>ACTION STEPS needed for follow up and implementation:</p> <ol style="list-style-type: none"> Create opportunities to link service organizations with developers to create scattered-site units in existing or under development multi-family projects. Facilitate the creation of supportive housing units by deeply subsidizing multi-family units through the use of HOME funds, project based vouchers (PBV's), LIHTC, etc. Provide information on supportive housing opportunities at the Michigan Affordable Housing Conference. Contact supportive housing partners to determine current partnerships between and among service providers, developers and property managers, and utilize these positive relationships as an example to others. 	<p>DELIVERABLES with measures and timeframes:</p> <ul style="list-style-type: none"> ■ <i>Area service providers in all areas will be meeting with developers at their area HCOC on at least a quarterly basis by 12/07</i> ■ <i>At least 3 model projects of deeply subsidized housing will be developed by 12/07 and MSHDA will commit to X number of projects per year in the future.</i> ■ <i>MSHDA will work with the FOWH projects (Housing Resource Centers) and such organizations as Disability Network to provide information at the Michigan Affordable Housing Conference by 2008</i> ■ <i>Use existing collaborations to identify current partnerships and provide information at regional conferences by 2008</i> ■ <i>Monitor progress by appropriate organization</i> ■ <i>MSHDA (OAM) to identify current Supportive Housing properties seeking additional residents and/or alternative uses.</i>
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- *MSHDA (OAM) to identify existing stock of affordable housing with vacancy issues*
- *MSHDA will develop and implement a referral system enabling the SH Division to be notified of all projects requesting an allocation or award of MSHDA resources*
- *MSHDA will develop a contact form enabling developers to contact the local CoC group regarding the nature of their project, and the potential for incorporating SH. The QAP will be amended to award points for projects that demonstrate this contact form was utilized.*

WHO must be involved in follow-up and implementation:

Implementation Team:

- Corporation for Supportive Housing
- Department of Community Health
- MSHDA
- Department of Human Services
- ***Disability Organizations such as the Disability Network***

Implementation Partners:

- Organizations that work with special interest groups
- Recipients of supportive housing services
- Tenants of supportive housing
- Advocacy Organizations
- Investors
- Private Funders

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CHALLENGES associated with follow-up and implementation:

- Most people with special needs or who are homeless experience an inability to earn a “living wage”. As a result, they often have a history of bad credit, and prior evictions. Although there are vacancies in many affordable housing developments, property management companies are unwilling to accept tenants without sufficient income to support the monthly rent payment. The challenge will be to work with existing property management companies, linking them with good service organizations to create lasting quality relationships, and providing rental subsidies where needed.

IMPLEMENTATION SUMMARY FORM

Executive Group Name: Supportive Housing

Workgroup Subcommittee Name: Increasing Supply

Date Developed: 1-29-07

Contact Name: Nelson Grit – John Peterson

STRATEGIC ISSUE	S.4 Promote collaboration among Supportive Housing partners, including service agencies, developers and property management companies.					
FINAL RECOMMENDATION	3. Develop a plan, in collaboration with existing property management companies that will address the need to house people who are homeless or have special needs within existing available housing units.					
WHEN: <i>Please "x" the box next to the projected timeframe</i>	"Early Win" (Nov. 2006 – Dec. 2007)	<input type="checkbox"/>	Mid-Range (Jan. 2007-Dec. 2008)	<input checked="" type="checkbox"/>	Long-Term (Jan. 2009-Dec. 2011)	<input type="checkbox"/>

ACTION STEPS needed for follow up and implementation:	DELIVERABLES with measures and timeframes:
<ul style="list-style-type: none"> a. Research existing data on barriers to housing for people with special needs and homeless people. b. Create incentives and mitigate the risk to property management companies on issues that prevent people with special needs and those that are homeless from accessing existing affordable housing units, including "poor credit, criminal history and lack of income". c. Consider surveying providers and/or hosting Town Hall meetings to solicit information on barriers to affordable housing and potential solutions. d. Facilitate the creation of supportive housing units by deeply subsidizing existing vacant units through the use of project based vouchers (PBV's) and/or Housing Choice Vouchers (tenant based). 	<ul style="list-style-type: none"> ■ <i>MSHDA (Supportive Housing) and partners to identify service providers/plans/options available for property management companies by city/county.</i> ■ <i>MSHDA (Supportive Housing) and partners to identify sources of funding for services by city/county.</i> ■ <i>Distinguish sources of funding for services vs. sources of funding for bricks and mortar.</i> ■ <i>COULD ALSO BE (BETTER BE) NOTED UNDER 6.1</i> ■ <i>Hold 2 Town Hall Meetings at different locations by 12/07 and 4 TH Meetings in 2008 to identify barriers and potential solutions to homelessness.</i> ■ <i>Complete an inventory of existing supportive housing including underutilized properties by December 2007.</i> ■ <i>Research and provide documentation of barriers to housing</i>

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	<p><i>for PWD and homeless by March 2008</i></p> <ul style="list-style-type: none">■ <i>Develop program that mitigates risk and provides incentives by 12/07.</i>■ <i>Procure more vouchers by 12/08 by working with HUD: seek more Mainstream Vouchers</i>■ <i>Progress monitored by Supportive Housing Advisory Committee</i>■ <i>Combine PATH, DHS, DCH, SHP and other MSHDA resources to create a pool administered by the SH Division to reimburse property management companies for damage or vacancy loss (physical or economic) due to tenants of designated scattered site SH efforts.</i>
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WHO must be involved in follow-up and implementation:

Implementation Team:

- Corporation for Supportive Housing
- Department of Community Health
- MSHDA
- Department of Human Services
- ***Disability Organizations such as the Disability Network***

Implementation Partners:

- Organizations that work with special interest groups
- Recipients of supportive housing services
- Tenants of supportive housing
- Advocacy Organizations
- Investors
- Private Funders

IMPLEMENTATION SUMMARY FORM

CHALLENGES associated with follow-up and implementation:

- Most people with special needs or who are homeless experience an inability to earn a “living wage”. As a result, they often have a history of bad credit, and prior evictions. Although there are vacancies in many affordable housing developments, property management companies are unwilling to accept tenants without sufficient income to support the monthly rent payment. The challenge will be to work with existing property management companies, linking them with good service organizations to create lasting quality relationships, and providing rental subsidies where needed.



IMPLEMENTATION SUMMARY FORM

Executive Group Name: Supportive Housing

Workgroup Subcommittee Name: Increasing Supply

Date Developed: 1-29-07

Contact Name: Nelson Grit – John Peterson

STRATEGIC ISSUE	S.5 MSHDA and the Michigan Affordable Housing Community should be responsive to local communities and provide a wide array of supportive housing options that support personal choice.				
FINAL RECOMMENDATION	1. Identify potential federal, state and local funding streams that can be used to finance supportive housing developments.				
WHEN: <i>Please "x" the box next to the projected timeframe</i>	"Early Win" (Nov. 2006 – Dec. 2007)	 <input checked="" type="checkbox"/>	Mid-Range (Jan. 2007-Dec. 2008)	 <input type="checkbox"/>	Long-Term (Jan. 2009-Dec. 2011)

ACTION STEPS needed for follow up and implementation:	DELIVERABLES with measures and timeframes:
<p>a. Develop an inventory of resources/products for financing capital expenses for use in the development of supportive housing.</p> <ul style="list-style-type: none"> • Products should include bond proceeds, LIHTC, HOME, CDBG, AHP, SHP and Historical Tax Credits; • Additional products should be created and/or added to the inventory as needed and/or available. <p>b. Develop an inventory of resources/products for financing operating expenses for use in the development of supportive housing.</p> <ul style="list-style-type: none"> • Products should include HAP Vouchers, Medicaid, S+C, SHP, Section 811, private philanthropy, Operating Reserves; • Additional products should be created and/or added to the inventory as needed and/or available. 	<ul style="list-style-type: none"> ■ <i>Inventories completed for distribution by 9/07 (may only need updating)</i> ■ <i>Monitoring of progress by Supportive Housing Advisory Committee</i> ■

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c. Create a pool of MSHDA funds to be used as a deficit operating reserve (loan loss reserve), held by MSHDA to guarantee the affordability of supportive housing units;	
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WHO must be involved in follow-up and implementation:

- a. Compiled and maintained by MSHDA Supportive Housing Department. Developed and revised annually with input from:
 - a. MSHDA departments involved with capital financing.
 - b. Supportive Housing industry representatives such as CSH, CEDAM, LISC, Michigan Housing Council, developers and consultants.
 - c. Funders and investors in Supportive Housing such as HUD, local government, Great Lakes Capital Fund, Federal Home Loan Bank.
 - d. ***Disability Organizations such as the Disability Network***

- b. Compiled and maintained by MSHDA Supportive Housing Department. Developed and revised annually with input from:
 - MSHDA departments involved with operating subsidies or rental assistance.
 - Supportive Housing industry representatives such as CSH, CEDAM, LISC, Michigan Housing Council, developers and consultants.
 - Funders and investors in Supportive Housing such as DCH, DHS, DOC, HUD, local government, Great Lakes Capital Fund, Federal Home Loan Bank.

- c. Facilitated by Supportive Housing Department and involving other departments such as Finance and Legal.

CHALLENGES associated with follow-up and implementation:

- The need for Supportive Housing for people with special needs and those who find themselves homeless is great – our challenge will be to obtain the needed housing resources to assure that the units are deeply subsidized. Supportive Housing is also one of the most complex of projects to develop, given the multiple sources need to subsidize the units, as well as the availability and timing of the funding sources (different funding cycles), and in many cases the inexperience of non-profit developers. Technical assistance and shepherding of projects will be needed to assure the creation of quality projects throughout the State.

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Executive Group Name: Supportive Housing

Workgroup Subcommittee Name: Increasing Supply

Date Developed: 1-29-07

Contact Name: Nelson Grit – John Peterson

STRATEGIC ISSUE	S.5 MSHDA and the Michigan Affordable Housing Community should be responsive to local communities and provide a wide array of supportive housing options that support personal choice.					
FINAL RECOMMENDATION	2. Develop a strategy for assisting developers to identify a financing model that would best meet their objective(s).					
WHEN: <i>Please "x" the box next to the projected timeframe</i>	"Early Win" (Nov. 2006 – Dec. 2007)	→ <input type="checkbox"/>	Mid-Range (Jan. 2007-Dec. 2008)	→ <input checked="" type="checkbox"/>	Long-Term (Jan. 2009-Dec. 2011)	→ <input type="checkbox"/>

ACTION STEPS needed for follow up and implementation:	DELIVERABLES with measures and timeframes:
<p>a. Develop an inventory of financial models/strategies for use in the development of supportive housing.</p> <p style="padding-left: 20px;">A. Models/strategies should include:</p> <ul style="list-style-type: none"> • Various combinations of debt, plus tax credits, plus subsidy, plus vouchers. • HAP Vouchers with existing housing. • Section 202 or 811 plus tax credits or other forms of subsidy. <p style="padding-left: 20px;">B. Models/strategies should be applicable for such varied supportive housing approaches as:</p> <ul style="list-style-type: none"> • Mixed income, mixed use, scattered site, or 100% supportive housing. • Non-profit developers, for-profit developers, and various forms of partnerships. <p style="padding-left: 20px;">C. Additional models/strategies should be created and/or added to the inventory as needed and/or available.</p>	<ul style="list-style-type: none"> ■ <i>Directory of models/strategies is developed by December 2007 (may exist and only need revision)</i> ■ <i>Directory is distributed to all HCOCs and is available to all developers. Distribute through for profit and non-profit networks.</i> ■ <i>Advisory Committee monitors progress.</i> ■ <i>Service plans and provider contact information should be made available to OAM at/during Intake process</i> ■ <i>Investigate "standard" reporting method for supportive housing properties to eliminate duplication and decrease reporting burden.</i>

IMPLEMENTATION SUMMARY FORM

- b. Reserve and allocate resources for financing capital and operating expenses for the development of supportive housing each year in the following manner:
- 1) Complete an assessment of need utilizing data from sources such as as:
 - CoC plans.
 - Community plans to end homelessness.
 - Specific MSHDA initiatives.
 - Demand for MSHDA products to develop supportive housing (e.g. sponsor proposals or applications, 2-1-1 data, housing needs discussed within PCP, HMIS/RIMIS).
 - 2) Reserve amounts and types of financing products for the upcoming year based on the assessment of need and product availability.
 - 3) Allocate financing products to supportive housing projects, utilizing strategies/models that take into consideration the following factors:
 - Size of the project
 - Experience of the project Sponsor.
 - Compatibility of funding streams.
 - Ability to leverage.

- *MSHDA will produce a manual of SH Management “Best Practices” which includes essential elements for written policies and other practices.*
- *MSHDA will sponsor a schedule of annual trainings on Best Practices for SH Property Management.*
- *MSHDA will establish SH compliance standards, and monitor existing SH projects in accordance with those standards.*
- *MSHDA will add SH Training and Compliance standards to its current requirements for MSHDA qualified property management companies associated with projects utilizing designated SH MSHDA resources.*
- *MSHDA will produce a manual of SH Development “Best Practices”.*
- *MSHDA will sponsor a schedule of annual trainings on Best Practices for SH Development.*
- *MSHDA will require SH developers to participate in SH development training, and maintain compliance with existing SH projects to attain eligibility for MSHDA resources designated for SH.*

WHO must be involved in follow-up and implementation:

- a. Compiled and maintained by MSHDA Supportive Housing Department. Developed and revised annually with input from:
 - MSHDA departments involved with capital and operating financing.
 - Supportive Housing industry representatives such as CSH, CEDAM, LISC, Michigan Housing Council, developers and consultants.
 - Funders and investors in Supportive Housing such as DCH, DHS, DOC, HUD, local government, Great Lakes Capital Fund, Federal Home Loan Bank.
 - ***Disability Organizations such as the Disability Network***
- b. MSHDA Supportive Housing Department staff, and other appropriate departments.

IMPLEMENTATION SUMMARY FORM

CHALLENGES associated with follow-up and implementation:

- The need for Supportive Housing for people with special needs and those who find themselves homeless is great – our challenge will be to obtain the needed housing resources to assure that the units are deeply subsidized. Supportive Housing is also one of the most complex of projects to develop, given the multiple sources need to subsidize the units, as well as the availability and timing of the funding sources (different funding cycles), and in many cases the inexperience of non-profit developers. Technical assistance and shepherding of projects will be needed to assure the creation of quality projects throughout the State.

IMPLEMENTATION SUMMARY FORM

Executive Group Name: Supportive Housing

Workgroup Subcommittee Name: Increasing Supply

Date Developed: 1-29-07

Contact Name: Nelson Grit – John Peterson

STRATEGIC ISSUE	S.5 MSHDA and the Michigan Affordable Housing Community should be responsive to local communities and provide a wide array of supportive housing options that support personal choice.					
FINAL RECOMMENDATION	3. Implement a system to identify and remove barriers to the creation or application of capital resources, operating resources, or financing models/strategies for use in the development of supportive housing					
WHEN: <i>Please "x" the box next to the projected timeframe</i>	"Early Win" (Nov. 2006 – Dec. 2007)	→ <input type="checkbox"/>	Mid-Range (Jan. 2007-Dec. 2008)	→ <input checked="" type="checkbox"/>	Long-Term (Jan. 2009-Dec. 2011)	→ <input type="checkbox"/>
ACTION STEPS needed for follow up and implementation:			DELIVERABLES with measures and timeframes:			
a. Develop and Implement a Supportive Housing barrier busting procedure that contains the following elements: <ul style="list-style-type: none"> • A formal procedure for MSHDA to receive input from internal and external sources regarding identified barriers. • A process for MSHDA to work with internal and external sources to eliminate barriers. • A timeline for responding to input regarding barriers. b. Host regularly scheduled ongoing meetings of a statewide Supportive Housing Development Steering Committee.			<ul style="list-style-type: none"> ■ <i>Steering Committee (which could also be Advisory Committee) meets quarterly starting in 6/07</i> ■ ■ <i>A SH Network will be convened consisting of Implementation Team and Partners, Former SH Steering Committee and Workgroup Members, those who recently visited San Francisco and New York as part of the MSHDA/CSH group studying SH.</i> ■ 			

IMPLEMENTATION SUMMARY FORM

WHO must be involved in follow-up and implementation:

- a. MSHDA Director, the Supportive Housing Department, and other appropriate departments.
- b. All appropriate MSHDA departments, supportive housing industry representatives, and funders/investors in supportive housing.
- c. ***Disability Organizations such as the Disability***

CHALLENGES associated with follow-up and implementation:

- The need for Supportive Housing for people with special needs and those who find themselves homeless is great – our challenge will be to obtain the needed housing resources to assure that the units are deeply subsidized. Supportive Housing is also one of the most complex of projects to develop, given the multiple sources need to subsidize the units, as well as the availability and timing of the funding sources (different funding cycles), and in many cases the inexperience of non-profit developers. Technical assistance and shepherding of projects will be needed to assure the creation of quality projects throughout the State.