



TEXAS SUPPORTIVE HOUSING INSTITUTE

# Introductions & Agenda

- Kevin James, LPC-A, Senior Program Manager, Corporation for Supportive Housing
- Michael Wilt, External Relations Manager, Texas State Affordable Housing Corporation
- Chris Plauche, Vice President, Housing First Community Coalition - Towne Twin Village
- Agenda
  - About CSH and TSAHC
  - CSH Dimensions of Quality
  - What is a Supportive Housing Institute?
  - 2021 TSHI Project: Towne Twin Village, San Antonio
  - Q&A

# Acronyms

- TSAHC – Texas State Affordable Housing Corporation
- CSH – Corporation for Supportive Housing
- SHI/Institute – Texas Supportive Housing Institute
- SH – Supportive Housing
- TA – Training and Technical Assistance
- PWLE – Person(s) with Lived Expertise

# About CSH: What We Do

CSH is a touchstone for new ideas and best practices, a collaborative and pragmatic community partner, and an influential advocate for supportive housing



TRAINING AND  
EDUCATION



LENDING



POLICY REFORM



CONSULTING &  
TECHNICAL  
ASSISTANCE

# About TSAHC

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The Texas State Affordable Housing Corporation (TSAHC) is a nonprofit housing corporation created at the direction of the Texas Legislature to facilitate the creation of safe, decent and affordable housing for extremely low, very low, low and moderate income Texans.

TSAHC Accomplishes this by:

Helping developers **Build** affordable housing

Helping people **Buy** a home

Helping people **Stay** in their homes



# Programs & Services

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## Build:

- Affordable Communities of Texas
- Texas Housing Impact Fund
- Multifamily Private Activity Bond Program
- Asset Oversight and Compliance
- Multifamily and Single-Family Rental

## Buy:

- Home Sweet Texas Home Loan Program
- Homes for Texas Heroes Home Loan Program

## Stay:

- Texas Foundations Fund
- Housing Connection
- Texas Supportive Housing Institute



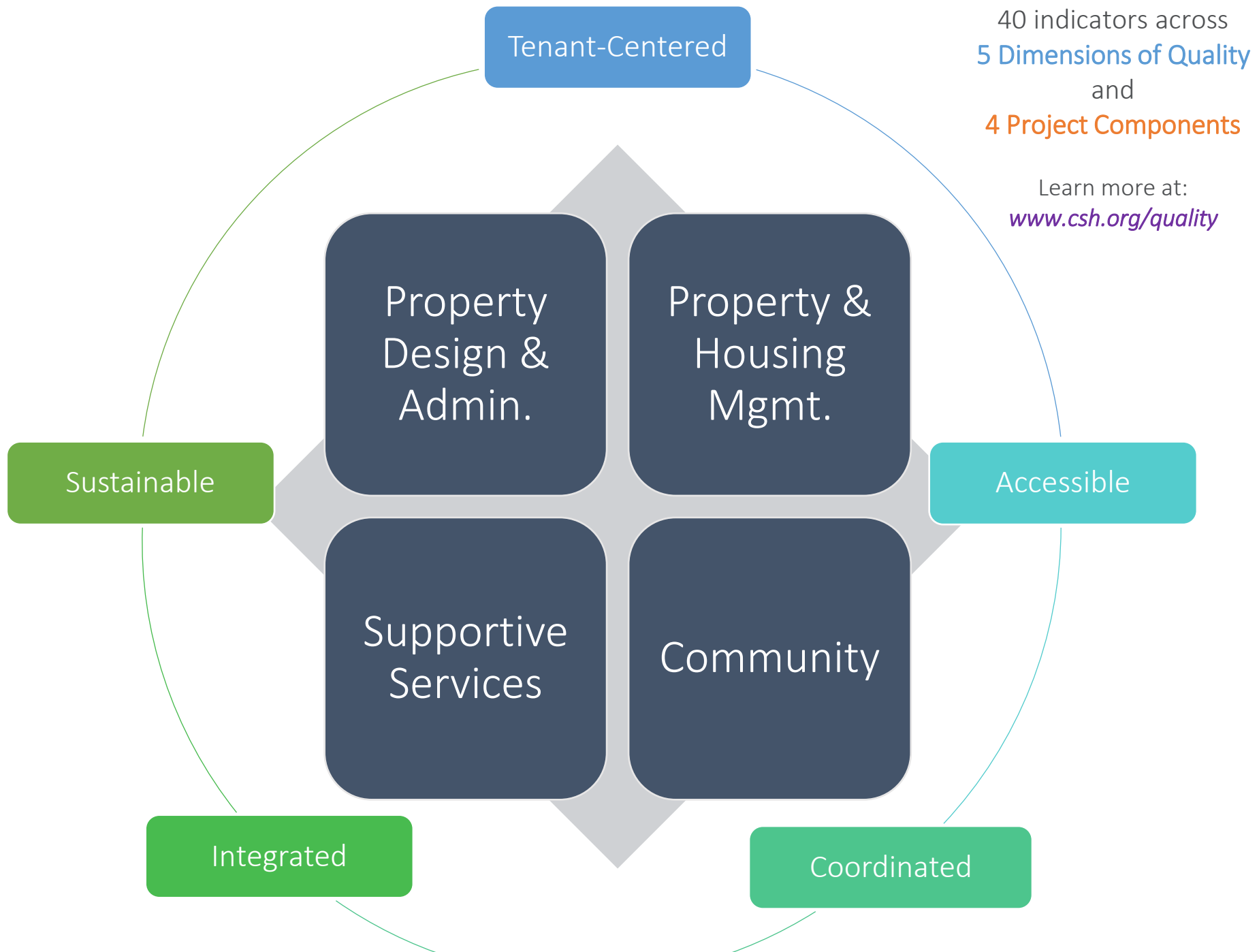
# DIMENSIONS OF QUALITY (DOQ) SUITE OF TOOLS



# Dimensions of Quality

<b>Tenant Centered</b>	<i>Every aspect of housing focuses on meeting tenant needs</i>
<b>Accessible</b>	<i>Tenants of all backgrounds and abilities enter housing quickly and easily</i>
<b>Coordinated</b>	<i>All supportive housing partners work to achieve shared goals</i>
<b>Integrated</b>	<i>Housing provides tenants with choices and community connections</i>
<b>Sustainable</b>	<i>Housing operates successfully for the long term</i>

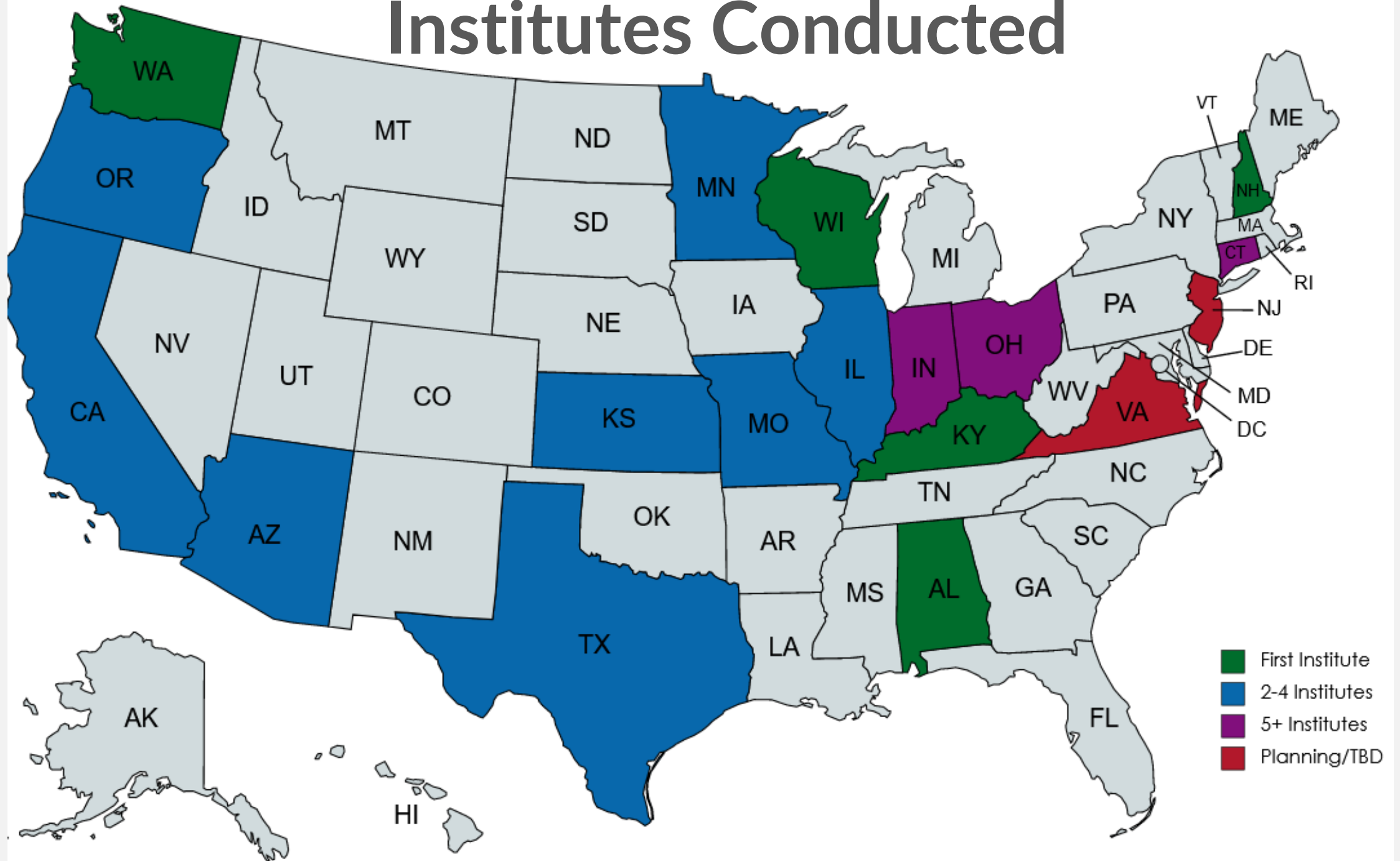




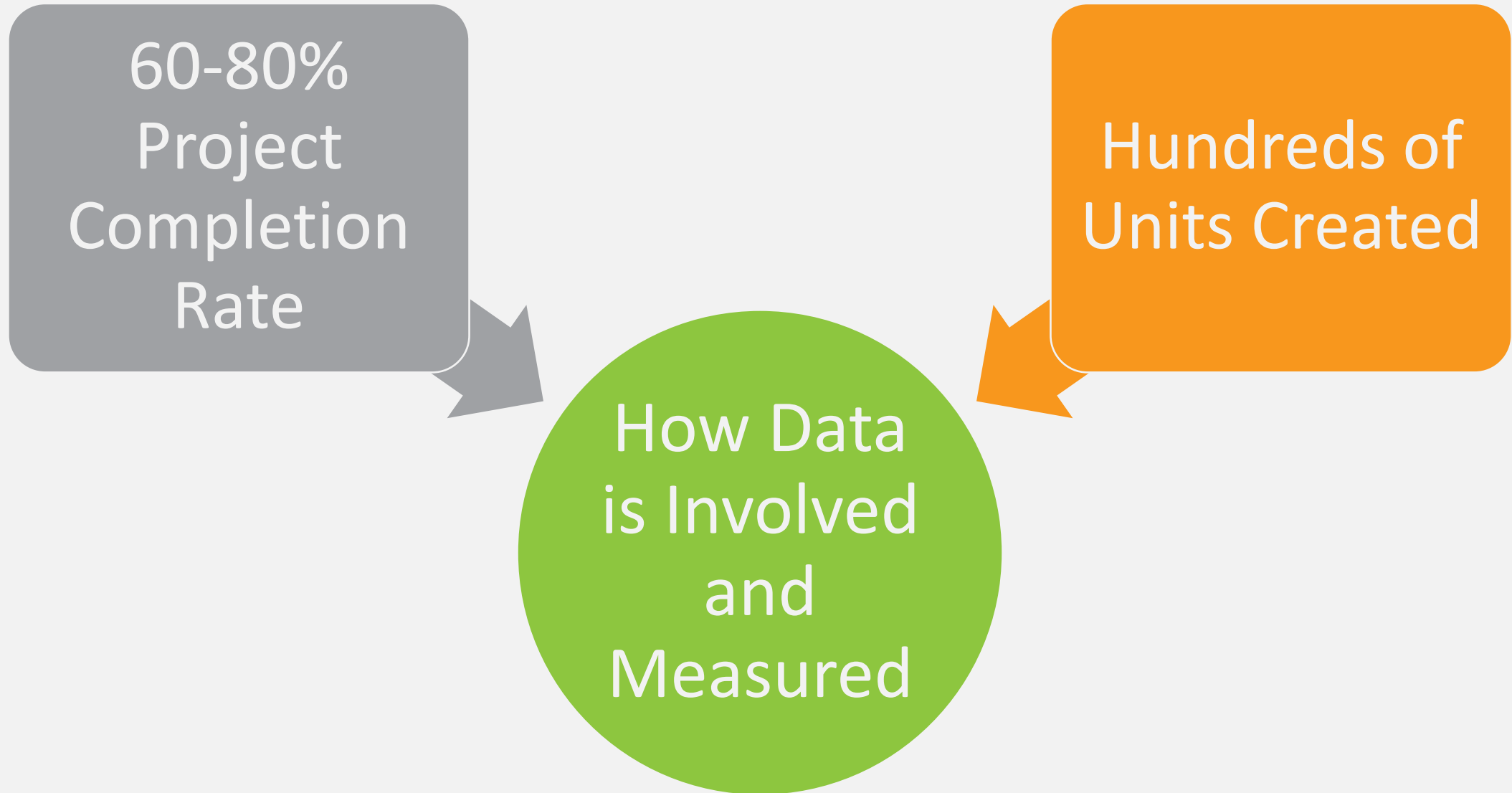


# What is a Supportive Housing Institute?

# Institutes Conducted



# Institute Impact



# Institute Goals



Improve communities  
by ending long-term  
and chronic  
homelessness



Reduce the number of  
households who are  
experiencing long-term  
homelessness and  
cycling in and out of  
emergency systems



Reduce the number of  
individuals who  
become homeless  
after leaving state  
operated facilities

# Institute Content



**Learning Objectives**



**Deliverables**



**Technical Assistance**

# SH Institute Project Teams

## Team Commitments

- **Team may have up to 5 members**
  - Representatives from Development, Property Management, and Services
  - Lived Expertise/Peer Support (optional\*)
- **Team must Identify a Team Leader**
- **Teams should incorporate feedback from people with lived expertise into all stages and aspects of their project**
- **ALL team members must attend ALL sessions**

# Institute Benefits

- Upon completion, participants in the Institute will have:
  - A detailed, individualized supportive housing plan that includes supportive service and delivery strategies that can be used to apply for funding from multiple sources;
  - Improved skills to operate existing supportive housing and develop new projects serving people who experience multiple barriers to housing;
  - A strong, effective development, property management and service team that leverages the strengths of each team member and has clearly defined roles and responsibilities;
  - A powerful network of peers and experts to assist in project development and to troubleshoot problems; and
  - Post-Institute technical assistance from CSH
  - Support and facilitate connection to local resources



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**What three words come to mind when you think of your home?**

ⓘ Start presenting to display the poll results on this slide.



# Mission Statement

**First a house,  
then a home,  
in a compassionate  
supportive community.**



# Session Goals

- From a soup kitchen to the affordable housing
- The JOURNEY (road trip) pitfalls, and lessons learned
  - Fog
  - Roadblocks
  - Directions from seasoned travelers
  - Detours
  - Successful property acquisition
  - Ran out of gas
  - Flat tire
  - Roadside Assistance – CSH Institute!!!
- How the TSAHC/CSH Institute guided us to our destination



San Antonio  
Catholic Worker House

# CWH Hospitality

- **1985: Opened as small (6 units) faith-based family shelter**
- **2010: Transformed into a Day Center of “Hospitality of the Heart”**
  - Weekdays: 3 meals per day (200-300/day) or ~ 1000 meals per week
  - Also clothing, hygiene supplies, laundry service, mail, phone, Wi-Fi
- **Neighborhood gentrification – NIMBY!!!**
- **2008: Stumbled on HF-PSH model**
  - Research ... not available in SA, Diana Lewis had not yet arrived
  - Visits to east and west coasts: San Francisco and Richmond
  - ***Restless***







# From Hospitality To Housing With No Clue What To Do

## CWH Board capacity

- 8 members (some for 30 years), older, idealistic, no money savvy
- Never fundraised or wrote grants.
- Annual budget \$60,000: no paid staff, no mortgages, most food donated
- Private donations averaged \$3-4000 per month...often in the red

No way!!!

Midwife role → to birth a new organization → in 2017

# Housing First Community Coalition



**Five Founding Board members, four prior CWH:**

- 1. Theology professor/priest**
- 2. Restaurant chain owner/theologian**
- 3. Businessman/civic leader**
- 4. Pediatrician, childhood disabilities**
- 5. Financial adviser with “contacts”**

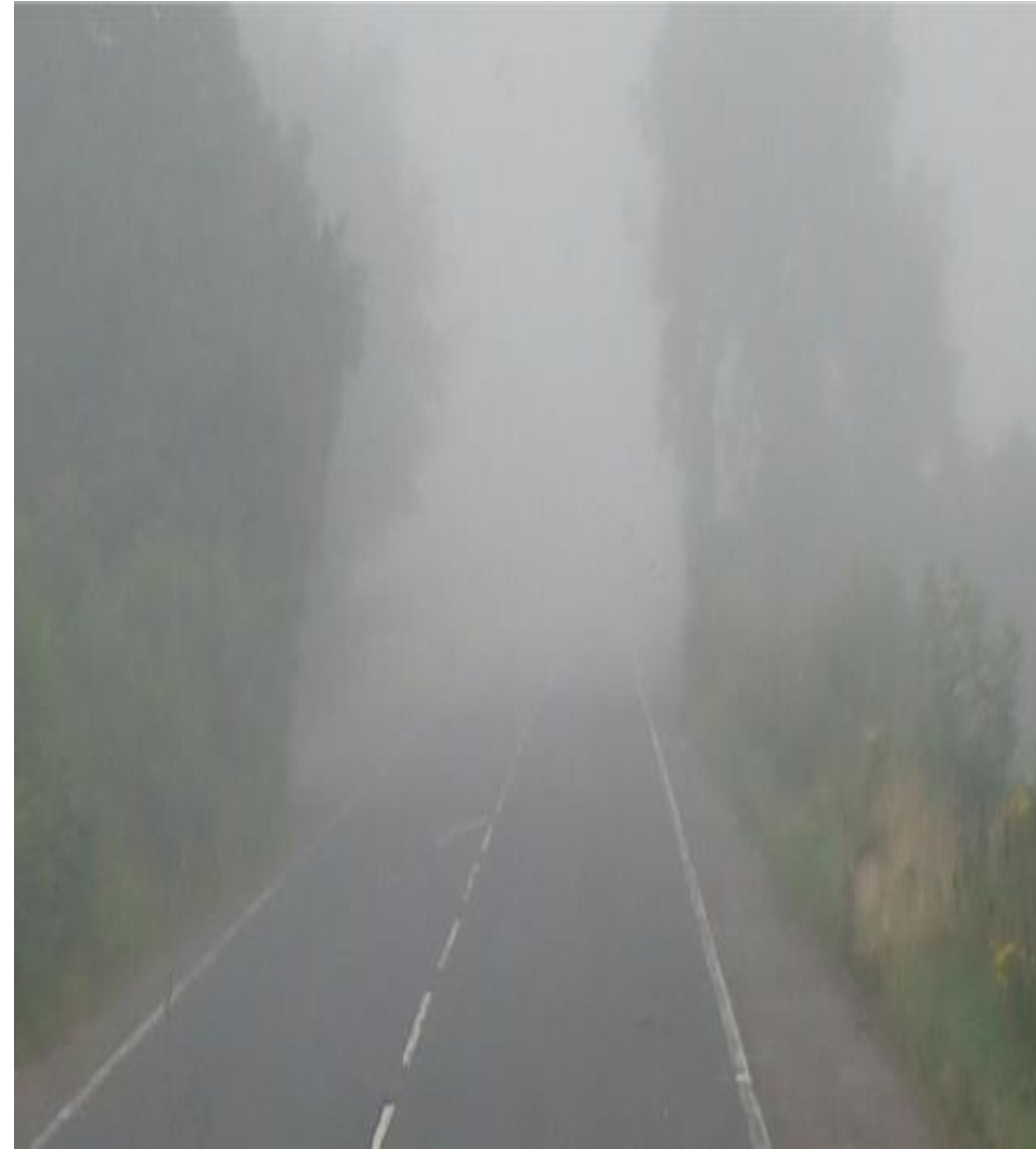
**One part-time staff – Tia: glue + compass**





# The Journey Began.... 2008 → → → 14 years ++

- **Fog** - Off To a Slow Start 2008 ☐ 2016
- **Roadblocks** - NIMBY
- **Directions from experienced travelers**
  - Prospective Residents
  - Prospective Partners
- **Detours** – small towns outside SA
- **Back on Path** – “*on the road again*”
- **Out of Gas** – COVID 2020
- **Flat Tires** – Supply chain shortages
- **Roadside Assistance** - CSH Institute





# Roadblock: NIMBY (Not In My Back Yard)

- NIMBY was the top consideration in choosing property...many failures (e.g. Recycle Plant)
- Towne Twin Village.....Towne Twin Drive-In Theater...endearment?
- Proactive – no NHA → block walk and one household at a time (2 elder women, 1 bilingual)
- Attractive drawings of site plan and buildings on handouts with our contact info
- Listen – what are major fears? Crime, traffic, parking, noise, loss of “forest” bliss
- Careful choice of words yet strive for transparency
  - Poorest of the poor...???...people without homes
  - Seniors (>50 years)
  - < 10% had driver’s license; < 2% owned a car
  - Forest is short lived...industrial entities interested
  - Waited to use the “H” word later in the meeting or if ???
- Opportunities for neighbor involvement
  - TTV Events: Friday night movies, bingo, Sunday sundaes
  - Free primary health care and hospitality (meals)
  - Community Advisory Council – invitation to serve
- Stay engaged!!!





# Directions from Seasoned Travelers: Prospective Residents

**Town Hall meetings at CWH from 2014 onward...incentives**

**PowerPoint: maps, property photos. site plan drawings**

**Surveys at each meeting: Likert Scale scoring and graphs**

**Close access to public transportation #1**

**Nearby grocery store/Walmart**

**Services desired...some were unexpected and added**

**Design preferences: TH, apartment or RV, if apt then  
first floor, showers not tubs, microwave/toaster vs  
stoves/ovens, floor plan preferences (9)**

**Field trips to properties**

**Weekend stays (4 hotels, ACF! Village, 1 Bandara dude ranch)**





# LSC SAN ANTONIO

## Roles... and the People Responsible



**PROJECT SPONSOR** - *Lead/Project Vision/Community and Political Support*



**OWNER** - *Owning/Oversight/Asset Management*



**DEVELOPER** - *Oversees financing and construction*



**SERVICE PROVIDER** - *Coordinates and provides support services*



**PROPERTY MANAGER** - *Day-to-day operations and maintenance*



**HOUSING MANAGER** - *Tenant selection/relations*



# Directions from Seasoned Travelers Prospective Partners in CoC

## Coalition Meetings: 2018 and 2019

PSH specialists

CoC members interested in partnering  
Health Care Providers

City and County leaders

Apartment owners/managers

Developers

Possible donors

**STANDSTILL: Needed a property**



# More Roadblocks Contracts - Close Calls



1. **2017: Recycling Plant...**Environmental Inspection (2 years prior) failed to reveal significant toxins, resistance from an NHA.
1. **2017: Yucca Street...**hill, breezy and breathtaking view, UTSA graduate architect group...3 civil engineers, “pile of dirt”
1. **2018: Motel...**timing off by 6 hours and lost “control”
1. **2019: Motel...**owner unexpectedly changed mind; within days sold to OYO. Surrounded by truck stops.

# Detours → Widening the Scope → Rural

**2019: (5) Dude ranch (200 acres) in Bandera with river access, owner failed to disclose sewage/septic issues**

**2019: Permanent RV Park in Lytle – flood zone**

**2019: Vacant land 20 miles south**

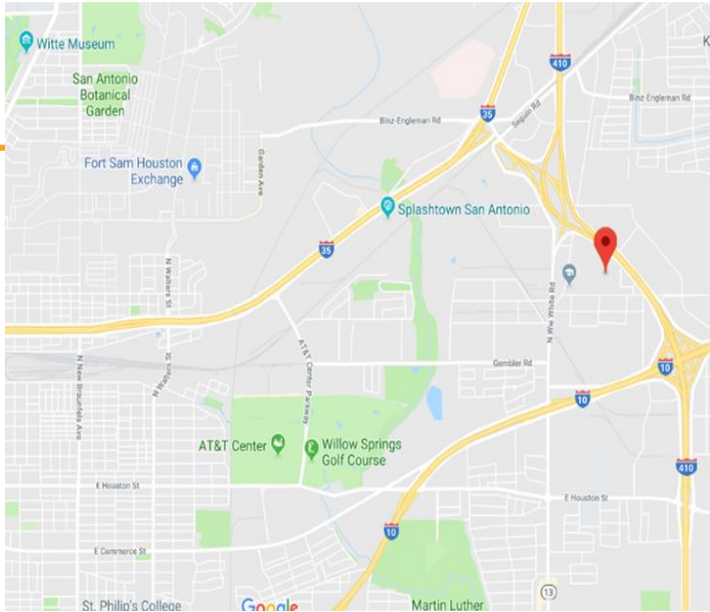
**2019: Two large houses on 8 acres 20 miles NE**

**2019:** Vacant land (17 acres) in a mixed industrial/residential of east SA at the end of a “frequent” bus route.

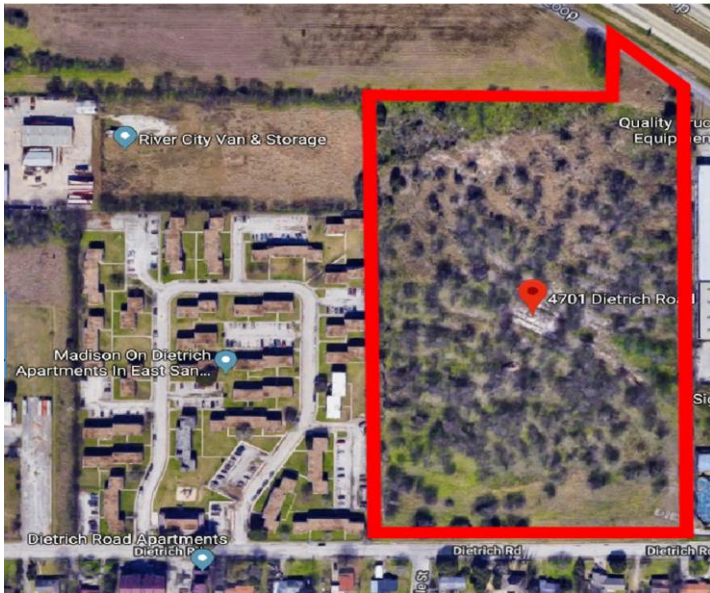


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***“On the road again...”***



**Search for property =  
11 years (2008 – 2019)**

**Purchase and rezone =  
½ year (2019)**





# Project Site Plan: Rezoning Hearing



- Single site model on 17.4 acres
- 200 PSH units with ADA bathrooms
- Diversity and choice
  - Tiny Homes (100) – clusters around gazebo
  - Apartments (80)
  - RV trailers (25)
- On-site wrap around support services in 8 community buildings
- Transportation: on frequent bus route with direct service to grocery and down-town (4 AM - 10:30 PM)





➡ Ran out of gas



**Lock down ... Everyone ran out of gas!  
Total preoccupation with pandemic  
Capitol Campaign Launch ... Fizzled**

**BUT.....😊**

**Pro Bono architect, engineer, and construction manager  
Holy Spirit Sisters – surprise \$1,000,000 fuel injection**



# Phase 1

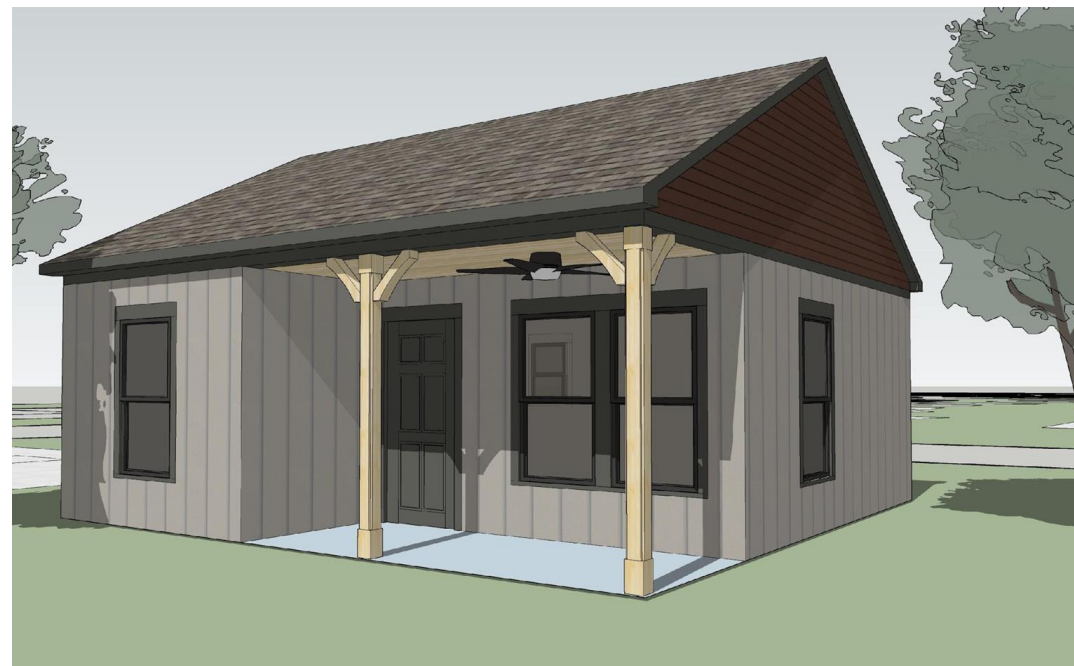
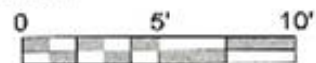






TOWNE TWIN VILLAGE  
HOUSING FIRST COMMUNITY COALITION  
"B" UNIT - TYPICAL SMALL HOUSE

SCALE 1/4" = 1'-0"





City grant of \$5.4 million → infrastructure





# Flat Tire – Halted Progress




- **Supply chain challenges**
  - **Couplings for water and sewage pipes**
  - **Lumber**
  - **Metal**
  - **Doors and windows**
- **Soaring prices of materials**
  - **Design changes based on prices**

# Roadside Assistance: How CSH Institute Helped

- Perfect timing...we were the rookies of the cohort
- Redirected our focus from construction to programing and operations
- Formalized partners → TTV Team
- Course syllabus/topics comprehensive → lowered anxiety/stress
- Weekly sessions packed with useful info
- Assignments → TTV team building
- Templates & toolkits for every task!
- TTV protocols and procedures begin to materialize → increased confidence!!!



# Roadside Assistance: How CSH Institute Helped

- **Networking with other CSH projects**
  - Current CSH Institute participants
  - Prior CSH Institute graduates
- **Technical Support:**
  - Within HFCC organization
  - Meetings with city/county/private entities
- **CSH Quality Endorsement!!!**
  - Credibility
- **BONUS – unexpected access to possible funding resources**
  - CSH Quality Endorsement Award (\$10,000)
  - AHP grant (\$750,000)  Capital for Compassion
  - New Market Tax Credits (~\$5 million net)



# Templates...Toolkits...Manuals – A Few Samples

- **Templates:**

- MOU with service providers
- HUD Quality Standards
- Unit Inspection Checklist
- Maintenance Routine and Non-Routine Work Orders
- Eviction Prevention Plan

- **CSH Manual (100+ pages of protocols and forms)**

- Universal Design Specifications
- Security, Key Control, Single Point of Entry
- Crisis Response Protocol
- Protocol for Requests for Reasonable Accommodations
- Safety Tips for Creating a Safe Living environment (Staff + Tenants)

- **Tool Kits**

- Aging Best Practices
- Resident Council Tool Kit
- Coordination Self-Assessment Tools
- NIMBY (Canada Home Builders Association (NL Housing + Homeless Network)



# Lessons Learned – A Few Examples

1. Maximize resident input at all levels of leadership → compensate
2. In addition to a 24/7 courtesy officer, add mental health coverage
3. Develop a concise reader-friendly summary of the lease agreement for potential residents so they are not overwhelmed.
4. Importance of designing natural places where residents might interact, develop relationships and build community: e.g. central mailboxes in a welcoming area.
5. Importance of designing a security system with no “blind spots”.
6. Various strategies for engaging maintenance services
7. Monthly newsletter with community events to build connections

# Project Concept



**1. Housing First Model**

**2. Permanent Supportive Housing** – maximum amenities

**3. Affordable:** all rents at 30% of income

**4. Single Site**

- SA: only major TX / USA city that does NOT yet have a single site model
- National Consultant (2019): To end chronic homelessness, SA needs several single site HF-PSH communities.

# Target Population



1. **Seniors (> 50 years of age) experiencing chronic homelessness (HUD)**
2. **Why seniors?**
  1. *Seniors are overrepresented, 38% of the wait list. (Baby Boomers)*
  2. *Seniors on list almost twice as long as younger: 1,045 vs 601 days.*
3. ***Even “healthy seniors” have more challenges*** than younger individuals: mobility, continence, hearing, vision – sleeping outside dangerous
4. **Seniors who are the most vulnerable due to additional complex mental and medical health challenges.**
5. **Likely single seniors:** in 2021, individuals who were chronically homeless outnumbered families by 36:1
6. **Seniors who are at less than 30% AMI**

# Project Focus & Features



**Resident Driven:** Since 2015, prospective residents participated in town halls, focus groups, & surveys to determine needs & priorities.

**Coalition Input:** Extensive research and site visits 2008-2018 ☐ meetings with experienced HF-PSH providers and prospective partners.

**Resident Choice:** Combination of RVs, Tiny Homes (9 options), and Apartments (4 options) provide a variety of choices.

## **Senior Design Focus:**

- Universal Design/Aging in Place/Trauma Informed Care concepts were considered.
- All bathrooms (except RVs) are **ADA** compliant. Additional fully compliant ADA units.

**Community-Promotion Design:** Tiny homes are arranged in clusters or “mini-neighborhoods” around a central gazebo. Eight community buildings for a wide range of gatherings and activities are on-site with easy access.

**Quality of Life Focus:** “Housing → Hope → Healing” (Cecil King, CHCS)



# Support Services Plan

## A. FORMAL SERVICES:

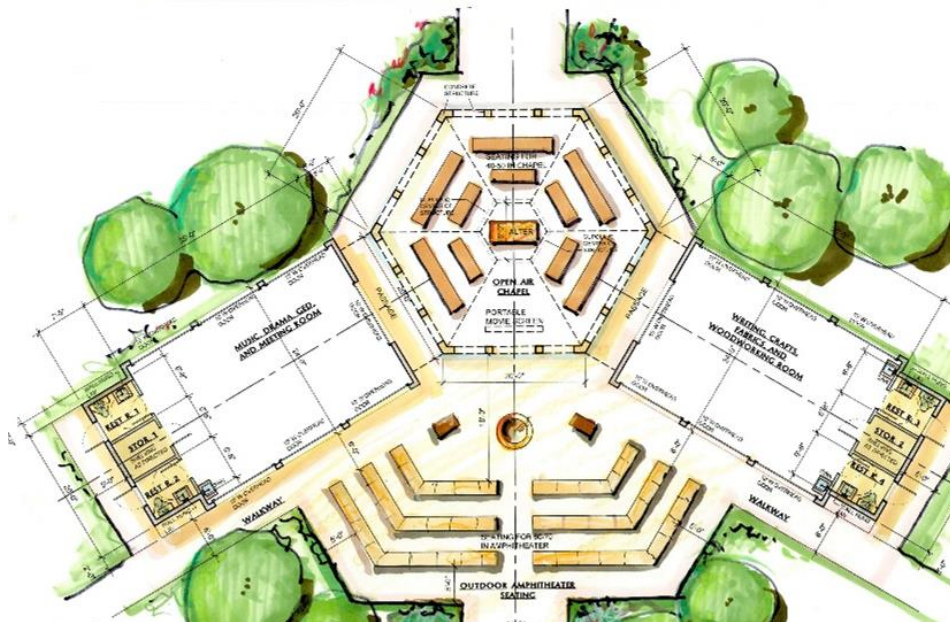
- A. Medical, dental, mental health care, addiction services
- B. Case management (*HFCC, SAMMinistries, CHCS*)

## B. INFORMAL SERVICES:

- A. Community Center: meals, food pantry, barber & nail salon, hygiene products, mail station, laundry and showers
- B. Exercise gym, library with computers and periodicals
- C. Chapel, classrooms, multiuse spaces, outdoor amphitheater for movies, concerts, etc.
- D. Community kitchen (30): private parties &/or cooking classes
- E. Community Garden, Dog Park, Outdoor Sports/Games

## C. ADDITIONAL AMENITIES:

- A. Hospice & Respite Units
- B. Peer & PAL (**P**lease **A**lleviate **L**oneliness) volunteers on-site
- C. Mini-convenience store
- D. Bus passes and van services









# Tiny House Clusters

12-14 units/cluster  
~ 500 sq ft  
ADA bathrooms

Central gazebo  
with picnic  
tables and grill







**Outdoor Chapel  
with activity wings and  
amphitheater**







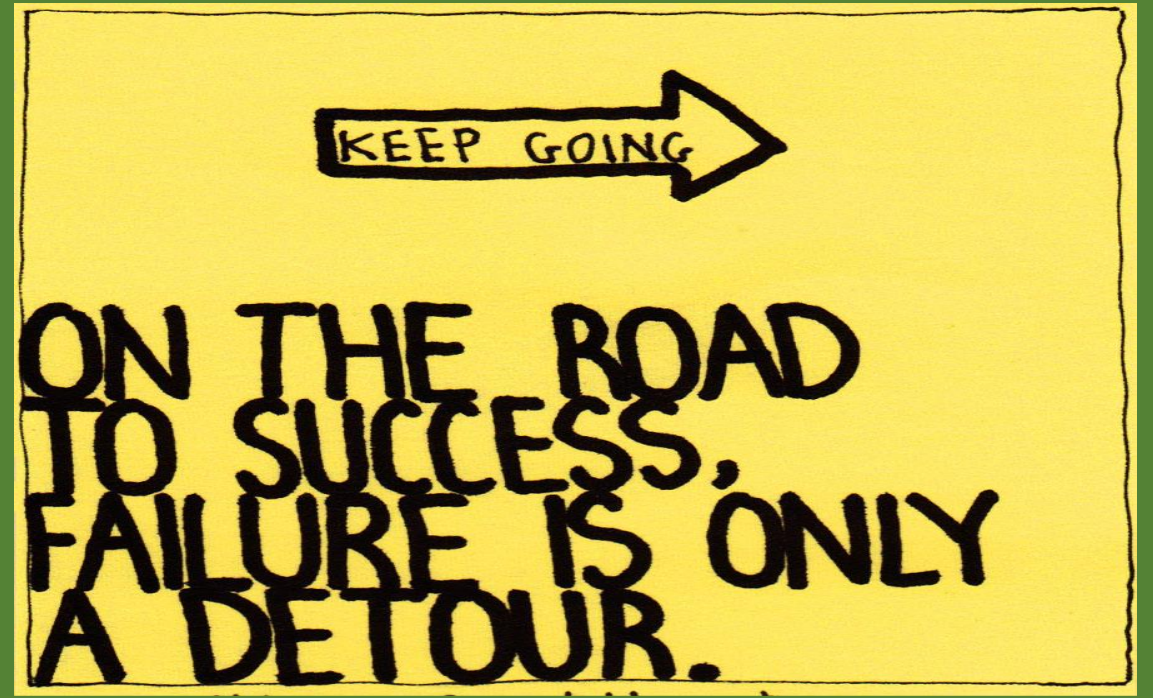
# Hospitality Pavilion

## *Bus Waiting Area*

Small Kitchen and Serving Counter  
Bathrooms and Water Fountains  
Perimeter Bar with Charging Stations  
Wide Screen TV w/ Bus Announcements  
Front Shaded Picnic Area & Food Trucks







CSH, TSAHC, THN Thank  
You!!!



\$\$\$

## Capital Funds Secured/Submitted:

City of San Antonio:	\$ 5,400,000
Bexar County	\$ 4,000,000
SA Housing Trust:	\$ 829,000
Methodist Healthcare Min	\$ 250,000
AHP ( <i>Afford House Partnership</i> )	\$ 750,000
New Market Tax Credits <sub>(net)</sub>	\$5,000,000
Mabee Foundation	\$2,000,000
City Bond	\$00000000
Private Donations:	2,000,000

## Operating Funds Secured/Submitted:

SA Housing Trust:	\$264,000
M. White Trust grant:	\$ 56,400
City of San Antonio:	\$ 47,271
CSH Quality Endorsement	\$ 10,000
HUD CoC with SAMM:	\$78,240
New HUD CoC:	\$700,000
Vouchers from Partners:	TBA
Private Donations:	\$228,000

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**What collective action can we take to fill the gaps and needs we see across Texas?**

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