



## Supportive Services Planning Tools

This document includes two tools for planning support services in supportive housing. The first five pages include a comprehensive outline of the issues that must be addressed in planning support services. The last two pages provide a step-by-step timeline with the key service planning milestones leading up to occupancy.

### I. PROPOSED PROJECT

#### A. Profile of Targeted Tenants

1. What is the targeted tenancy? Why was this target population/mix selected? Do the sponsor, funding source(s) and community agree on the proposed tenant mix?
2. What is the expected functional capacity of the tenants at initial occupancy? In 3 years?
3. How will the service program respond to changes in the population over time, particularly for tenants with substance abuse issues, mental illness and/or HIV/AIDS? (e.g. relapse, decompensation, deteriorating health, etc.)

#### B. Philosophy of the Proposed Project

1. What are the goals of the proposed project?
2. What is the service provider's underlying philosophy in delivering services?
3. What level of independence will the program be designed to encourage?

#### C. Type of Housing

1. Will the housing be permanent or transitional? If transitional, what determines length of stay?
2. Will the housing be licensed? Does the sponsor understand the licensing approval process?

#### D. Size of Project

1. Is the number of housing units being developed appropriate for the population being served? (e.g. projects for people with HIV/AIDS typically include less than 50 units)
2. Is the project large enough to be financially feasible?

#### E. Design

1. Does the building's design fit with the proposed services plan?
2. Is the building safe for tenants? Is security adequate?
3. Does the building contain adequate community space? private space?

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Note: This document is included within the *Supportive Services* section of CSH's *Toolkit for Developing and Operating Supportive Housing*, which is available at [www.csh.org/toolkit2](http://www.csh.org/toolkit2).

## **F. Location/Community**

1. Are community resources and transportation accessible to the tenants?
2. Has the community expressed concerns? If so, how are these being addressed?
3. Who on staff is responsible for managing community relations?

## **G. Ownership/Management Structure**

1. Who is/will be the project owner? What is the owner's relationship to the sponsor?
2. Does the ownership involve a partnership between organizations? If so, are the roles and responsibilities of the partners articulated in a memorandum of understanding? If not, why not?
3. Are the property management and social services roles bifurcated? If not, how will conflicts between these roles be handled?

## **II. SERVICE PROGRAM**

### **A. Philosophy**

1. How does the service program promote housing retention, stabilization, independence and employment?
2. Are services voluntary or mandatory? Will participation in services be encouraged? If so, how?
3. Will tenants be employed by the project and/or sponsor? Will employment be encouraged?
4. Will the project include a tenant's council? Will peer support groups be encouraged? Other opportunities for tenants?
5. Will tenants be involved in the design of the overall service program and/or their individual programs? If so, how?
6. Will tenants be involved in evaluating the effectiveness of the service program? If so, how?
7. Will the project include a community advisory committee?
8. Is there a system of accountability between property management, vocational providers, service providers and the tenants?

### **B. Types of Support Services**

1. What types of support services will be provided? The following are examples:
  - Case Management (i.e. service coordination)
  - New Tenant Orientation/Move-in Assistance
  - Education/GED
  - Vocational Services
  - Crisis Intervention
  - Support Groups
  - Life Skills Education
  - Conflict Resolution & Mediation
  - Psychiatry Services
  - Bereavement Counseling
  - Pastoral Services
  - Recovery Readiness Services/Relapse Planning
  - Substance Abuse Counseling

- Methadone Maintenance
- Harm Reduction Services
- Daily Living Skills Assistance
- Physical Therapy
- Occupational Therapy
- Pain Management (HIV/AIDS)
- Medical/Nursing/Visiting Nurse Care
- Dental/Ophthalmology Services
- Counseling (Individual/Group)
- Recreational/Socialization
- Money Management
- Entitlement Programs Assistance
- Legal Assistance
- Transportation
- Food/Nutritional
- Tenant's Rights Education

2. Are the types and level of social services to be provided adequate for the population served?
3. Will each service be available to all of the tenants? When will working tenants have access to services?
4. Are language barriers addressed?
5. Where are services provided? on or off-site? If off-site, where? How will the tenants get there?
6. How many hours of each service will be available to the tenants? If 24-hours, why?
7. How many tenants do you expect to use each service?
8. What is the staff/tenant ratio? How does this ratio compare to similar programs?
9. Does the organization partner with other employment and training organizations?

**C. Staffing Pattern**

1. What are the shifts, days, hours, full-time/part-time status of the project staff?
2. Are salary levels sufficient and appropriate?
3. Does the staffing plan fit with the anticipated level of services provided? with the usage expected?
4. Is there bilingual/multi-cultural staff where necessary?
5. Is there an orientation program for new staff? Are there built-in opportunities for ongoing staff training?

**D. Management**

1. What is the record keeping plan? What information will be kept? For what length of time?
2. What is the crisis management plan and incident review process?
3. What is the plan to assure quality control?
4. What is the confidentiality protocol?
5. What is the grievance procedure for tenants?

**E. Funding**

1. What is the likelihood of the project securing government contracts? Likelihood of renewal(s)?

2. Is the amount and term of the service contract adequate for the population being served?
3. Are the funding requests within a reasonable range for anticipated funding sources?
4. What is the percentage breakdown of direct vs. administrative costs?
5. Who is responsible for collecting data and reporting to funders? How will the information be tracked?

### **III. MANAGEMENT TEAM** (Sponsor, Services Provider(s), Property Manager, etc.)

#### **A. Philosophy, Mission & Objectives**

1. How does the proposed project fit within the philosophy, mission and objectives of each member of the management team?

#### **B. Organizational Experience/Capacity**

1. What is each organization's experience with this type of supportive housing? with the target population?
2. What is each organization's experience in the role that it is proposing to play in the project?

#### **C. Staff/Board Experience/Capacity**

1. What is the experience of key staff and Board members? How many years have they been with the organization and in the roles that they will be playing?
2. Are members of the Board(s) of each organization involved and supportive of the project?

#### **D. Financial Condition** (sponsor & co-sponsors only)

1. What is the size and diversity of each organization's funding?
2. What is the size of the organization's net assets (used to be called fund balance)?
3. Is the organization's income and cashflow adequate? Do they operate at a surplus/break-even/deficit? Why? If there is a deficit, what is the plan to correct it?
4. Is the organization current with all taxes?
5. Is the auditor's opinion qualified? (i.e. Does the cover letter and/or footnotes indicate that the financial statements are not prepared in accordance with generally accepted accounting principles?)

## IV. BUILDING MANAGEMENT

### A. Philosophy

1. Will tenants sign a lease or occupancy agreement?
2. What do the house rules include? Are they reasonable? Who established them? Who enforces them?
3. Will tenants be involved in the management of the building?
4. Will tenants be involved in monitoring and/or evaluating the management program? If so, how?

### B. Building Services

1. What are the property management services to be provided in the following areas:
  - Rent Collection
  - Evictions
  - Property Inspection
  - Maintenance
  - Security
  - Janitorial
  - Housekeeping
  - Building Management
2. Are the types and level of building services provided adequate for the population served?
3. What is the staff/tenant ratio? How does it compare to similar projects?
4. What are the standards for evaluating building management (e.g. turnover, vacancy, retention rates, etc.)?
5. What is the confidentiality protocol?
6. What is the grievance procedure for building management issues?

### C. Staffing Pattern

1. What are the shifts, days, hours, full-time/part-time status of the project staff?
2. Are salary levels sufficient and appropriate?
3. Does the staffing plan fit with the anticipated level of services provided?
4. Is there an orientation program for new staff? Are there built-in opportunities for ongoing staff training?

### D. Operating Funding

1. What are the tenants' rent paying abilities? (i.e. probably income levels and sources)
2. What is the likelihood of the project securing rental subsidies? Likelihood of renewal(s)?
3. Is the amount and term of the rental subsidy contract adequate for the population being served?
4. What is the agency's ability to satisfy funding reporting requirements?
5. Who is responsible for collecting data and reporting to funders? How will the information be tracked?

## SUPPORTIVE SERVICES PLANNING AND START-UP MILESTONES

ACTIVITY	Suggested Timeline	Target Date
<b>Draft Support Service Plan and Budget</b>		
<ul style="list-style-type: none"> <li>Review all target population/eligibility criteria contained in housing and services funding commitments and reconcile any differences.</li> </ul>	During early predev	
<ul style="list-style-type: none"> <li>Review and verify all budget and leveraging commitments and determine (1) whether any resources committed by other programs or agencies are contingent upon this project serving clients who are currently participating in or eligible for those services and (2) which services may be provided on-site at the project and/or identify mechanism for accessing and coordinating provision of off-site services.</li> <li>Identify the pre-operating work opportunities (i.e., construction, planning, and marketing) for tenants and develop hiring plan (and/or find local hiring hall/provider as partner).</li> </ul>	During feasibility phase of predev	
<ul style="list-style-type: none"> <li>Determine whether services plan will require modifications to facility.</li> </ul>	Before construction starts	

<b>Review and Negotiate Service Plan and Budget among all Service Partners and Other Stakeholders</b>	<b>Time prior to start of rent up...</b>
<ul style="list-style-type: none"> <li>Host first meeting with service partners, determine Support Services Planning Meeting Schedule, and process for finalizing support service plan.</li> <li>Discuss and identify places for consumers/potential tenants to play a role at the planning level as part of the oversight or advisory group.</li> </ul>	6 months
<ul style="list-style-type: none"> <li>Co-create a practical mission statement for the project with Sponsor, property management and service partners.</li> </ul>	6 months
<ul style="list-style-type: none"> <li>Amend Support Service Plan, as necessary, given each service partners philosophy, mission statement, client profile requirements, etc.</li> </ul>	5 months
<ul style="list-style-type: none"> <li>Begin to negotiate agreements (e.g., letter of interest/MOUs) with service partners.</li> <li>Begin to negotiate tenant hiring policy with services and prop. mgmt. (i.e., agreement that all job postings from prop. mgmt. are first given to the services/vocational staff to circulate internally, develop internal tenant hiring goals such as 25% of staff will be tenants or former tenants, etc.).</li> <li>Begin discussion about tenant positions on the service team and prop. mgmt. Potential roles: community builders, peer counselors, group assistants, desk clerks, maintenance, messengers, landscaping, etc.</li> </ul>	4 - 5 months

<ul style="list-style-type: none"> <li>• Determine Staffing Plan, including supervision and administrative support.</li> <li>• Begin planning for a supportive employment environment within services and property management (i.e., hiring and retention services available through services team for on-site employment, how the tenant/employee relationships will be managed to support the tenant's housing and employment goals).</li> <li>• Solicit tenants'/potential tenants' help with rent-up and gaining community support.</li> </ul>	4 months
<ul style="list-style-type: none"> <li>• Identify potential tenant and consumer staffing in services and property management (refer to staffing plan to identify services opportunities).</li> </ul>	4 months
<ul style="list-style-type: none"> <li>• Determine whether services plan will require modifications to property management plans (e.g., staffing, tenant selection).</li> <li>• Negotiate partnering with a property management company.</li> </ul>	4 months

<b>Begin Support Service Plan Implementation</b>	<b>Time prior to start of rent up...</b>
<ul style="list-style-type: none"> <li>• Write up final version of Service Plan and Budget.</li> </ul>	3 months
<ul style="list-style-type: none"> <li>• Finalize agreements (e.g., letter of interest/MOUs) with service partners.</li> <li>• Finalize tenant hiring policy and supportive employment plan.</li> </ul>	3 months
<ul style="list-style-type: none"> <li>• Issue job announcements.</li> </ul>	2 months
<ul style="list-style-type: none"> <li>• Hire key Operations Staff, including key tenant positions.</li> </ul>	1.5 months
<ul style="list-style-type: none"> <li>• Begin working out protocols for rent up &amp; operations with Property Management staff.</li> </ul>	1 month

<b>Occupancy/Post Occupancy Related Activities</b>	<b>Time prior to end of construction...</b>
<ul style="list-style-type: none"> <li>• Begin Tenant Rent-up.</li> </ul>	1 month
<ul style="list-style-type: none"> <li>• Hire additional support staff as needed, including tenant positions.</li> </ul>	1 month
<ul style="list-style-type: none"> <li>• Establish Operation Team Meeting Schedule.</li> </ul>	1 month
<ul style="list-style-type: none"> <li>• Conduct teambuilding/cross training among service and property management staff, including tenant employee retention services.</li> </ul>	ongoing

Note: CSH's *Toolkit for Developing and Operating Supportive Housing* includes additional information regarding service planning issues under both *Designing the Services Plan* and *Preparing for Tenants' Services Needs* in the *Supportive Services* section of the *Toolkit*, available at [www.csh.org/toolkit2services](http://www.csh.org/toolkit2services).