

Service-Enriched Housing for Families with Children

Presented by

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The importance of linking services to housing is now widely recognized. However, the variations in types of housing and service initiatives have produced an increasingly complex language with multiple meanings and overlapping definitions, with terms that are often used loosely and interchangeably.



The Need for a Common Language:

- **As a basis for understanding**
- **As a basis for communicating**
- **To simplify and demystify a
complex set of issues**



Housing + Services

The National Low Income Housing Coalition proposes Housing + Services as an umbrella term that captures the phenomenon of combined housing and service initiatives.



Housing + Services refers to permanent affordable housing that incorporates various levels of services with housing, with services provided, preferably, by trained personnel for whom service delivery, not property management, is their primary responsibility.



**The following are definitions
identified by the Housing + Services
Policy Committee of the National Low
Income Housing Coalition.**



Supportive Housing

For people who are formerly homeless, at risk of homelessness, chronically mentally ill, disabled, elderly, in recovery, etc.



Special Needs Housing

For people with special needs, i.e., in recovery, dual diagnosis, HIV/ AIDS, chronic mental illness, disabled, elderly, etc.



Housing for Older Adults

(Including Senior Housing and Assisted Living)

For the elderly; frail elderly



Public Housing

For low-income people, not necessarily at risk or with special needs. Families with children, individuals, disabled people, extended families, couples, elderly people, etc.



In addition to the need for both preserving and expanding the affordable housing supply, it has become increasingly important to look at the *existing housing stock at large* as a source of housing that can become responsive to residents' needs.



Over the past few years, the term “**service-enriched housing**” has emerged to differentiate supportive housing and special needs housing from rental housing for the low-income population-at-large, not necessarily targeted to those who are at risk or with special needs – yet still able to provide an environment of community & support for residents.



Service-Enriched Affordable Housing

**For low-income people in general,
with or without special needs,
including families with children,
individuals, disabled people,
extended families, couples, elderly
people, etc.**



Mechanisms for services and resources may be integrated into *rental housing in general*, regardless of whether the housing has for-profit or nonprofit ownership, is HUD-assisted housing or a public housing project, or simply belongs to an individual private owner.



Service-Enriched Housing

- Utilizes simple, adaptable mechanisms for providing services to residents
- Is non-duplicative
- Works with a variety of housing types and resident populations
- Can be integrated into basic rental housing for the low-income population at large
- Is cost-effective



Goals of Service-Enriched Housing

- To enhance the quality of life of individuals and families struggling to survive in neighborhoods that are often detrimental.
- To help residents attain improved social and/or economic well-being.



Primary Services

- Assistance to residents in accessing neighborhood and community resources and services
- Crisis intervention for residents
- Support of resident participation in the decision-making process
- Ongoing support for people with special special needs



- **Access to community resources and services**
- **Assistance in reaching for higher goals**
- **Assistance in achieving improved social and/or economic well-being.**

In general, these services may not address problems at all, but instead may be directed toward enhancing *quality of life* of residents.



Three Key Elements

- **Crisis Intervention**
- **Resource & Referral**
- **Resident Participation in the Decision-Making Process**



A social services support system may be incorporated into the ongoing operation and management of rental housing through a wide variety of service models.



Service-enriched housing can create a sense of community where people live and enhance neighborhood and community development efforts in the wider world outside their doors.



Key Elements of Service-Enriched Housing

- incorporation of “services coordination” into the on-going operation and management of low-income housing;
- voluntary participation of residents in programs, services and activities;
- resident participation in the decision-making process;



- **residents, managers and service providers working together as a *team*;**
- **enhanced quality of life;**
- **promotion of improved social and economic well-being; and,**
- **fostering of resident dignity, independence and a sense of community.**



Service-Enriched Housing Provides Residents With:

- a sense of community.
- a sense of *home ownership*.
- control over their environment.
- intervention and support during a crisis.



Four Important Points:

- **Service-enriched housing is a methodology, not a structure.**
- **Service-enriched housing can take many different forms.**
- **In some situations, helping residents gain access to community resources may become the major focus of “services provision” in service-enriched housing.**
- **A services program need not be extensive to be effective.**



DEVELOPING A COMMON LANGUAGE



*People who live
in Rental Housing*

Tenants

Residents

Occupants

Clients

Participants

Consumers

Guests

Families

Households

Renters



*Individual(s) responsible for rent collection,
physical maintenance and upkeep of the building*

Resident Manager

Property Manager

On-Site Manager

Supervisor/Project Supervisor

Plant/Facility Manager

Site Administrator



Individual(s) responsible for services or activities for the people who live in the housing

Services Coordinator

Case Manager
Resident Services Coordinator
Tenant Services Coordinator
Program Director
Activities Director
Resident Advisor
Services Manager



*Organization of residents/tenants which
advises or governs the housing*

Resident Management Committee

Tenant Management Committee

Tenant Advisory Council

Resident Advisory Council

Resident Council

Tenants' Association



ROLES & RESPONSIBILITIES



Roles and Responsibilities of the Owner/Developer

- **Contributes equity**
- **Obtains financial support or backing**
- **Complies with development restrictions**
- **Procures independent auditing services**
- **Supervises the development process**



- **Hires a property management company**
- **Supervises property maintenance**
- **Repays loans**
- **Manages the asset**
- **Provides for a services-delivery system**
- **Coordinates property management and services**
- **Supervises outreach to neighborhood and community**



Roles and Responsibilities of the Property Manager

- Reviews rental applications, checks references and background of prospective residents, and interviews applicants
- Collects rents and other fees
- Maintains resident files including applications, income verification forms, leases, house rules, apartment inspection documents, and notices to residents



- **Submits work orders to the management company**
- **Coordinates with outside contractors (e.g. pest control services)**
- **Maintains security of the residence**
- **Resolves tenant disputes**



In Service-Enriched Housing The Manager Also:

- **Coordinates activities with the Services Coordinator (SC)**
- **Coordinates with Resident Management Committee**
- **Confers with Services Coordinator to resolve problems with difficult tenants**



Roles and Responsibilities of the Services Coordinator

- Develops & supports resident self-governance**
- Provides crisis intervention and short-term case management**
- Provides long-term case management for residents striving for greater social/economic well-being**



- **Develops and coordinates on-site programs and activities for residents and their children**
- **Intervenes and prevents problems related to substance abuse, criminal activity, destruction of property, and other issues harmful to the residents and their building**
- **Coordinates with management on issues related to health and safety and building maintenance**



- **Cultivates liaisons with community groups and neighborhood-based resources and services**
- **Works with the Resident Management Committee (RMC) to develop and administer the house rules and grievance procedures**
- **Organizes and supports the RMC**



Roles and Responsibilities of the Resident Management Committee

- **The RMC represents all residents at the property.**
- **It presents resident concerns to management.**
- **It is consulted by management for decision-making purposes.**
- **The RMC alerts management to health and safety issues.**



- **It helps to develop services, programs and activities.**
- **It may represent the interests of the tenants to the neighborhood.**
- **The RMC works as part of the management team.**
- **It helps to orient new residents**



Resident Involvement

- **Service-enriched housing allows residents to identify their own needs and issues that concern them — within the immediate environment in which they live, and within a community oriented infrastructure.**
- **Residents participate in the decision-making process at many different levels, providing a sense of *ownership* often lacking in rental housing. Programs and activities are based on resident interests and priorities.**



Why involve residents in management?

- **Problems and issues can be identified and addressed before they become crises.**
- **Management is able to facilitate changes that respond directly to resident concerns and needs.**
- **Residents have the opportunity to develop new skills.**

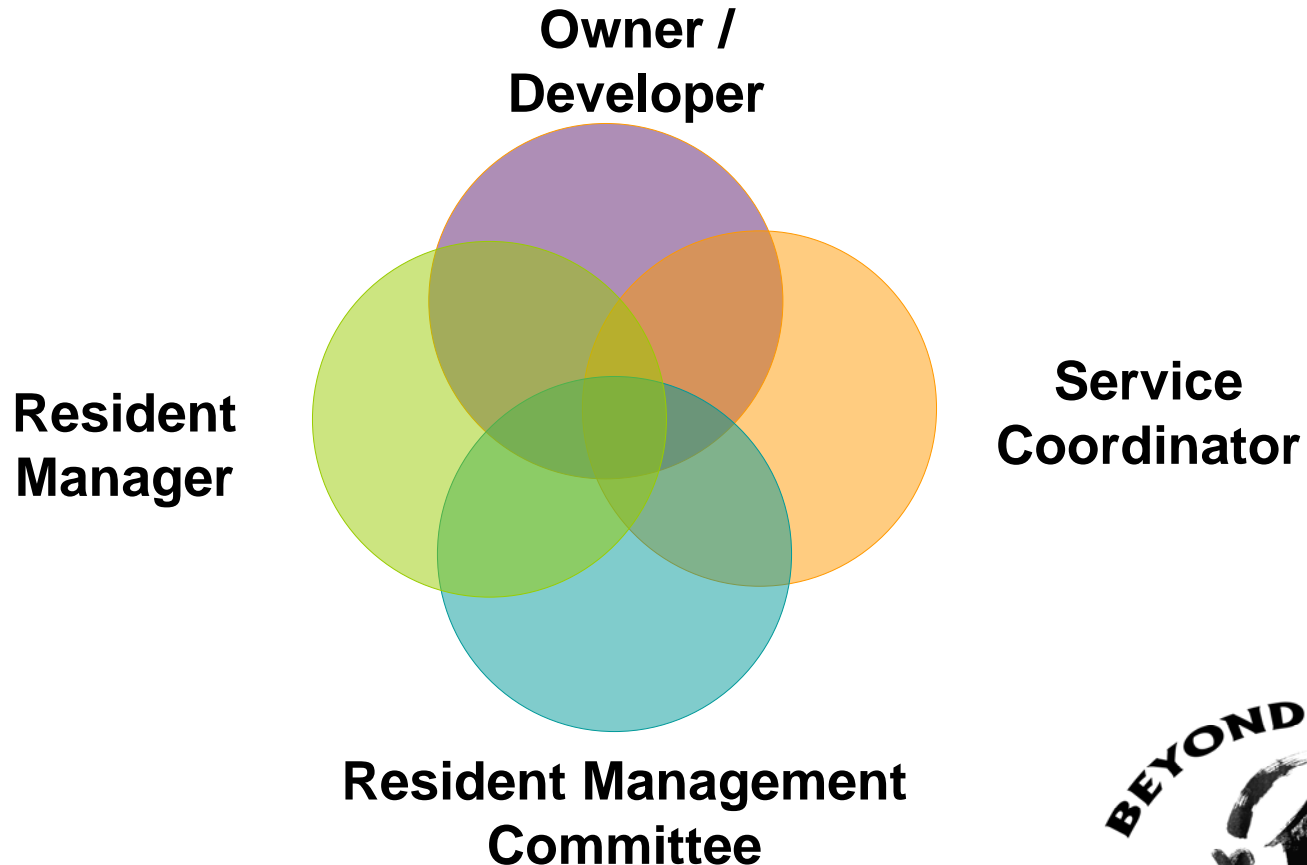


- **Residents develop a sense of connectedness to their residence and its surroundings, taking responsibility for the well-being of the property.**
- **Residents develop a sense of community and empowerment.**

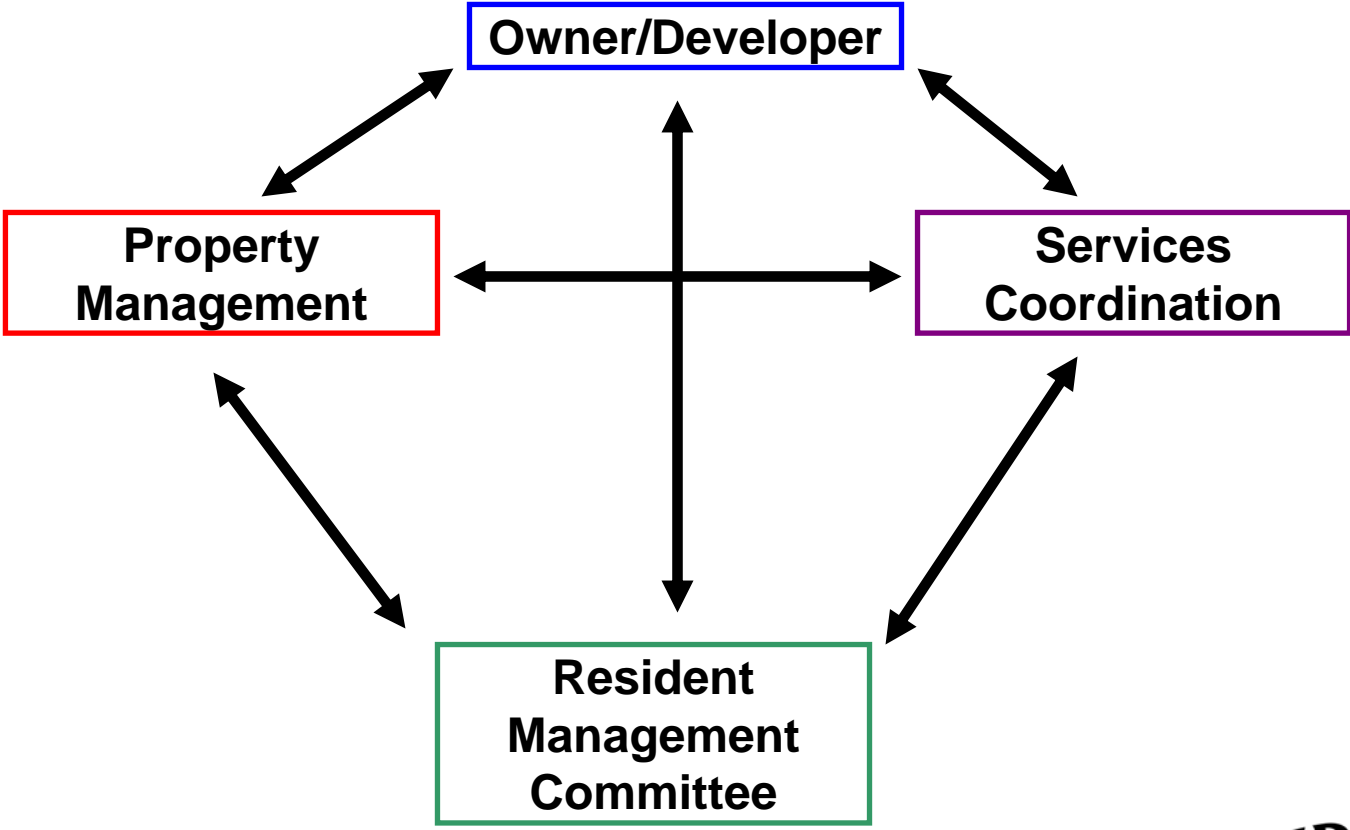


The “Team Approach” in Service-Enriched Housing

One View



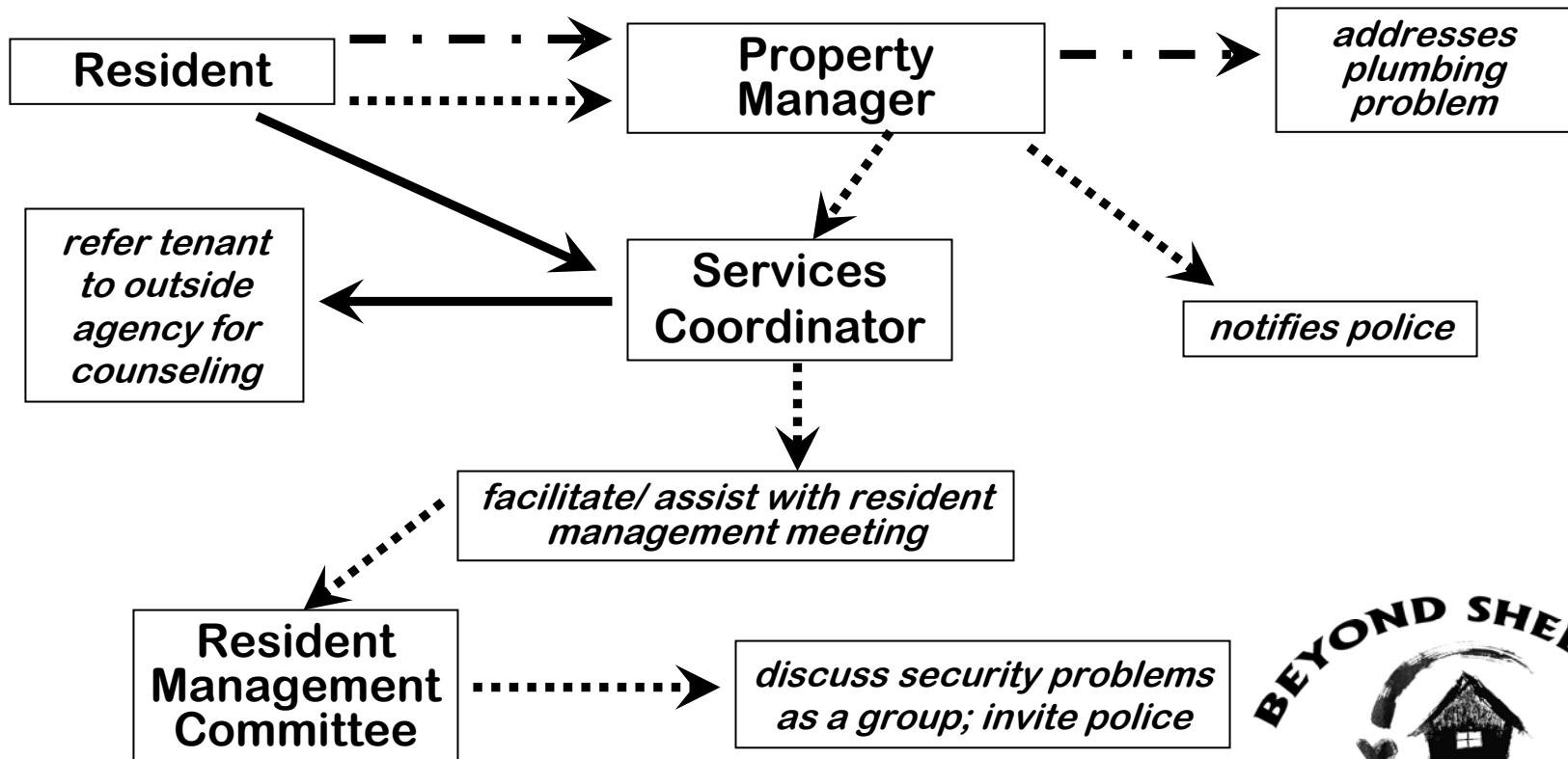
Another View



Lines of Communication

Three Examples

- Resident's child is acting out & resident needs assistance in parenting.
- Resident's unit is broken into & burglarized.
- . - . - . - . Resident has a problem with plumbing.



DEVELOPING A SERVICES PROGRAM



Important Questions to Ask

- Is a particular service one most residents will need or just a few?
- Is it important to be the direct provider of a particular service?
- If so, is there organizational capacity to accomplish the task?
- Does the property have room to provide the service on-site?



Factors Affecting Program Development

- Type(s) of resident population(s)
- Needs of resident population(s)
- Interests of resident population(s)
- Location of housing
- Type of Housing



- **Number and size of units**
- **Physical space available**
- **Organizational capacity**
- **Resources available in the community**
- **Residents' access to resources**



**These elements are not the same,
although they may sometimes overlap:**

- **Social Services**
- **Programs**
- **Activities**



Program Development Role of the Service Coordinator

- **Crisis Intervention & Short-Term Case Management**
- **Resource & Referral**
- **Develops & Supports Resident Self-Governance**



- **Develops & Coordinates Services, Programs & Activities**
- **Liaison with Community Resources & Services**
- **May Assist with Job Development & Advocacy**



Primary Functions of Case Management

- **ASSESSMENT**
- **PLANNING**
- **LINKING**
- **MONITORING**
- **ADVOCACY**



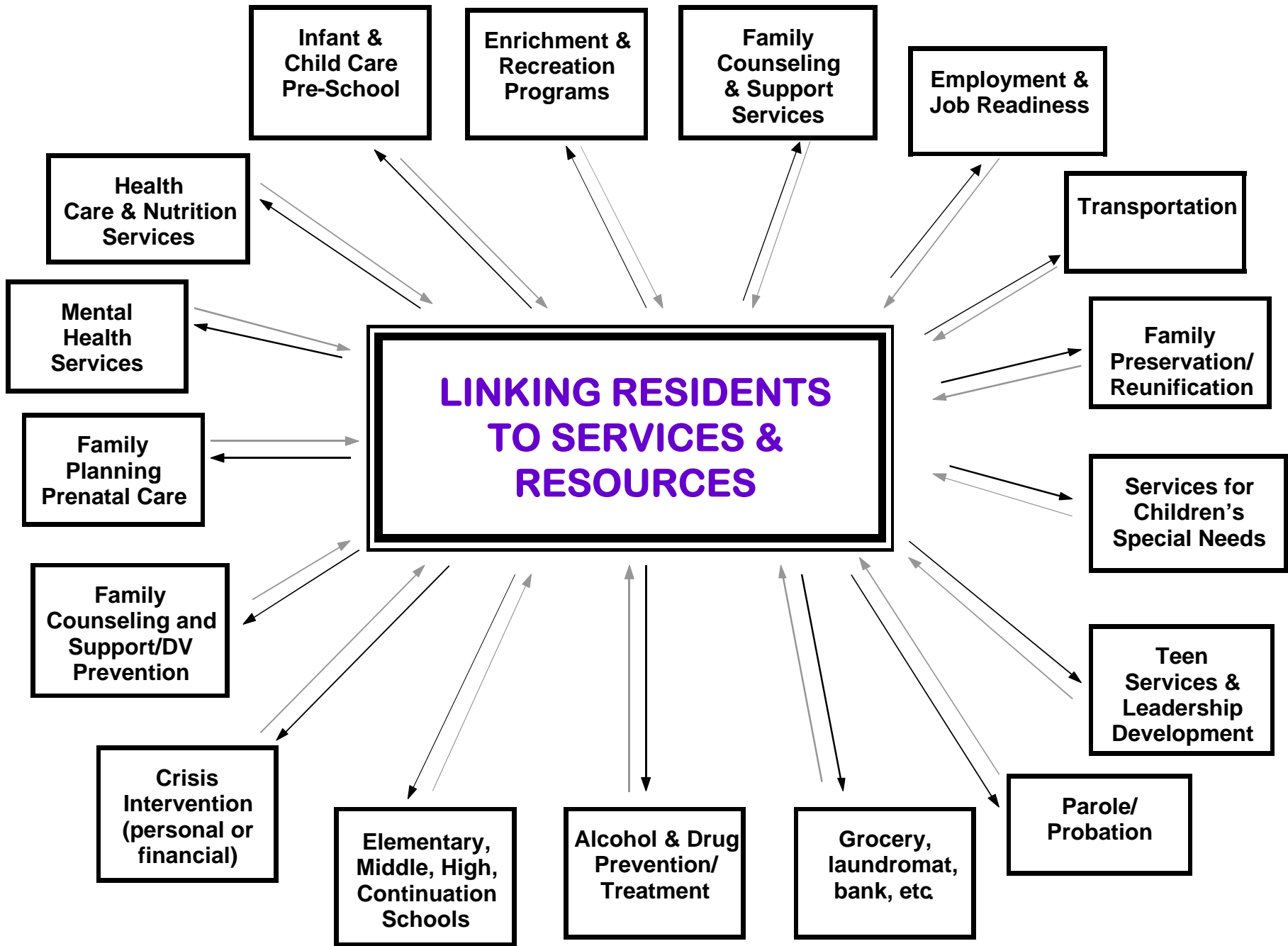
Basics of Good Case Management

- **Assessment of a resident's needs & strengths.**
- **Development of an individualized plan of services and activities related to the above.**



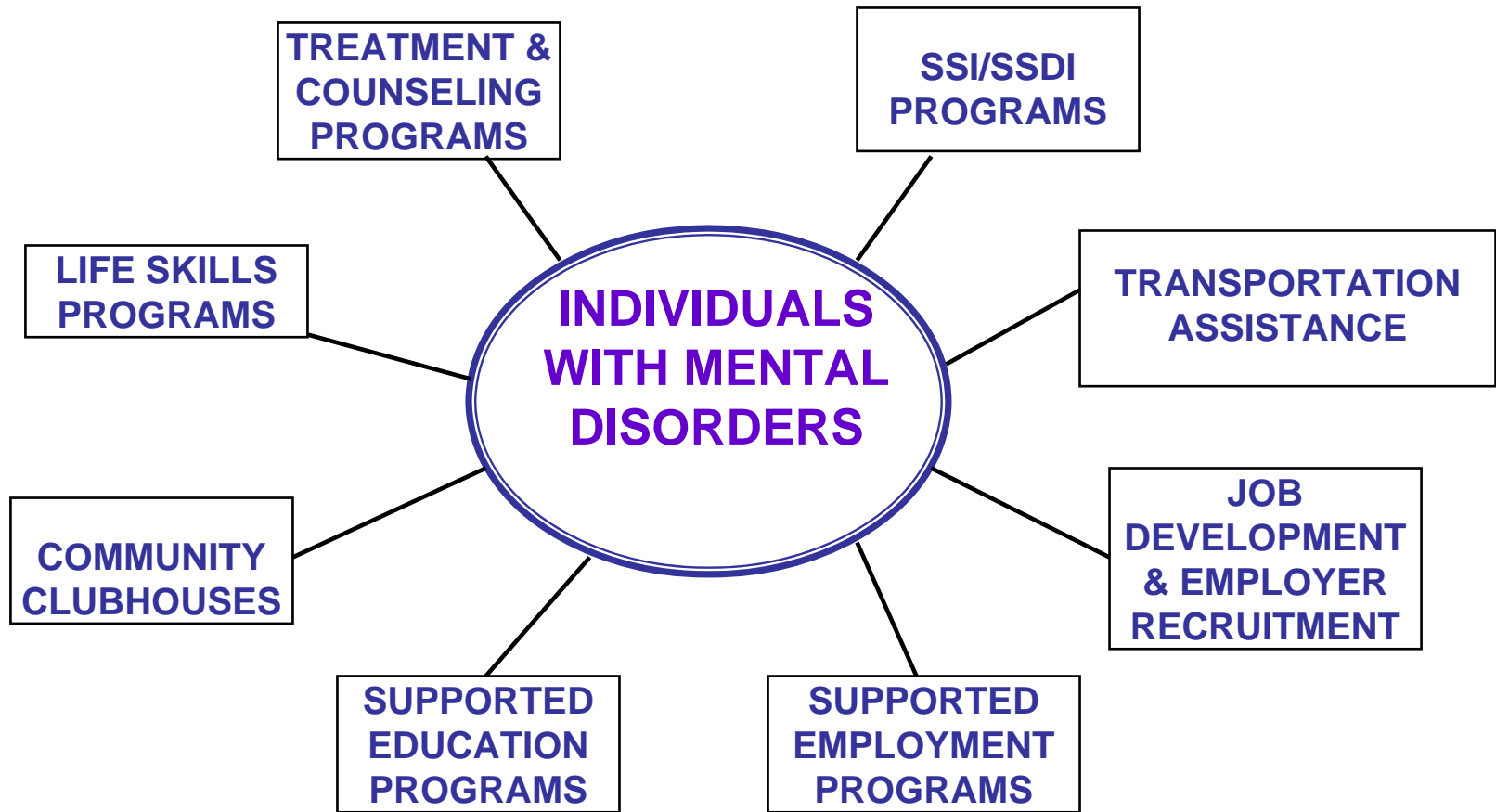
- **Ongoing interaction with resident and service providers to coordinate services & activities.**
- **Monitoring service delivery to ensure that tenant and service providers are engaged in activities related to the plan.**
- **Evaluation and follow-up activities.**





**EXAMPLES OF
SERVICES COORDINATION
FOR VARIOUS POPULATIONS**

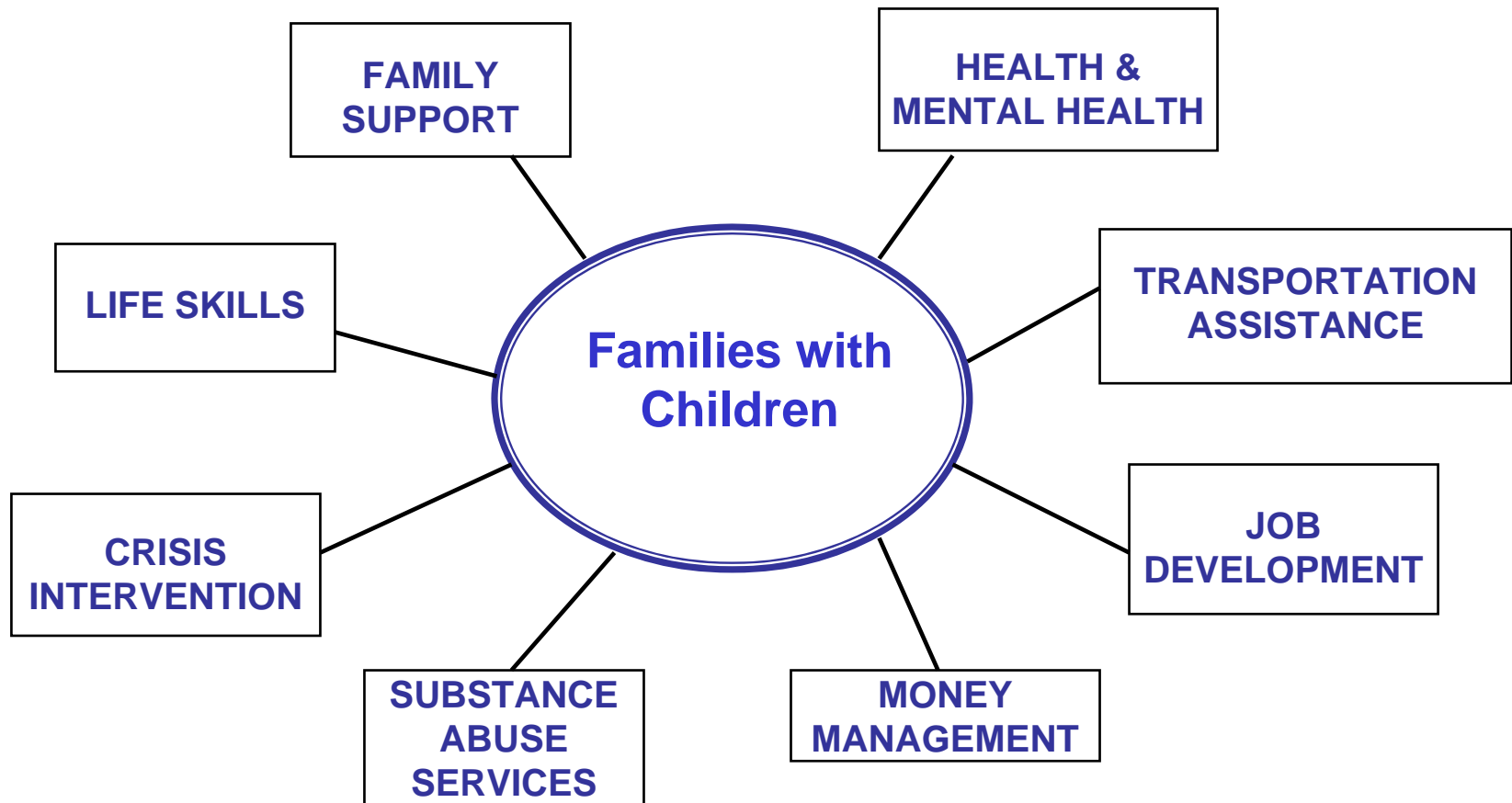
Persons with Psychiatric Disabilities Services/Resources Coordination



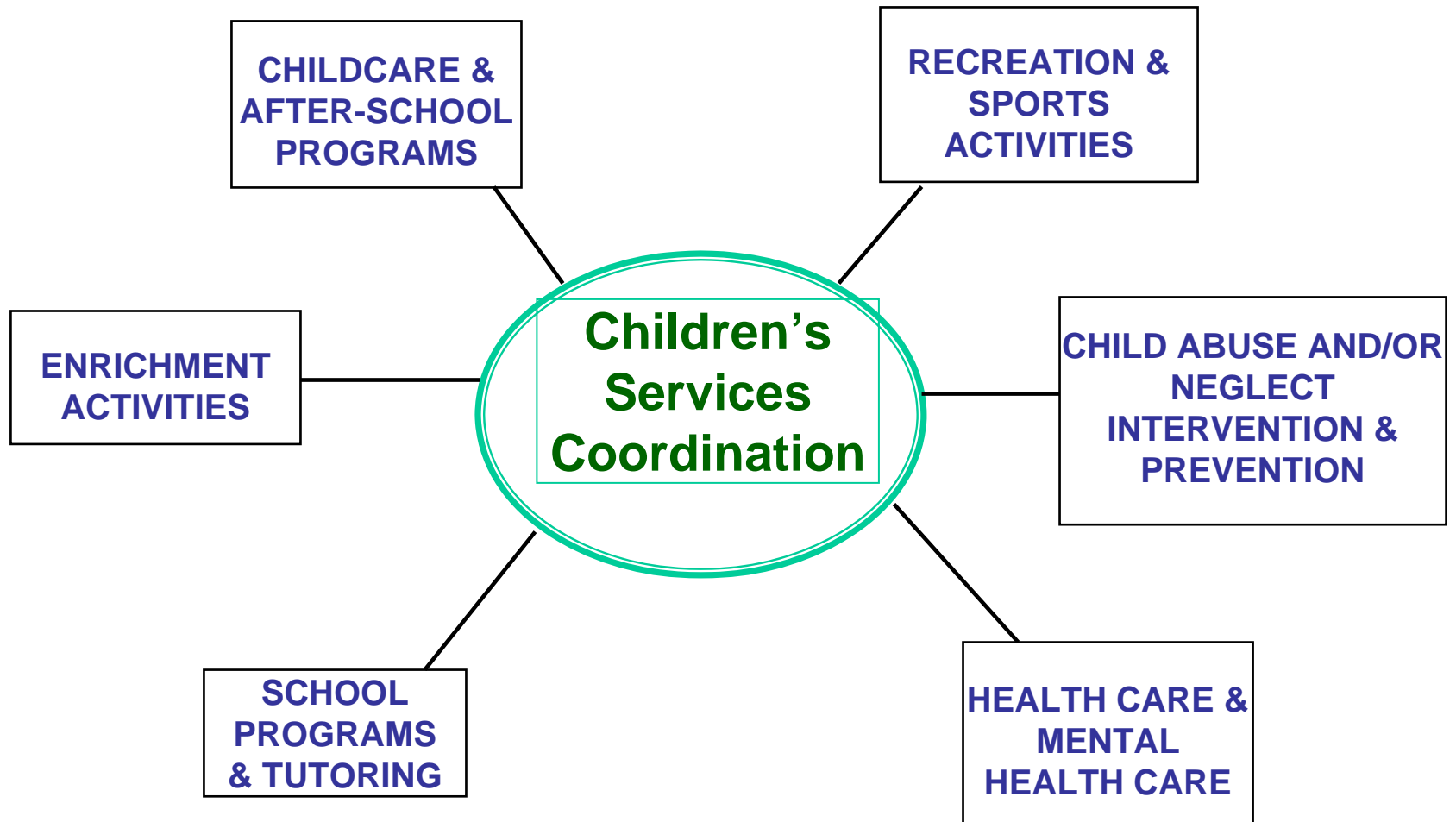
Training & Employment Services/Resources Coordination



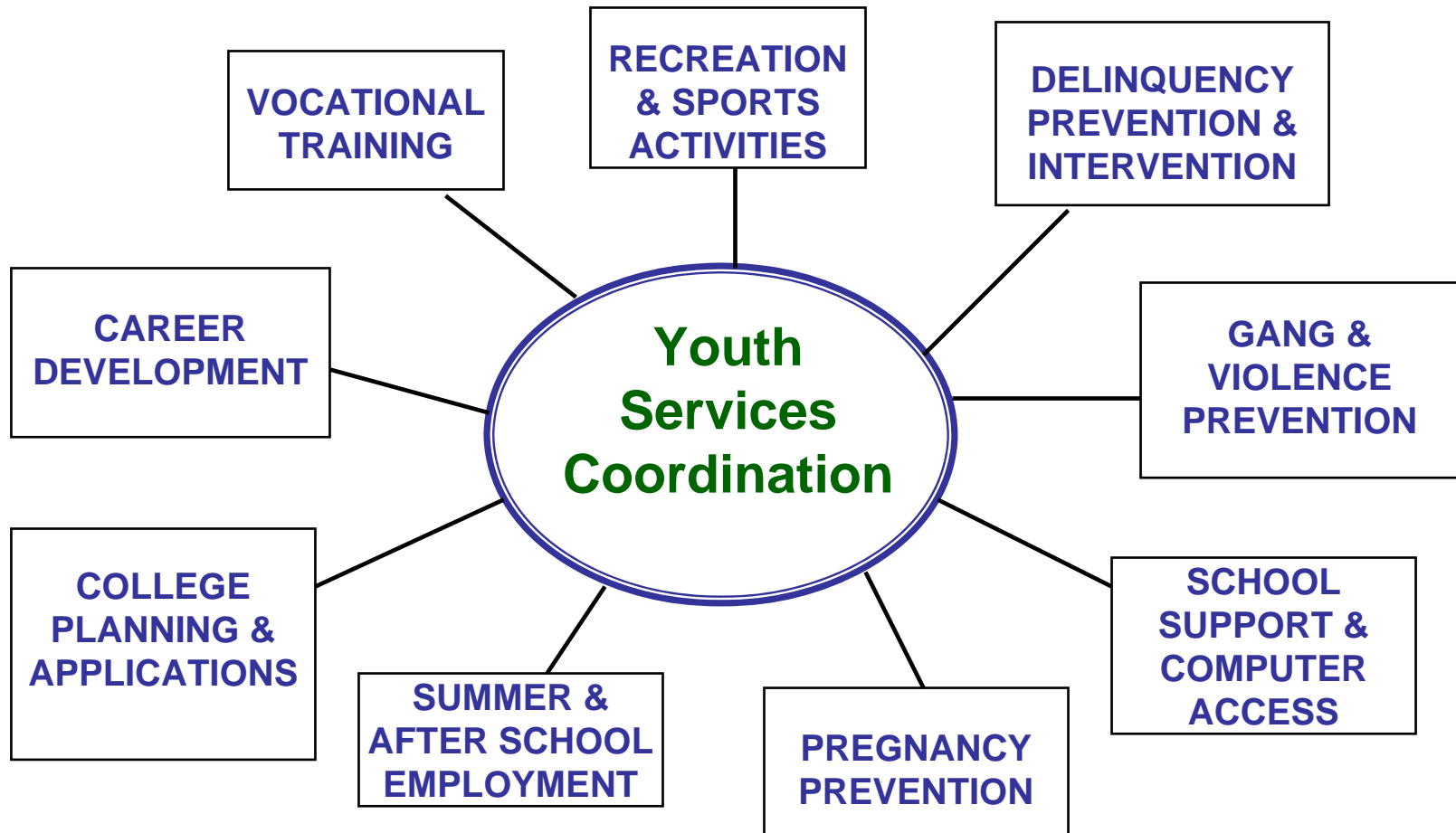
Families With Children Services/Resources Coordination



Children's Services Coordination



Youth Services Coordination



Simple Ways to Share Information

- *Organizational fliers and notices of community events may be available in the service coordinator's office or distributed to each apartment.*
- *The information may be posted on bulletin boards or shared through monthly newsletters.*



- ***Simple resource directories*** may be compiled with flyers and brochures from neighborhood and community programs and organizations.
- **More sophisticated directories** may also be developed, which would include listings from larger *community directories* tailored for resident use.



Services Funding Options

- **Include in the operations budget**
- **Use the project cash flow**
- **Fund a services reserve**
- **Use a developer fee**



- **Apply for grants from foundations, corporations or federal/state agencies**
- **In-kind services from the neighborhood agencies**
- **Volunteers: Vista, AmeriCorps and/or faith-based programs**



PRINCIPLES FOR HOUSING + SERVICES PROGRAMS



To guide practice in Housing + Services programs, the National Low Income Housing Coalition proposes a basic set of **Principles** that it encourages low-income housing providers who operate Housing + Services programs to adopt.



Core Principles of Housing + Services

These principles are based on the knowledge gained from the historical and contemporary linkage of housing and services, and are proposed as comprehensive, multifaceted, and interlocking.



- 1) Housing is a basic human need, and all people have a right to safe, decent, affordable and permanent housing.**
- 2) All people are valuable and capable of being valuable residents and valuable community members.**



- 3) Housing and services should be integrated to enhance the social and economic well-being of residents and to build healthy communities.**

- 4) Residents, owners, property managers and service providers should work as a team in integrated housing and services initiatives.**



- 5) Programs should be based on assessment of residents' and community strengths and needs, supported by ongoing monitoring and evaluation.**

- 6) Programs should strengthen and expand resident participation to improve the community's capacity to create change.**



- 7) Residents' participation in programs should be voluntary, with an emphasis on outreach to the most vulnerable.**

- 8) Community development activities should be extended to the neighboring area and residents.**



- 9) Assessment, intervention and evaluation should be multilevel, focusing on individual residents, groups and the community.**

- 10) Services should maximize the use of existing resources, avoid duplication, and expand the economic, social and political resources available to residents.**



11) Residents of Housing + Services programs should be integrated into the larger community.

