



Example

Supportive Services Plan

Philosophy of Proposed Project

The Example 2023 project team consisting of ABC Management, Top Notch Services, Inc, and XYZ Development share a common passion for serving vulnerable neighbors with dignity and in a manner that promotes equity, self-determination, and a strong sense of community. The mission of Example 2023 is to develop a high quality affordable rental housing development with robust services creatively deployed in a manner consistent with our core belief that we belong to one another. With a vision of a thriving community where people find dignity, belonging, personal health and well-being, we are committed to employing harm reductions strategies and operating Example 2023 with high fidelity to the Housing First model.

The Example 2023 team believes that each neighbor is uniquely gifted and capable of contributing goodness to others and to their community. Our purpose, therefore, is largely to create a welcoming and accepting environment that empowers individuals to live their best life and to support others in doing the same.

The content of this Supportive Services Plan is reinforced by an MOU signed by all project partners in April 2023.

Project Overview

The Example 2023 project team is seeking to develop a permanent supportive housing (PSH) project in Anytown, Kentucky. Example 2023 will serve individuals experiencing homelessness with high vulnerability who are currently in the Anytown Continuum of Care Coordinated Entry pool. This project-based housing program will offer Intensive Case Management services to facilitate thorough care coordination and frequent contact with tenants. Maximum caseloads of 20 households will allow common areas of the building to be used for skills building activities, community programming, and social engagement. There will be an emphasis on building a strong community in which tenants feel a sense of belonging with the building and their neighbors. Example 2023 is located on an extremely popular bus route that provides ready access to community resources.

Project Partners & Roles

- Top Notch Services, Inc. - Supportive Services
- ABC Management - Property Management
- XYZ Development - Project Development

Analysis of Need for Services/Target Population

Include data relevant to your community/region/CoC, etc.

As of April 2023, there are approximately 400 households in the permanent supportive housing pool, a significant portion of which have high scores on the vulnerability index. According to the 2019 Anytown Point-in-Time Count, 1,567 people were experiencing homelessness on the January night that the Count was conducted. Of those, 105 were unsheltered and reported the following barriers to stable housing:

- 52% with a felony conviction
- 29.4% with a physical disability
- 50% with mental illness
- 42.2% with substance abuse



While unsheltered individuals with multiple barriers are among the most vulnerable citizens, research shows that housing combined with supportive services is highly effective at maintaining stable housing for this population. In addition to facilitating housing placement and maintaining eligibility certification for housing assistance, Example 2023 will provide robust supportive services designed to prevent eviction and encourage tenants to thrive in housing.

Summary of Proposed Services

A primary service goal within the first few days and ongoing will be to establish a relationship based on mutual trust for each tenant with the support services team and the property management team. Upon entry into housing, all tenants will complete an asset assessment focused on identifying their strengths and resources. Based on this assessment, the Intensive Case Manager will work with the tenant to develop an Individual Housing Plan (IHP) to support the tenant in reaching their goals. Services will be personalized to address the unique goals and will be adjusted as tenant needs and goals evolve. Services may include but not be limited to: Linkage to community resources (basic needs, mainstream benefits, holistic health care, including mental health and recovery support, medication management, legal and financial, social, and community integration). Referrals by Intensive Case Managers will be targeted to address individual needs and will be accomplished by warm handoff to the greatest extent possible. Referrals partners are expected to include but not be limited to Family and Social Services Administration (FSSA), local food pantries, JKL Health Center, JJJ Legal Clinic, and supported employment services. (If the service provider on the team also directly provides other specialized services or clinical services {such as a community mental health center-CMHC}, please provide additional detail about what services will be provided onsite and/or clinic-based (i.e. mental health and/or addictions therapy, group therapy, daily living skills/coping skills/financial management skills/parenting skills, medication assessment & management, etc.)

Tenant Involvement

Based on survey feedback collected from individuals already residing in Permanent Supportive Housing, Example 2023 will ensure that the tenant involvement plan at Example 2023 offers multiple opportunities for meaningful engagement that addresses the anticipated needs and expectations of potential tenants to the greatest extent possible. Efforts to identify tenant involvement strategies will focus on all aspects of the project including design, operations, and supportive services with the goal of replicating features, amenities, policies, and resources that experienced PSH tenants have found most beneficial as well as incorporating their suggestions.

Central to tenant involvement at Example 2023 will be the determination of all project partners to build a culture of community and connectedness among tenants and staff. Tenants will be encouraged from the beginning of the move-in process and throughout their tenancy to offer feedback, and multiple methods (verbal, written, anonymous options) will be made available. To further engage tenants in the community, individuals will be invited to serve on a welcome committee to help build mutual support among tenants. In addition, project staff will participate in community social events to strengthen the bonds between tenants and staff at all levels.

We anticipate engaging tenants at Example 2023 in the formation of a Resident's Council to help ensure tenant voice on program and services improvements, to plan and execute community events as well as to offer ongoing feedback to support services and property management staff. All issues and suggestions from Council meetings will be addressed by staff on a monthly basis to ensure prompt feedback, and adjustments to services and processes, when feasible, will be enacted as quickly as possible out of respect for tenant choice and voice.

In addition to a Resident Council, an annual tenant satisfaction survey will be administered with the option of confidentiality to solicit feedback and suggestions.



Client Rights

Client confidentiality is a primary right that will be upheld and respected for all tenants as a matter of ethical and legal principle. Exceptions to confidentiality will be limited to those allowable by local laws. To facilitate continuity of care and resource coordination, Release of Information forms for appropriate providers and partners will be obtained with the tenant's permission during the initial assessment process and as needed throughout tenancy. The MOU between partners will outline guidelines for confidentiality that address the sharing of client information between support services and property management staff.

Example 2023 will maintain a policy and procedure outlining the fundamental right of any tenant to file a grievance with the project related to the provision of services, the management of the property and/or any eviction recommendation. Example 2023 will consistently implement its written grievance policy that is compliant with HUD guidance.

Fair Housing

Support services and property management staff and supervisors will receive training and education on fair housing regulations to ensure tenant rights are being protected regarding access to and retention of housing. Staff will also receive training and supervision in the concept of cultural humility to enhance their skill and comfort working with diverse groups of people expected to live at Example 2023. The management team will actively seek out and make available staff development sessions on a variety of topics including cultural differences, LGBTQ+ populations, and racial equity and inclusion.

Types of Support Services

Services will be readily accessible and offered to all tenants but participation in services will always be voluntary. Efforts by support services and property management staff to build rapport with tenants will start on day one and continue uninterrupted, regardless of the individual's involvement in services. This assertive engagement strategy will be utilized to invite and encourage tenants to engage in services without making participation a requirement. Intensive Case Managers will have primary responsibility for building relationships with tenants on their caseload, getting to know the individual's strengths, challenges, preferences, and behaviors so well over time that they can often sense if the individual is unusually stressed or in need of additional support. The Intensive Case Manager will be the staff member responsible to link tenants to appropriate resources, assist them as needed to meet goals, and coordinate in-house workshops and resources.

- New tenant orientation/move-in assistance will be offered to each tenant and provided through collaboration among the Intensive Case Manager and Property Manager. Tenants on the Welcome Committee and /or those active in the Resident Council will also be encouraged to play a vital role in this process.
- Education regarding tenant rights and responsibilities will be provided upon move in by Property Management staff and supported throughout tenancy by Intensive Case Managers.
 - A walk through of the unit will be conducted to confirm unit condition and provide instruction on operating any appliances or other equipment.
 - Periodic assessments of in-home skills will be conducted by the Intensive Case Managers and support/guidance will be offered as needed to build necessary skills to maintain the property per lease requirements.
- Intensive Case Management services to address tenant goals, identify needs, manage crisis, and provide linkage to resources will be provided on-site and will be voluntary.
- Asset assessment and individualized service planning will be completed on-site by the Intensive Case Manager.



- Referrals will be made by the Intensive Case Manager for additional services needed that may include counseling, crisis services, medication management, medical and mental health care, employment services. Referral agencies will be selected per the client's choice and will be off site but within a short bus ride or walk from the property.
- Referrals will be made to community partners for this peer support services if necessary.
- Tenants will be linked to recovery support services in the neighborhood, such as NA, AA. Additional recovery supports that are of interest to tenants will be researched and referrals will be made as indicated.
- On-site recreational/social opportunities will be organized by staff with input from tenants. Ample common space at the project will enable tenants to gather socially at their leisure in addition to planned activities that will be held monthly at a minimum.
- Civil legal consultation/education and representation will be available through referrals to JJJ Legal Clinic, a partner with Top Notch Services, or via other options if JJJ is unable to assist.
- Transportation assistance will be coordinated by the Intensive Case Manager using bus passes (as funding allows), transportation provided by staff when appropriate, and through Medicaid resources when available. Bus transportation is readily accessible to tenants of Example 2023, with the #8 bus stop immediately in front of the property.
- Nutritional assistance will be provided by Intensive Case Managers through applications for SNAP benefits and linkage to local food pantries. Consideration is also being given to hosting a food pantry on-site. Depending upon tenant interest, staff will investigate offering onsite nutrition and cooking classes at Example 2023.
- Units will include basic furniture, and Example 2023 anticipates the ability to provide additional household furnishings to tenants through partnerships/MOUs with local partners.
- Independent living skills training and support will be provided through a collaboration among Intensive Case Managers onsite, mental health providers connected to tenants, and community providers that will be invited to provide onsite workshops on topics of need/interest.
- Service for substance use disorder will be provided by referral and connection to local agencies/programs that specialize in this area. Harm reduction strategies will be employed by Intensive Case Managers in collaboration with the tenant's care team, if applicable.
- Financial education will be provided by an Example 2023 partner such as WWW Bank, via onsite workshops and individual consultation as needed/desired by tenants. Additional financial management training will be available from Top Notch Services staff.
- Employment services will be offered by Top Notch Services Supported Employment Program, with additional referral options to Goodwill and other community providers.

Crisis Services

Intensive Case Managers will ensure that tenants have ready access to 24/7 crisis / suicide prevention hotlines as well as warm lines that offer support by phone. Top Notch Services provides a 24/7 emergency services/Crisis services hotline. The Intensive Case Manager and Property Manager will work with each tenant at move-in to define what behaviors, incidents and maintenance issues constitute an emergency and who to call in the event of an emergency. This information and phone numbers will be prominently posted in each unit for easy access. Incidents of an urgent or emergent nature will be staffed during weekly team meetings with ABC Management and Top Notch Services staff, or more often as deemed necessary.



Staffing Ratio and Schedule

In striving to meet best practice standards for PSH, the planned ratio of tenants to Intensive Case Managers will be no higher than 20 to 1. Depending on the number of units in the final design, 1.5 or 2 FTE Intensive Case Managers will be required. The Top Notch Services Housing Program Manager will provide clinical supervision to the Intensive Case Managers. Staffing at the project will be staggered with ABC Management property management staff to ensure maximum coverage throughout the day/evening. Part time janitorial and security staff will also assist with providing coverage, and a front desk position staffed by an intern is being considered.

Outcomes

The overall goal of Example 2023 is for every tenant to maintain their housing in the building for as long as they need it and choose to stay. Service plans and strategies to engage tenants and assist them in meeting their goals will be individualized with the Intensive Case Manager and the tenant working side-by-side toward goal attainment and updating of goals. Difficult situations will be staffed during weekly team meetings to help generate creative ways to address barriers to well-being and housing stability.

Quantitative Outcome Objectives for Example 2023:

- Assertive engagement strategies will be utilized by service staff for 100% of the tenants and all attempts at engagement will be documented.
- 100% of tenants will be offered the opportunity to complete an individualized goal plan and will be engaged and re-engaged to discuss their goals if they initially show no or limited interest. All attempts to engage tenants in a goal plan will be documented.
- 100% of tenants not connected to a primary care physician (PCP) upon entry will be engaged to establish a PCP. All attempts will be documented.
- 100% of tenants without medical insurance at entry will be offered options to enroll. All attempts will be documented.
- 75% of tenants will maintain or obtain mainstream benefits following entry.
- 30% of tenants will secure earned income/employment following entry.
- 80% of tenants will remain housed for one year.

All documentation will be entered in *HMIS*, the Homeless Management Information System (HMIS) adopted by the Anytown Continuum of Care (CoC). All client files will be maintained according to confidentiality and documentation standards required by the CoC and will be accessible as needed to comply with reporting and monitoring requirements. Monthly reports will be completed by the Top Notch Services Housing Program Manager to manage the program and aid in supervision of direct service staff. Overall metrics for Example 2023 will be tracked and analyzed by Top Notch Services and included in the agency's monthly and annual dashboard.

Funding

Rental assistance will be funded by {insert type and source of rental assistance/vouchers}.

Include here what other funding streams your project has to fund supportive services, i.e. Medicaid/MRO (CMHCs only), CoC grant funds, private/foundation funds, service reserves, etc.