

# HomeFirst Permanent Supportive Housing Development

November 15, 2018

Notice of Funding Availability Presentation

PARTNERS FOR  
HOME

# HomeFirst Partners

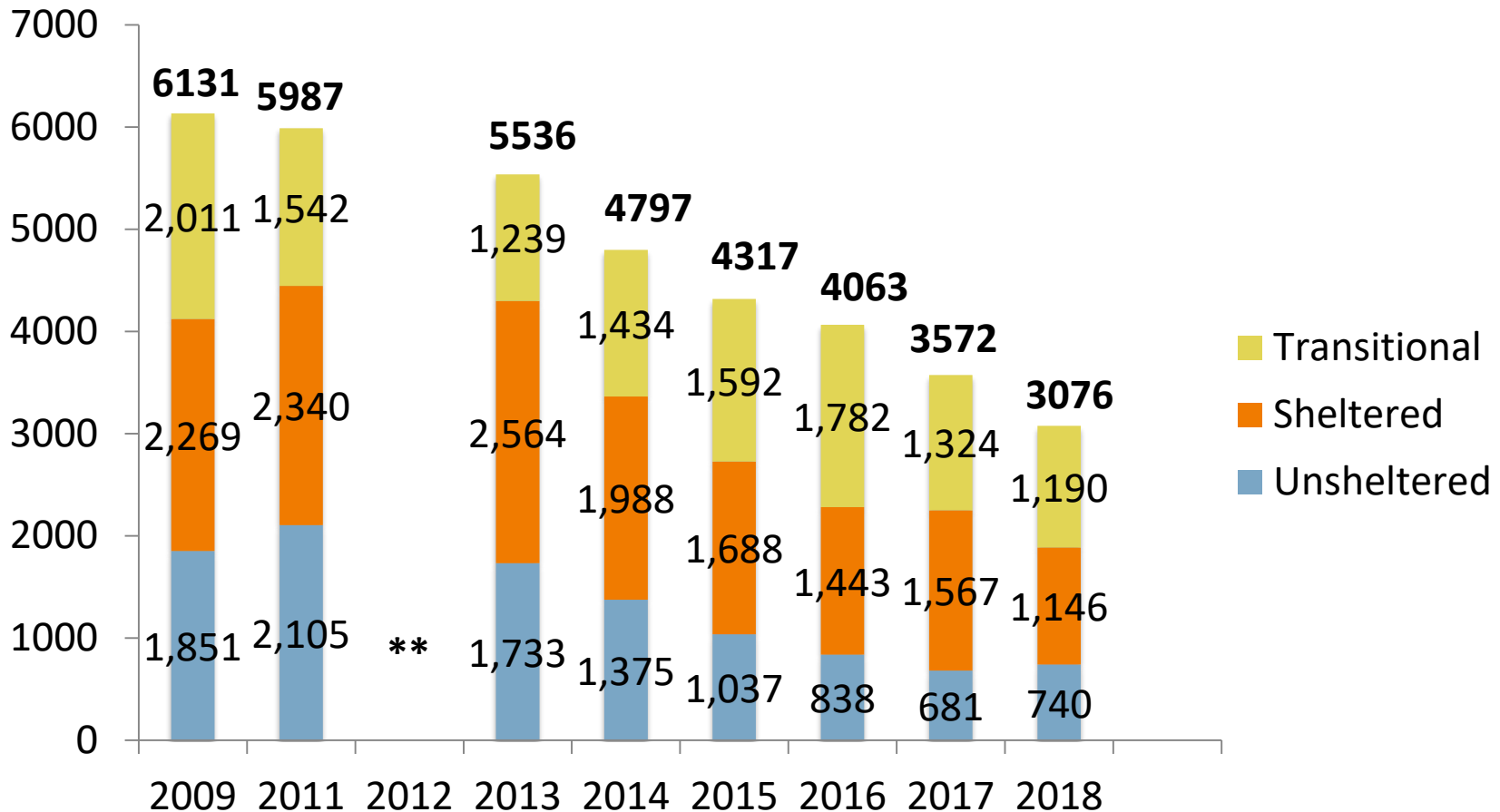


- Partnership between the **City of Atlanta acting through Invest Atlanta (IA)** and the **United Way Regional Commission on Homelessness (RCOH)** to capitalize on the community's success in reducing homelessness counts in Atlanta.
- The City committed \$25 million in funds to match private contributions to the **HomeFirst** initiative. A total investment of \$50 million in city and private funds, and leveraged state and federal funds, to make homelessness in Atlanta rare, brief, and nonrecurring.
- **The Housing Authority of the City of Atlanta** commits rental assistance to support the creation of permanent supportive housing



# Historical HUD Homeless Count

Atlanta's unsheltered count has been reduced by 60%  
Total count has decreased by 50%



\*\*No HUD Count was Conducted in 2012

# ClearPath's Big Goals:



Atlanta's Five Year Plan to make homelessness rare, brief and non-recurring.  
Achieved by the new system design and collective impact model

Goal: Rare, brief and nonrecurring	Timeline
End Veteran Homelessness	2017 –Done!
End Chronic Homelessness	2019
End Youth Homelessness	2020
End Family Homelessness	2020
Leverage, align and strategically allocate resources	Ongoing

## HomeFirst Atlanta Organizational Chart

### Public Funds

Fiscal Agent:  
Invest Atlanta  
(IA)

### HomeFirst Community Oversight Board

- Review funding decisions
- Receive reports and performance results
- Offer guidance.
- Retain a third party evaluator for annual reporting.



### Allocation Committee

This five-person committee is selected jointly by IA and the RCOH to determine project-by-project investments and funding through a traditional RFP process.

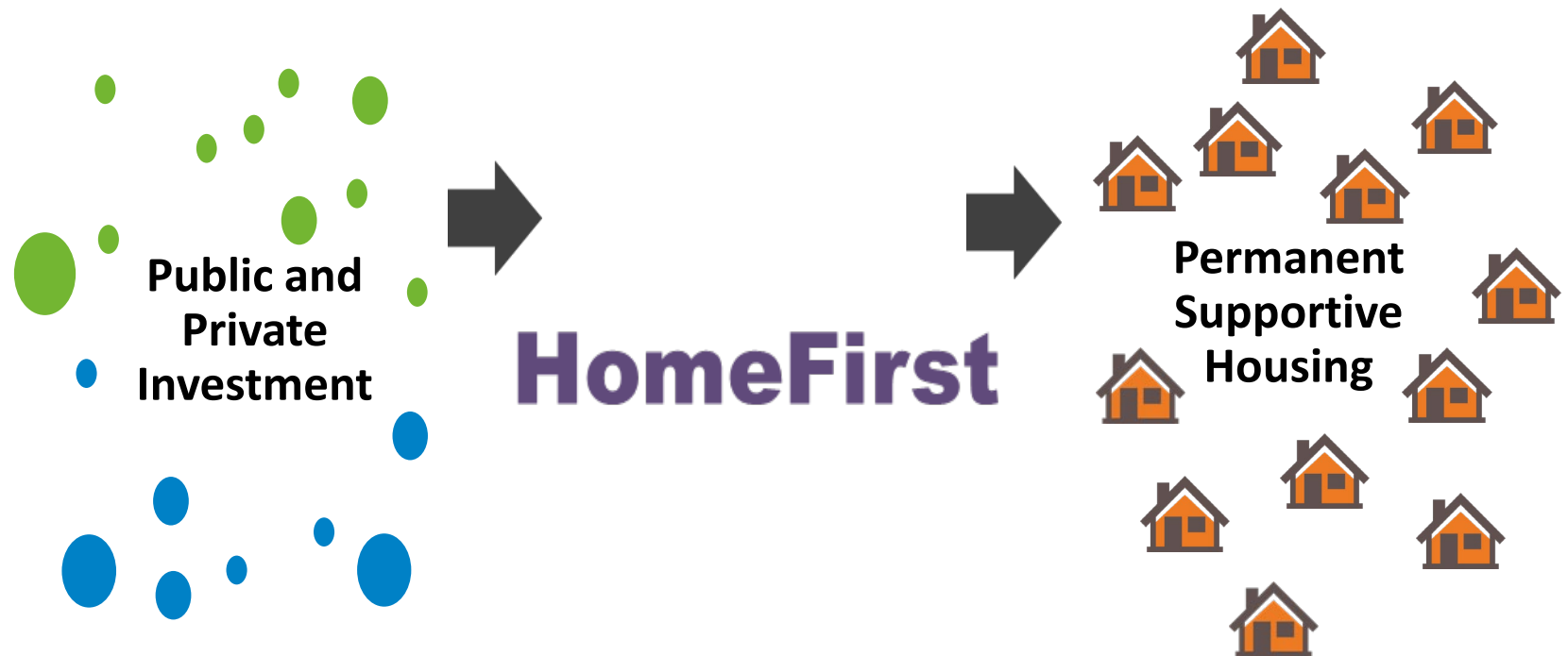
### Private Funds

Fiscal Agent:  
United Way  
of Greater Atlanta

### Staffing Support

Partners for Home (PfH) will be the primary project staff and United Way of Greater Atlanta's Regional Commission on Homelessness (RCOH) will provide secondary support.

# Building a Pipeline of Permanent Supportive Housing



# HomeFirst: Key Definitions

<b>Permanent Supportive Housing (PSH):</b>	<p>Combines affordable housing with wrap around services targeted for people who face the most complex challenges to live with stability, autonomy and dignity.</p> <ul style="list-style-type: none"><li>• Balance 3 distinct components – housing, supportive services, and property and housing management.</li><li>• Not time limited; lease terms similar to market and affordable housing</li></ul>
<b>HomeFlex:</b>	<p>Atlanta Housing’s project-based rental subsidy assistance program.</p> <ul style="list-style-type: none"><li>• 10 year commitment of rental assistance coordinated with committed services</li><li>• Multi-year initial terms with extensions based on evidence of services and compliance with HomeFlex requirements.</li></ul>
<b>Development Models:</b>	<ul style="list-style-type: none"><li>• 100% PSH</li><li>• Integrated PSH – between 10-99% PSH – in affordable and market properties</li><li>• A minimum commitment of at least 10% PSH units within the development*</li></ul>

# HomeFirst: Key Definitions

<b>Target Populations</b>	<ul style="list-style-type: none"><li>• Individuals experiencing chronic homelessness including veterans and seniors</li><li>• Families experiencing homelessness</li><li>• Transition Age Youth facing homelessness</li></ul>
<b>Quality Supportive Housing</b>	Tenant focused to meet needs; provides choice for residents, coordinates services, and promotes connections to community
<b>Supportive Service Plan</b>	Comprehensive written plan to describe available services, providers, connections to residents and proposed funding.
<b>Low Barrier Admissions</b>	Admission policies are designed to ‘screen-in’ by reducing barriers such as income minimums, poor rental history, or criminal background.
<b>Coordinated Entry System (CES)</b>	Standardized system used by homeless service and housing providers to assess, prioritize and connect to right housing intervention based on vulnerabilities and needs.



# Housing First is a Foundation

## Typical "Housing Readiness"



## Housing First



Source: How's Nashville, Housing to End Homelessness,  
<http://howsnashville.org/2016/05/31/housing-first/>

# Expanding PSH in Atlanta

## Increase the PSH in communities:

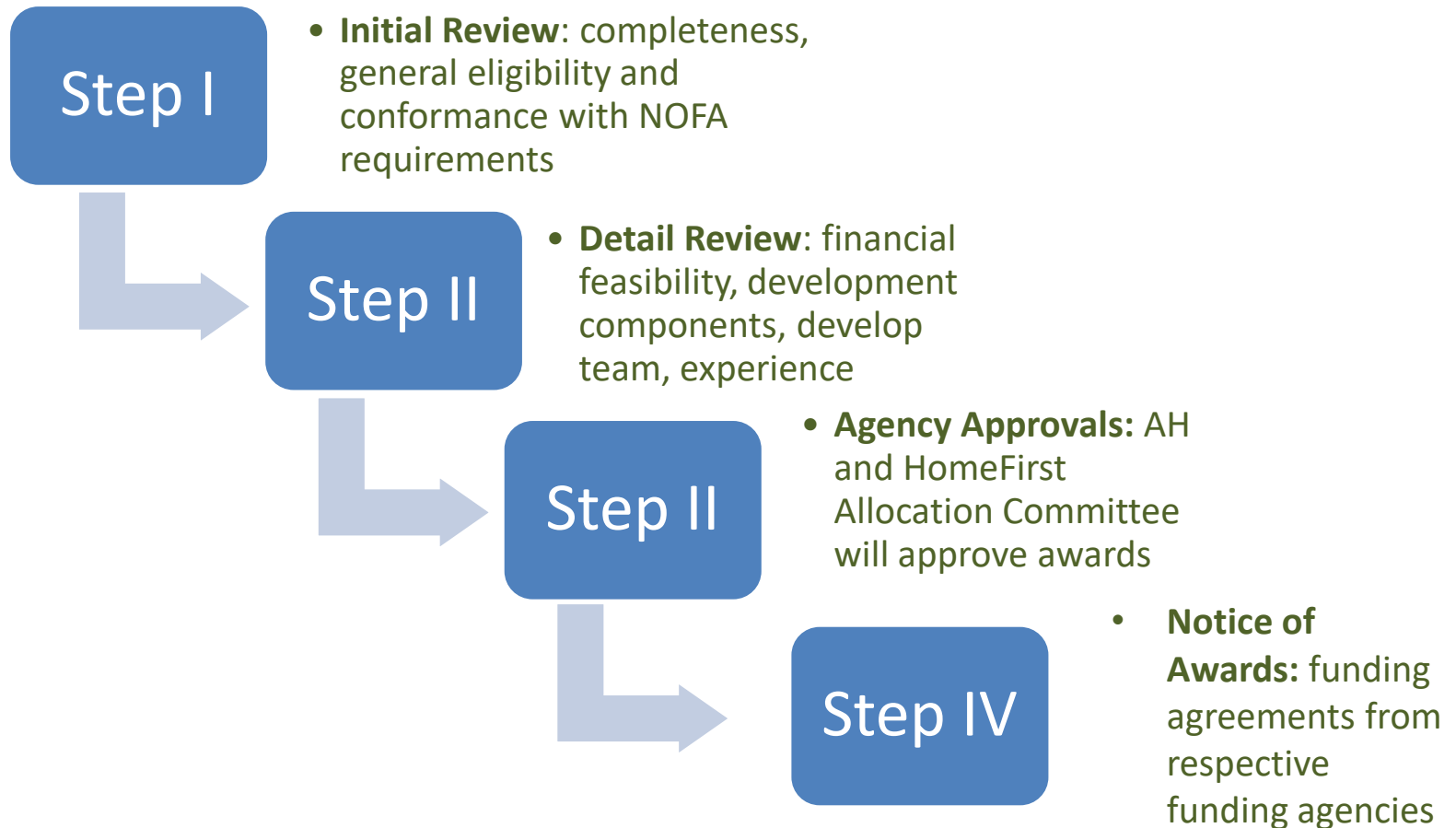
- Increase the availability of PSH in a range of communities throughout the City of Atlanta.
- Expand PSH by five (5) or more housing units in communities without readily available PSH housing can receive bonus scoring consideration.

## Supportive Housing Ordinance

- *The Supportive Housing Ordinance'* (SHO) adopted June 1, 2009, amends the Zoning Code for the City of Atlanta for the purpose of clarifying and/or defining certain terms related to supportive housing and shelters.
- Applicants must be familiar with the requirements and present information related to the compliance with the relevant SHO Ordinance requirements.
- If applicants believe their site location or development plan does not meet the requirements of the SHO Ordinance, present information on strategies to bring the proposal and site location into conformance.
- Design and implement a community engagement strategy to inform, seek support and address feedback or concerns that may be identified by community stakeholders with the proposed PSH development.

# HomeFirst Applications

Accepted on a rolling basis until available funding is committed.



# What HomeFirst Funding is Available?

## Capital

- Acquisition, construction, and associated development costs
- Up to \$40,000/PSH unit
- Leveraging of other funding

## Operating

- Rental Assistance awarded for PSH units only
- Initial term of rental assistance is 2 years with options for additional renewals.
- Tenants pay no more than 30% of income for rent
- Market study Rental study

## Services

- Staff, service delivery, program costs, admin, transportation
- Case management, tenant supports, service coordination BH and MH
- Direct or outside provider
- Up to \$6,100/PSH unit
- Initial funding for 2 years of services

- Rehabilitation or new construction to create new units of PSH
- Single and integrated development models
- Mixed-use including residential and complementary commercial uses
- Studios, 1, 2, 3+ bedrooms
- Private bathroom and kitchen facilities
- AH HomeFlex: 5% of total units must be UFAS accessible and 2% designed/constructed for persons facing visual and hearing impairment

**Multiple year initial contracts, with extensions, based on evidence of service commitments and compliance with HomeFlex requirements**

Contract Rents determined using current market data and AH-established submarket valuation

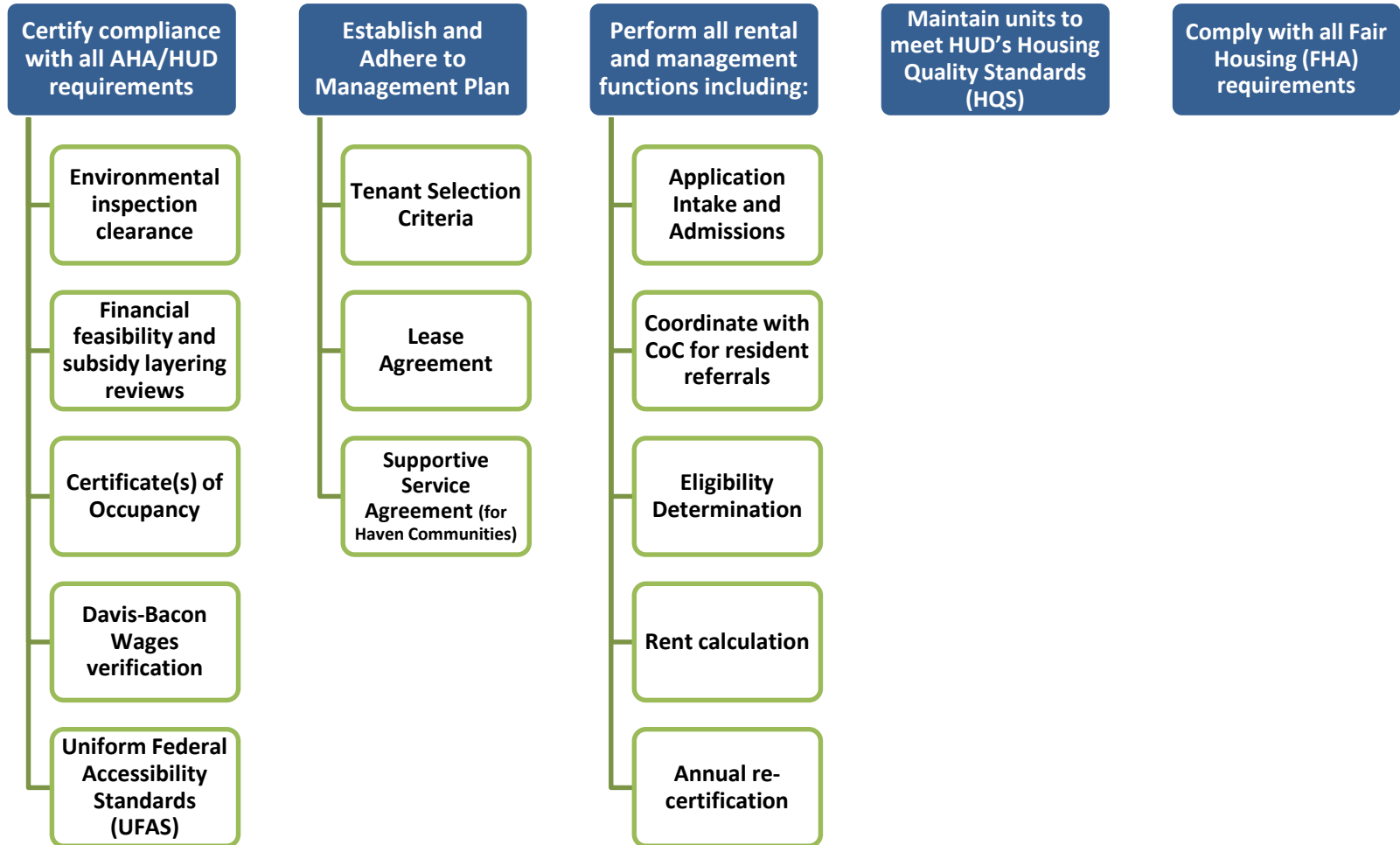
 Resident pays 30% of their monthly adjusted income

 AH pays the remainder of the rent on the residents behalf



# HomeFlex: Project Based Rental Assistance

## Owner Responsibilities



# HomeFirst Application Review Criteria

## Organizational Expertise

- Development Team has qualifications and expertise to carry out the development as proposed
- Financial condition of the Applicant Entity(s)
- Experience using government funding

## Support Services and Property Management

- Service provider(s) have expertise to carry out the service plan as proposed
- Evidence of quality service plan
- Property management prior experience operating supportive housing and/or working with vulnerable populations and service providers
- Experience implementing Housing First, Harm Reduction and other evidence based interventions
- Commitment to Coordinated Entry System



# HomeFirst Application Review Criteria

## Location Information

- Site Control and Zoning
- Compliance with SHO ordinance
- Access amenities and services
- Community engagement strategies
- Expands PSH in the neighborhood (Bonus)

## Development Information

- Quality of the development plan including unit mix and income targeting
- Cost estimates
- Energy efficiency
- Project Readiness

## Financial Feasibility and Leveraging

- Complete development and operating budgets/proforma
- Evidence of leveraging other funding sources
- Reasonable construction and development costs

Third Party Reports: Appraisal, Phase I/II, Survey, Market Study

# HomeFirst Application Forms: Checklist



HOMEFIRST ATLANTA		Application Checklist		
<b>2018 - HomeFirst Permanent Supportive Housing Application</b>				
Use the Application Checklist to confirm your complete HomeFirst Application. The Application Tabs to be completed by an applicant will be based on the type of funding requested.				
<b>TYPE OF FUNDING REQUESTED:</b>				
Check the box for the funding you are applying for. You may apply for one, two, or all three.				
<input type="checkbox"/>	HomeFirst PSH <b>Capital Financing</b> (Development/Capital) Complete the Application Tabs as indicated below			
<input type="checkbox"/>	HomeFirst PSH <b>Services Funding</b> (Supportive Services) Complete the Application Tabs as indicated below			
<input type="checkbox"/>	HomeFirst <b>Operating Subsidies</b> (Atlanta Housing HomeFlex) Complete the Application Tabs as indicated below			
		<b>To be Completed by</b>	<b>Attachments</b>	<b>Completed</b>
Application Tab 1	Instructions	NA	NA	NA
Application Tab 2	Applicant Checklist	ALL	NA	
Application Tab 3	Application Scoring	ALL	NA	
Application Tab 4	Development General	ALL	NA	
Application Tab 5	Application Certification	ALL	NA	
Application Tab 6	Development Team	ALL	<ol style="list-style-type: none"> <li>1. Ownership Organizational Chart;</li> <li>2. Two years audited financial statements for Applicant;</li> <li>3. Three years project audited financial statements for property in current portfolio;</li> <li>4. Listing of three developments for which government funds are managed;</li> <li>5. Property management and sample tenant selection plan</li> </ol>	
Application Tab 7	Development Detail	ALL	1. Evidence of site control	
Application Tab 8	Unit Mix and Income	ALL	NA	
Application Tab 9	Operating Expenses	ALL	NA	
Application Tab 10	Operating Pro-forma	ALL	NA	
Application Tab 11	Construction Costs	Capital Funding	NA	
Application Tab 12	Capital Uses	Capital Funding	NA	
Application Tab 13	Capital Sources	Capital Funding	1. Funding Commitments	
Application Tab 14	Capital Sources/Uses Summary	Capital Funding	NA	
Application Tab 15	PSH Services	Service Funding	1. Development Service Plan	
Application Tab 16	Development Timeline	ALL		
Additional Information	Third Party Reports	ALL	<ol style="list-style-type: none"> <li>1. Appraisal</li> <li>2. Phase I Environmental Report (Phase II if needed)</li> <li>3. Property Condition Report (rehabilitation)</li> <li>4. Market Study</li> <li>5. Survey</li> </ol>	

# HomeFirst Application Forms: Team

<b>HOMEFIRST ATLANTA</b>		<i>Development Team</i>	
<b>2018 - HomeFirst Permanent Supportive Housing Application</b>			
<b>OWNERSHIP INFORMATION</b>			
Name of Lead Applicant: <i>(same as listed on Tab 4)</i>	#VALUE!		
Full Legal Name of Development Owner:			
Type of Ownership			
<input type="checkbox"/>	Partnership	<input type="checkbox"/>	For-Profit Ownership (single entity)
<input type="checkbox"/>	Non- Profit Ownership(single entity)		
<input type="checkbox"/>	Other	Explain	
<b>Submit as part of your Application the following Attachments:</b>			
1. Organizational chart for ownership structure and roles of primary entittes			
2. Two (2) years of audited financial statements for Lead Applicant			
3. Three (3) years of audited financial statements for one current portfolio property			
4. Listing of at least three (3) development programs for which the development team utilized/managed government funding			
<b>DEVELOPMENT TEAM</b>			
General Partner - Name/Role:			
Limited Partner Name			
(if known)			

**Co- Developer (if applicable)**

Co-Developer Name:

**Property Management Firm**

Property Management Firm Name:

**Service Provider**

Lead Service Provider

**Itemize experience for each entity with affordable and supportive housing**

# HomeFirst Application Forms:



- ***Development Detail***
- ***Unit Mix and Income***
- ***Operating Expenses and Proforma***
- ***Construction Costs***
- ***Sources and Uses of Funds - Capital***
- ***Supportive Services Plan and Budget***
- ***Application Certification***
- ***Link to: [HomeFirst Atlanta PSH Application](#)***

# Supportive Service Planning

## Proposed Development

- Target population
- Housing model
- Location and access to services
- Ownership

## Service Delivery

- Understanding range of needs
- Voluntary services
- Service Providers/internal and external
- Location of services
- Outcomes and Evaluation

## Description of Services

- Tenancy Supports
- Life Skills
- MH
- Recovery
- Employment
- Health
- Cultural/linguistic competency

## Staffing and Management

- Staffing patterns/FTE
- Single/multiple providers
- Coordination with property management
- Fair housing
- Reporting and Accountability

## Funding

- Links with government and private funders
- Direct vs. admin costs
- Salaries



# Questions



More Information?  
Submit Applications?



Cathryn Marchman, LCSW, Esq.

Executive Director

Partners for HOME

[Cmarchman@partnersforhome.org](mailto:Cmarchman@partnersforhome.org)

Link to HomeFirst Funding Materials:

<https://partnersforhome.org/pshpipeline/>



# Thank you!

**CONTACT:**

**Cathryn Marchman, LCSW, Esq.**  
Executive Director

CFMarchman@AtlantaGa.Gov  
404-694-2262  
Partnersforhome.org

PARTNERS FOR  
**HOME**