

PERMANENT HOUSING CASE STUDY



Title: Presbyterian Home for Children (PHFC), Talladega, Alabama, Affordable Housing for Individuals who are Deaf, Blind, or Deafblind

Property Name: Union Village

Basic Description: New construction – Phase two of Union Village is being developed in 2019 to build “16,475 sq. ft.” tiny homes

Developer: Hicks Construction

Property Management: Presbyterian Home for Children

Service Provider: Alabama Institute for the Deaf and Blind

Tenant Profile: Extremely low-income individuals who are deaf, blind, or deafblind

Service Approach: Alabama Institute for the Deaf and Blind is responsible for the program services which include Home Management/Cooking Classes, Health Education and Promotion, Money Management/Financial Planning, and Personal Safety.

Project Background:

Through Union Village, PHFC is expanding their ministries to provide safe, secure and affordable housing to low-income men and women who are hearing and visually impaired. Phase 1 of Union Village was completed in 2017 and PHFC broke ground on Phase 2 in April 2019. Phase 2 will be located on PHFC’s campus and will consist of “16 475 sq. ft.” tiny homes that will provide special accommodations and accessibility features. Union Village will provide a safe, affordable housing option for a very vulnerable population from locations across Alabama. The rental income from this housing community will support PHFC’s faith-based programs that serve and care for at-risk and homeless individuals and children of Alabama.

Key Features and Impact:

- Pocket doors and strategic placement of lighting and sensory assistance devices
- Fully ADA compliant

FINANCING INFORMATION

Development Budget

Funding Source	Amount Received
Foundation Grant – Tarrant Manor Board of Trustees	\$300,000
Legacy Grant– Union Presbyterian Church, Ozark Alabama	\$142,000
Presbyterian Home for Children, Board Restricted Funds	\$400,000
Total	\$842,000

DEVELOPER PROFILE

Presbyterian Home for Children (PHFC), Talladega, Alabama, was founded in 1868. PHFC seeks to meet the changing and pressing needs of children, their caregivers and young adults by providing faith-based programs that nurture, educate and equip them to become self-sufficient. PHFC serves approximately 225 children and women annually. One hundred percent (100%) of the Home's residents are classified as low-income, and many arrive at PHFC seeking help due to homelessness and/or because they are fleeing situations of violence or extreme neglect. PHFC's campus consists of 85 acres and includes residential programs for children and their female caregivers, as well as young adult females. PHFC also provides an accredited private school (Kindergarten through Grade 12), Intensive In-Home Services for families in crisis in seven counties, and temporary supportive housing for families transitioning out of one of PHFC's transitional living programs.

PROJECT PICTURES

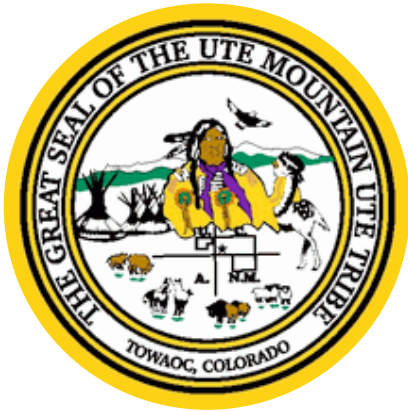


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Birmingham, AL 35213
(205) 939-0411
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PERMANENT HOUSING CASE STUDY



Title: Ute Mountain Ute Tribe, Towaoc, Colorado, Supportive Housing for At-Risk of and/or Homeless Ute Tribal members

Property Name: South Towaoc Supportive Housing Project

Basic Description: New construction, multifamily property with 11 one-bedroom units

Developer: Ute Mountain Housing Authority with consultation from LeBeau Development, LLC

Property Management: Ute Mountain Housing Authority (UMHA)

Service Provider: Ute Mountain Department of Social Services, Ute Mountain Ute Counseling & Treatment Department, Recreations Department and other local entities

Tenant Profile: Extremely low-income, homeless tribal members

Service Approach: A multitude of service providers partner together to provide culturally appropriate supportive services and onsite case management to Tribal members. Both Housing First and Harm Reduction models are integrated into program and service delivery for Tribal members. In addition, Tribal members have access to several critical services to address their mental health and/or substance use disorder(s), including, but not limited to counseling, case management, substance abuse treatment and relapse prevention, and vocational rehabilitation.

Project Background:

The Ute Mountain reservation expands across Southwest Colorado, Southeast Utah, and Northern New Mexico and covers 1,000 square miles. The population of the area is 1,087. Tribal headquarters are in Towaoc, Colorado, which is also the location of the supportive housing program. High rates of poverty, alcoholism, substance abuse, and a lack of affordable housing have led to high rates of homelessness among the Tribe. According to the 2015 Census, nearly 50% of Tribal members lived in poverty with a median household income of \$24,500. At the time of the feasibility study, there were 130 Tribal members on the Tribal housing authority waitlist.

In 2015, the Ute Mountain Housing Authority (UMHA) began to explore the need for supportive housing development for Tribal members who were homeless and had mental health and/or substance use disorders. UMHA received Section 4 Capacity Building for Community Development and Affordable Housing dollars through Enterprise Community Partners to consult with a supportive housing expert – LeBeau Development LLC – for effective project planning. The South Towaoc Supportive Housing Project became the first supportive housing project ever developed on Colorado Tribal Lands.

Key Features and Impact:

- First supportive housing project on Tribal lands in Colorado
- Historic, first-time partnership between the Ute Mountain Ute Tribe and the State of Colorado
- Utilized Section 4 Capacity Building for Community Development and Affordable Housing dollars to consult with a supportive housing expert for planning
- Modular building was constructed in Texas and transported to Southwest Colorado
- Housing Choice Vouchers provided for all units
- Onsite laundry facility
- Onsite office for service delivery
- Basic home furnishings in each unit

FINANCING INFORMATION

Development Budget

Funding Source	Amount Received
Colorado Housing and Finance Authority	\$250,000
State of Colorado	\$871,014
Enterprise Community Partners	\$25,000
Total	\$1,146,014

Annual Operations/Services Budget

Funding Source	Number of Vouchers
HUD: Housing Choice Vouchers	11 Vouchers

DEVELOPER PROFILE

Established in 1973 and based in Towaoc, Colorado, the Ute Mountain Housing Authority's mission is to provide affordable housing for local Tribal families.

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PERMANENT HOUSING CASE STUDY



Title: Avalon Housing, Chelsea, Michigan, Affordable and Supportive Housing units for homeless individuals with special needs

Property Name: Sharon Ann Apartments

Basic Description: Rehabilitation Project; 17 apartment units with five set-aside units for supportive housing

Developer: Avalon Housing

Property Management: Avalon Housing

Service Provider: Faith in Action

Tenant Profile: Low-income individuals living with severe and persistent mental illness

Service Approach: Services are provided by both Avalon Housing and Faith in Action. Avalon acts as the lead provider and Faith in Action complements the services that Avalon provides. Avalon provides case management services, 24/7 crisis response, assistance with basic needs, in-home primary care and transportation services. Services are offered on- and offsite. Faith in Action provides complimentary services including facilitating access to benefits, clothing, household supplies and furniture vocational assistance, emergency food pantry and advocacy. In addition, the property includes a large service space and community room.

Project Background:

Faith in Action, a faith-based organization serving the communities of Chelsea and Dexter, Michigan, provides critical supportive services to low-income communities and became the leading advocate to increase affordable and supportive housing units in the City of Chelsea. The City of Chelsea is located approximately 15 miles west of Ann Arbor, 60 miles west of Detroit and has an approximate population of 5,000 residents. Faith in Action saw a need for supportive and affordable housing from data captured in their Housing Needs Assessment – an assessment utilized by the organization when providing services to their clients. The needs assessment, coupled with Point-in-Time Count data and other Continuum of Care (CoC) data, was used to substantiate the gap and need for affordable and supportive housing in Chelsea.

As a supportive service provider, Faith in Action offers services to its clients both on- and offsite. It learned that a building where several of its clients were living had an owner that wanted to sell the property. Not wanting to see clients displaced by a new owner, Faith in Action committed to purchasing the property. While they sought to purchase the property, Faith in Action also recognized their lack of skill and capacity to serve as the lead developer for a rehabilitation project. As a result, Faith in Action approached a very successful local developer – Avalon – to serve as the lead for the project.

Key Features and Impact:

- Site is within ½ mile of downtown Chelsea – near banks, schools, and other community amenities
- Within four months of opening, units reached full occupancy
- Avalon Housing clients have an overall housing stability rate of 93%

FINANCING INFORMATION

Development Budget

Funding Source	Amount Received
Low-Income Housing Tax Credit	\$1,974,415
Federal Home Loan Bank	\$500,000
Deferred Developer Fee	\$452
Permanent Loans	\$67,000
Total	\$2,541,867

Operations Budget

Funding Source	Number of Vouchers
Project-based Vouchers	17

DEVELOPER PROFILE

Avalon Housing located in Ann Arbor, MI was founded in 1992 as a spin off from the City of Ann Arbor's emergency shelter. Avalon is a non-profit whose sole mission is focused on providing a long-term solution to homelessness by building healthy, safe and inclusive supportive housing communities. At the time of pre-development (2015) Avalon Housing was providing housing to 650 individuals living within their 265 units in 21 projects which ranged from duplexes to multi-family development. As of 2018, Avalon owns and manages 288 rental units in over 20 properties encompassing 750 people. Avalon Housing is viewed as leaders in both statewide and national supportive housing initiatives. Its property management, maintenance, services and housing development staff are well trained, follow PSH best practices including Housing First, and actively work to learn more and continue their training and education.

PROJECT PICTURE



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PERMANENT HOUSING CASE STUDY



Title: Makah Indian reservation, Neah Bay, Washington, Supportive Housing for Tribal Communities

Property Name: Sail River Longhouse

Basic Description: New construction, 21 units, 12 one-bedroom units, 4 two-bedroom units, 4 three-bedroom units and 1 manager's unit

Developer: Makah Tribal Housing Department and Ally Community Development

Property Management: Makah Tribe with consultation from Ally Community Development

Service Provider: Makah Indian Tribe and Clallam County Health and Human Services

Tenant Profile: Low-income, Tribal members and their families, impacted by behavioral health conditions

Service Approach: Sail River Longhouse operates from a Housing First model, with an overarching goal of tenants receiving needed addiction and/or mental health treatment to heal and reunify with their families and reintegrate into their Tribal community. Supportive services are provided by the local Tribal health and substance abuse office and include substance abuse treatment, mental health counseling, integrative medicine, basic education, employment, and legal services. Other services offered include budgeting and cultural support. A service coordinator is onsite five days a week to aid in service provision for tenants.

Project Background:

Makah Indian Tribal leaders and concerned members came together to recognize the severity of need for supportive housing on the reservation, particularly for those impacted by homelessness and substance abuse. The tribe found that addiction was the primary cause of homelessness on the reservation. Tribal leaders also recognized significant barriers to Tribal members feeling whole, including homelessness, addiction, and mental illness. As a result, the effort began to develop supportive housing for Tribal members to ensure needed support services and housing were available to promote healing for Tribal members and families impacted by homelessness and behavioral health struggles.

As project planning occurred, the Makah Tribal Housing Department recognized its limited experience in new construction development. As a result, Ally Community Development (ACD), which had extensive affordable housing and multi-family housing development experience, was hired as the project consultant to assist in the project. In addition, the Tribal Housing Department utilized the architectural design firm Environmental Works, known for its charrette designing process, to ensure project partners planned collectively and had an equal and valued voice in the development process.

Key Features and Impact:

- First permanent supportive housing facility on Northwest Tribal lands for homeless individuals and families
- Three-bedroom units are set aside for families with the goal of family reunification
- 20 formerly homeless Makah families have secured permanent supportive housing
- Adjacent to community building, wellness center, Makah health care campus and community garden
- A significant waitlist continues for Tribal members in need of supportive housing on the reservation

FINANCING INFORMATION

Development Budget

Funding Source	Amount Received
Washington State Housing Trust Fund	\$1,200,000
Low-Income Housing Tax Credit	\$3,400,000
Federal Home Loan Bank of Seattle	\$500,000
Tribal Investment	\$268,000
Total	\$5,368,000

TRIBAL PROFILE

The Makah Indian reservation, which includes the town of Neah Bay, Washington, is in the northwestern-most point of Washington State. The reservation is extremely isolated from other communities in Clallam County. Clallam County's major commercial center, Port Angeles, is 75 miles from Neah Bay and Forks, the closest town, is 60 miles away. Currently, there are approximately 2,900 tribal members. In 1967, the Tribe created the Makah Housing Authority, known since 2007 as the Makah Tribe Housing Department (MTHD). The Makah Tribe works to improve housing conditions and opportunities among the reservation. In 2005, as part of their housing improvement strategy, the vision for the Sail River Heights Subdivision was borne – a 51-acre neighborhood where the Sail River Longhouse Apartments are located. The subdivision is under construction through 2022 and will include mixed-use, single family, supportive housing, townhomes, and more for tribal members.

DEVELOPMENT PICTURES



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PERMANENT HOUSING CASE STUDY



Title: Beacon Interfaith Housing Collaborative, St. Paul, Minnesota, Supportive Housing for Homeless Youth

Property Name: Prior Crossing

Basic Description: New construction, 44 studio apartments – 365 sq. ft. and includes a kitchen, bathroom, closet and bed

Developer: Beacon Interfaith Housing Collaborative

Property Management: CommonBond Properties

Service Provider: Wilder Foundation

Tenant Profile: Homeless Youth aged 17-22, many of whom have aged out of foster care

Service Approach: Wraparound services provided onsite to tenants to help build needed skills for self-sufficiency, including, but not limited to: case management, employment readiness training, educational support, financial coaching, health care (including domestic violence services), childcare and preschool assistance, and behavioral health services.

Project Background:

Prior Crossing is a project only achieved through the deep commitment of and partnerships across multiple sectors, including churches, public and nonprofit providers, as well as private companies and Foundations across St. Paul, Minnesota. It took more than five years for the planning and fundraising for Prior Crossing to commence, and the design – completed by Cermak Rhoades Architects – and construction – completed by Watson-Forsberg Construction – took another year to complete. In total, 44 studio apartments were constructed in a 5-story, modern design building. Upon opening, it took little time for the building to be fully occupied with a waiting list of another 70+ youth. Part of what continues to help Prior Crossing be successful is the yearly financial commitment from two project partners – the Wilder Foundation and Beacon Interfaith Housing Collaborative – which provide \$500,000 in annual operating dollars.

Key Features and Impact:

- Housing First program model
- Building offers community rooms, fitness center, basketball court, and a large backyard with a garden and benches
- Located near community amenities and a block from the light rail system for easy transportation
- Rent is income-based
- 60% of Prior Crossing tenants are working or completing paid internships

FINANCING INFORMATION

Development Budget

Funding Source	Amount Received
Affordable Housing Bonds	\$5,000,000
The Homeless Youth Act	\$75,000
City of St. Paul	\$1,000,000
House of Hope Presbyterian Church	\$500,000
Metropolitan Council	\$1,000,000
Total	\$7,575,000

Operations Budget

Funding Source	Amount Received
Private Donations	\$500,000
Total	\$500,000

DEVELOPER PROFILE

Beacon Interfaith Housing Collaborative is an interfaith collaborative of more than 50 congregations that partner together to achieve a greater impact in housing and serving vulnerable communities than could ever be accomplished alone. Their mission is to serve, united in action, to create homes and advance equitable housing. In addition, they value and promote collaboration, risk-taking, race equity, and inclusive decision-making. For more than 20 years, Beacon has been a leader in creating supportive housing with a current development portfolio of 660 homes across 21 buildings and an additional 290 homes in development. With 85% of Beacon homes serving tenants at 30% Area Median Income (AMI) and below, Beacon continues to be a local leader ensuring affordable housing is available for the most vulnerable tenants, including homeless youth through Prior Crossing.

PROJECT PICTURES



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PERMANENT HOUSING CASE STUDY



Title: American Family Housing, Midway City, California, Shipping Container Housing for the Veterans and the Chronically Homeless

Property Name: Potters Lane

Basic Description: New construction, 15 480 sq. ft., units including one onsite manager's unit

Property Management: American Family Housing

Service Provider: American Family Housing and the Veterans Administration

Tenant Profile: Low-income, homeless veterans who may or may not be chronically homeless

Service Approach: American Family Housing provides onsite supportive services and the Veterans Administration provides medical and mental health services to tenants.

Project Background:

Midway City, California is a small, rural community in Southern California with approximately 8,500 residents. Local homeless data identified that a significant portion of homeless residents in Midway City were Veterans – many of which were chronically homeless. As a result, American Family Housing, a local supportive housing provider and developer, began to conceptualize the future project of Potters Lane. Potters Lane was developed specifically to target homeless Veterans, many of whom had chronic status.

Key Features and Impact:

- Shipping Containers were utilized to develop permanent housing
- Each tenant has an individual apartment
- Diverse funding streams were secured for development including public and private dollars

FINANCING INFORMATION

Development Budget

Funding Source	Amount Received
Veterans Housing and Homeless Prevention of California	\$1,792,198
County Housing Successor Agency	\$1,458,001
Federal Home Loan Bank	\$240,000
Conventional Debt	\$1,600,000
Home Dept. Foundation	\$100,000
Private Donations	\$1,155,717
Deferred Developer Fee	\$416,000
Total	\$6,761,9156

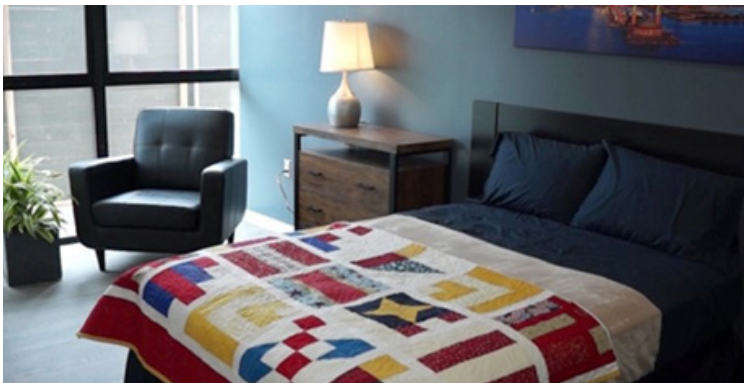
Operations Budget

Funding Source	Number of Vouchers
Section 8 vouchers (15-year commitment)	Unspecified
VASH vouchers (15-year commitment)	Unspecified
Total	15

DEVELOPER PROFILE

American Family Housing (AFH) is a nonprofit organization that provides a continuum of housing and services to ensure long-term housing stability for vulnerable populations. American Family Housing owns over 50 affordable rental housing properties in three southern California counties – Orange, Los Angeles, and San Bernardino. AFH properties offer more than 250 units of housing that ensure the provision of safe, affordable homes for adults and families. Of these units, 75% are family units and 10% are set-aside for veterans. More than 25% of the units offer intensive support services to vulnerable populations.

PROJECT PICTURES



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PERMANENT HOUSING CASE STUDY



Title: Housing Authority of Henry County, Henry County, Illinois, Affordable and Supportive Housing for Vulnerable Seniors

Property Name: Parkside Apartments

Basic Description: Rehabilitation of the historic, Kenawee Hotel, with 41 units ranging from studios to one and two-bedroom apartments; 10 units are set aside for disabled and/or homeless seniors

Developer: Henry County Housing Development Group, Inc. (HCHDG).

Property Management: Housing Authority of Henry County

Service Provider: Bridgeway, Inc.

Tenant Profile: Low-income seniors, including those who are homeless and/or disabled

Service Approach: Bridgeway, Inc. provides supportive services for tenants, including psychiatric and counseling services, nursing, employment programs, and crisis intervention. Bridgeway also provides an onsite case manager to ensure ongoing support to tenants.

Project Background:

Henry County is small, rural community located in mid-western Illinois with a large number of senior residents, as well as a significantly lower median household income (\$29,895) than other areas in Illinois and throughout the U.S. Point-in-Time Count data, coupled with demographic and income data for Henry County, showed that there was a significant need for supportive housing for low-income seniors. Until the development of the Parkside Apartments, there had only been one project in all of Illinois that targeted seniors through supportive housing.

Key Features and Impact:

- Historic building renovation project – originally built in 1916
- Now listed on the National Register of Historic Places
- The grand lobby showcases marble floors and iron banisters; additional features include onsite laundry and a gym
- Project utilizes case management to successfully integrate supportive housing tenants and their unique needs to live alongside other seniors in the building
- Site is walking distance of needed amenities, transit, and medical services
- Average stay of nearly three years with a 98% occupancy rate

FINANCING INFORMATION

Development Budget

Funding Source	Amount Received
HOME Funds	\$1,495,999
State Trust Funds	\$750,000
Deferred Developer Fee	\$124,596
LIHTC and Historic Tax Credit Equity	\$4,744,889
Total	\$7,115,484

DEVELOPER PROFILE

The Henry County Housing Development Group, Inc. (HCHDG), which served as the sole developer for Parkside Apartments, was established in 2003 as a nonprofit subsidiary of the Housing Authority of Henry County Illinois (HAHC), to develop housing for low-income individuals and provide services related to their needs. At the time Parkside was being developed, HCHDG had never developed supportive housing. However, the parent organization, HAHC, established in 1939, had a successful history of providing affordable housing. At the time of pre-development, HAHC had over 125 units in their portfolio, managed a housing choice voucher program and had received three NAHRO (National Association of Housing and Redevelopment Officials) awards for Program Innovation.

PROJECT PICTURES



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PERMANENT HOUSING CASE STUDY



Title: Local Solutions, Mount Desert Island, Maine, Supportive Housing for Intellectually and Developmentally Disabled Adults

Property Name: Parish House

Basic Description: Preservation and Rehabilitation project, six 1-bedroom units with shared kitchen and community space

Developer: Community Housing of Maine (CHOM)

Property Management: Community Housing of Maine (CHOM)

Service Provider: Volunteers of America (VOA)

Tenant Profile: Adults with intellectual and developmental disabilities

Service Approach: A plethora of supportive services are available to tenants onsite, including assistance with independent living skills, employment navigation and opportunities, and community engagement. VOA is funded through the Maine Department of Health and Human Services to provide onsite staff at the Parish House and manage service delivery to tenants.

Project Background:

In 2011, a group of concerned parents came together in Mount Desert Island – a small, rural community off the coast of Maine with a population of 10,615 – to advocate for supportive housing opportunities for adults with intellectual and developmental disabilities (ID/D). Together, they created a grassroots nonprofit – Local Solutions – to advocate for housing and service needs for their disabled, adult children. Aging parents shared concerns about their adult children when the parents passed away and community partners banded together to create a renovation project – the Parish House – to ensure needed supportive housing for ID/D adults was provided. Prior to the Parish House development, no other supportive housing options for ID/D adults existed in the Mount Desert Island community.

The Parish House stood in the Mount Desert Island community for well over 100 years, after it was donated to St. Saviour's Episcopal Church by a grieving mother who had lost her daughter. While the Parish House had been used for many years as a community gathering and educational space for the church, the building was in serious decline and needed restoration. Responding to the grassroots efforts of Local Solutions, St. Saviour's Episcopal Church donated the Parish House to offer the infrastructure needed to create ID/D supportive housing.

Key Features and Impact:

- Preservation and rehabilitation project of a historic home
- Development costs for the Parish House project were significantly mitigated, due to the building donation from St. Saviour Episcopal Church of Bar Harbor
- Shared kitchen and community space for tenants to engage with one another
- Onsite staff residence
- Tenants can access and live in Parish House through project-based, Section 8 vouchers
- Since the opening in 2017, all tenants have remain stably housed

FINANCING INFORMATION

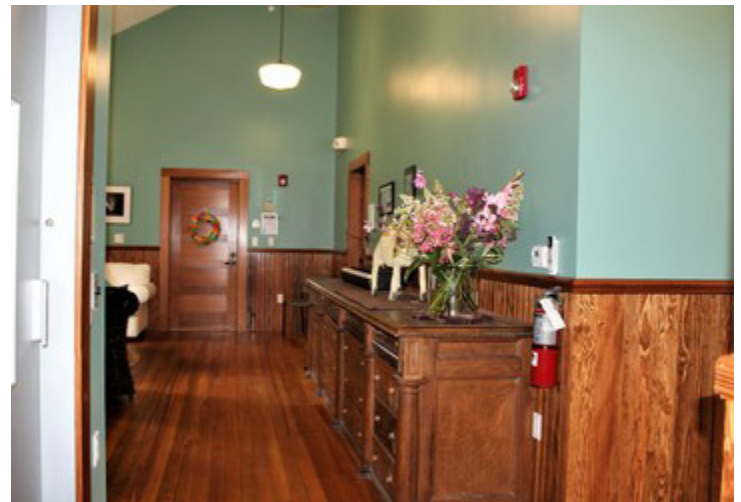
Operations Budget

Funding Source	Amount Received
Local Private Fundraising	\$200,000
Section 8 Vouchers	6
Total	\$200,000

DEVELOPER PROFILE

Community Housing of Maine (CHOM) is a nonprofit housing developer with extensive experience housing vulnerable populations since 1993. CHOM is currently housing more than 1,000 of Maine's most vulnerable people and is the largest housing provider for homeless populations (including Veterans and domestic violence survivors) in the state. CHOM has created, owns, and manages 78 housing sites in 31 communities spanning 10 counties with 747 units of affordable housing.

PROJECT PICTURES



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COLLABORATIVE
SOLUTIONS

PERMANENT HOUSING CASE STUDY



Title: Volunteers of America Southeast (VOASE), Mobile, Alabama, Supportive Housing for At-Risk or Homeless Veteran Households

Property Name: Orchard Place

Basic Description: New construction, four 3-bedroom, 2-bathroom units

Developer: Volunteers of America Southeast (VOASE)

Property Management: Volunteers of America Southeast (VOASE)

Service Provider: Volunteers of America Southeast (VOASE)

Tenant Profile: At-risk or homeless families with a Veteran head of household

Service Approach: Volunteers of America Southeast and the Veterans Administration (VA) partner together to offer supportive services offsite for tenants. The VA provides case management services for tenants, while both organizations refer and connect tenants to needed services not provided through VOASE or the VA.

Project Background:

While Mobile, Alabama does not fit the population-sized definition of a rural community, the rural geography of Alabama continues to present significant challenges for those who are at-risk or currently homeless. In Mobile, it became apparent to several stakeholders, including the local Continuum of Care (CoC), the VA, and VOASE, that there was a large, unmet need for supportive housing among at-risk and homeless, Veteran families. Prior to the Orchard Place development, there was only one, transitional shelter for families in the City of Mobile and the shelter consistently had a waiting list. As a result, numerous partners joined to leverage resources to ensure a successful project. The City of Mobile served as a critical partner in infrastructure issues while the VA and Mobile Housing Authority were key players in leveraging both services and rental subsidies for tenants.

Key Features and Impact:

- Units feature unique finishes such as commercial, high grade Vinyl Composition Tile flooring and easy-clean paint
- Each unit is equipped with a washer, dryer, and kitchen appliances
- Located close to essential community amenities for tenants and their families
- VASH vouchers were secured for tenants
- All original tenants who moved in at the 2016 opening remain stably housed

FINANCING INFORMATION

Development Budget

Funding Source	Amount Received
City of Mobile HOME funds	\$940,000
The Home Depot Foundation	\$60,000
Mobile Gas Corporation	\$20,000
Total	\$1,020,000

DEVELOPER PROFILE

Volunteers of America Southeast (VOASE), a charter member of Volunteers of America, has a significant amount of experience in housing development for vulnerable communities. Across Alabama, Georgia, and Mississippi, Volunteers of America Southeast develops and operates affordable housing properties for seniors, persons with disabilities, families, and veterans. These properties are created in partnership with State and local governments as well as Federal entities including the U.S. Department of Housing and Urban Development and the Veterans Administration.

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PERMANENT HOUSING CASE STUDY



Title: NeighborWorks Umpqua (NWU), Douglas County, Oregon, Supportive Housing for Low-Income Victims of Crime

Property Name: Newton Creek Manor

Basic Description: Five new manufactured homes – three 2-bedrooms and two 3-bedrooms; Single Site units

Developer: NeighborWorks Umpqua

Property Management: Umpqua Community Property Management

Service Provider: Cow Creek Band of Umpqua Tribe of Indians, NeighborWorks Umpqua, and other community service providers for victims of crime

Tenant Profile: Low-income individuals and families who are victims of crime

Service Approach: An onsite case manager will provide 24/7 availability and individualized restorative services and referrals and work closely with Tribal programs and community service providers to identify needs and develop a case plan to address and resolve issues using a Trauma Informed Care approach. Services include but are not limited to budgeting, substance abuse treatment, domestic violence treatment, empowerment services, parenting, mental health treatment, cultural related services, etc.

Project Background:

As the largest affordable housing developer and provider in southern Oregon, NWU assessed recent studies and local data that highlighted the need for permanent, affordable housing development in the area. While planning for the project was underway, the Cow Creek Band of Umpqua Tribe of Indians reached out to NWU about their housing needs among tribal members enrolled in their Victims of Crime Program. This partnership led to the development of Newton Creek Manor. NWU acquired a mobile home park in 2016 from a local family who had owned the park for over 50 years. It was important to NWU to preserve this natural occurring source of affordable housing in the community. The units located in the park were owner-occupied with several spaces for RVs. While the infrastructure upgrade was underway, NWU received funding which allowed them to assist the owners in making repairs to several of the existing units. There were also four units that were abandoned and were beyond the point of rehab. These units were demolished and opened the current opportunity to infill with new manufactured homes.

Key Features and Impact:

- Energy Star units that meet Northwest Energy-Efficient Manufactured Housing standards
- Development included upgrades to the water, sewer and street infrastructure
- Unique partnership between the local Tribe and a housing developer
- No Smoking policy enforced for all units for preservation and health
- Master Lease program

FINANCING INFORMATION

Development Budget

Funding Source	Amount Received
NWU (Revolved ReHome)	\$13,000
Network for Oregon Affordable Housing	\$600,000
Energy Trust of Oregon Incentive	\$30,500
Total	\$643,500

DEVELOPER PROFILE

NWU was founded in 1991 in response to the lack of affordable housing development in Douglas County, Oregon. Formed by a group of concerned citizens, NWU began developing affordable housing and community development projects and over the years has grown to serve a vast rural area in Southwestern Oregon consisting of the five counties of Coos, Curry, Douglas, Jackson, and Josephine. NWU provides affordable housing development, asset building, homeownership, lending, community engagement and advocacy, and community-based economic development services. NWU is a chartered member of the NeighborWorks America community development network, a certified Community Housing Development Organization (CHDO), and is a member of Rural LISC, Rebuilding Together and the NextStep Network. NWU has an affordable housing portfolio of 609 units. Since 2011, they have created 389 homeowners and assisted 273 homeowners in maintaining their homes.

PROJECT PICTURE



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PERMANENT HOUSING CASE STUDY



Title: Mississippi United to End Homelessness (MUTEH),
Lauderdale County, Mississippi, DedicatedPLUS Supportive
Housing for Disabled Individuals and Families

Property Name: Central MS Regional Coalition Permanent
Supportive Housing (PSH) Program

Basic Description: One-bedroom units, Scattered Site, Master
Leasing PSH for Disabled Individuals and Families

Developer: No development occurred

Property Management: Individual property management
companies and/or unit owners

Tenant Profile: Extremely low-income, disabled households

Service Approach: All tenants are seen in their home's multiple
times during the week. MUTEH uses three main supportive
service activities which include outreach, housing search, and case
management. Case managers work simultaneously with MUTEH's
Housing and Outreach Teams to streamline services and immediately
begin to develop an individualized service plan for stabilization.
Staff are trained to provide case management using the Critical Time
Intervention (CTI) case management model. To increase stability,
MUTEH case managers work with community providers to increase
tenants' income and connect them to mainstream benefits. Case
management includes direct case management, education services,
employment assistance and job training, childcare, substance abuse
treatment services, transportation, and outreach services.

Project Background:

During the 2017 Point in Time (PIT) Count, Lauderdale County had the second highest homeless count in Mississippi. Lauderdale County currently has two shelters. Both shelters are high barrier and have no PSH programs. By providing PSH to chronically homeless individuals in this area, MUTEH expects to fill a gap in services and see a decrease in the chronic homeless population.

Key Features and Impact:

- 100% of units are dedicated to serve households in which one household member has a disability
- Housing First service delivery model

FINANCIAL INFORMATION

Operations Budget

Funding Source	Amount Received
HUD Continuum of Care (CoC)	\$315,924
Total	\$315,924

DEVELOPER PROFILE

Mississippi United to End Homelessness (MUTEH) has 26 years of experience with the homeless community and community providers. In that time, MUTEH has grown from an agency that provides oversight to the Balance of State Continuum of Care to an agency that provides direct community services. For the past nine years, MUTEH has managed homeless and housing grants that allow the agency to serve a total of over 800 households connecting these individuals to services they need in the community. MUTEH was able to engage these households by working collaboratively with local community providers and using innovative practices to find and engage the hardest to serve populations. MUTEH is fully committed to providing equal access to all populations that are qualified and seeking services. MUTEH has Equal Access and Fair Housing policies for all housing programs, and these policies, along with Housing First, allow MUTEH's programs to have no barriers and to reach the hardest to serve.

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PERMANENT HOUSING CASE STUDY



Title: The Right Place, Anniston, Alabama, Tiny Homes in Alabama for the Chronically Homeless

Property Name: Hillside Cottages

Basic Description: New construction, four tiny homes

Developer: The Right Place

Property Management: The Right Place

Service Provider: The Right Place

Tenant Profile: Chronically Homeless Individuals

Service Approach: Services are provided by The Right Place staff both in the homes and in the co-located office onsite. Services include transportation assistance, budgeting, assistance attending medical appointments, and other general case management services.

Project Background:

Anniston, Alabama is a small, rural community with a population of 22,666 and a median income well below the state average at \$30,345. Prior to the Hillside Cottage development, there were no affordable, permanent housing options for people experiencing homelessness in Anniston, despite an estimated 60 individuals sleeping outside nightly. In addition to the experience of unsheltered homelessness, there are also many individuals and families living in shelters or doubled-up in unstable living environments with family and friends. The need for supportive housing in Anniston, particularly for the chronically homeless, became apparent to a local nonprofit – The Right Place – who spearheaded the Hillside Cottages project, as both the developer and supportive services provider.

Staff had previous development experience through scattered site leasing projects, but new development was a new endeavor. The Right Place hired an architect and general contractor to design and complete the project. In addition, the City of Anniston was identified as a critical partner for the project, as they had a critical resource – HOME dollars – to help address low-income housing needs. The Right Place Board was also able to offer expertise on both legal and basic construction concerns inherent in development projects.

Key Features and Impact:

- Tiny homes are 450 sq. ft. and include a bedroom, bathroom, and kitchenette
- Tenants come directly from the street
- Built with a HOME loan that is forgivable after a 20-year compliance period
- No hard debt on the project
- 75% of the original tenants remain stably housed 24 months after the program, with improved health outcomes
- Due to the success of the project, a fifth tiny house will be constructed in 2020

FINANCIAL INFORMATION

Development Budget

Funding Source	Amount Received
City of Anniston HOME funds	\$299,400
Donated land	\$20,000
Total	\$319,400

Operations Budget

Funding Source	Amount Received
Rent (income-based)	\$120-305/month
CDBG – Supportive Services	\$10,000-12,000/year
Private Donations – Reinvested into project	Varies
Total	~\$13,000/year

DEVELOPER PROFILE

The Right Place is a local nonprofit in Anniston, Alabama whose mission is to develop and manage housing programs for homeless and low-income families and individuals, offer programs which prevent homelessness or assist low-income persons with special needs in securing safe, decent, affordable housing and related services and care.

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PERMANENT HOUSING CASE STUDY



Title: Greater Greenville Housing and Revitalization Association, Inc. (GGHRA), Greenville, Mississippi, Permanent, Affordable Housing for Low-Income Residents

Property Name: The Reserves of Gray Park

Basic Description: New construction of 42 units total, including 9 3-bedroom/2-bathroom units, 27 2-bedroom/1-bathroom units, and 6 1-bedroom/1-bathroom units

Developer: GGHRA

Property Management: GGHRA

Service Provider: Multiple service providers are contracted through GGHRA

Tenant Profile: Low-income individuals and families

Service Approach: GGHRA partners with various other organizations to provide budget/financial counseling services, workforce training opportunities, transportation services, etc.

Project Background:

The Greenville, Mississippi community suffers extensively from poverty, low-education, high crime, health issues, single-parent households, unemployment and substandard housing. Statistics regarding Greenville/Washington County consistently rank it among the top percentiles, on both the national and state levels, for these stated categories. According to Census data, 57.5% of households within the city of Greenville, with incomes between 0-80% of the Area Median Income (AMI), are cost-burdened and 34.8% of households within the city of Greenville, with incomes between 0-80% AMI, are severely cost-burdened, compared to only 14% statewide. In addition, the existing housing stock in Greenville is very old, functionally obsolete, and poses several safety hazards. Per HUD, Greenville maintains one of the highest concentrations of substandard housing within the state of Mississippi. The University of Wisconsin Population Health Institute, a program of the Robert Wood Johnson Foundation, ranked the Greenville/Washington County area as the worst region in the State of Mississippi for its physical environment (81 of 81 ranked counties), a category which includes severe housing problems.

Key Features and Impact:

- Residents save approximately \$450-700/year (depending on unit size) for energy costs, due to smart design and energy efficient appliances
- Project created 27 Section 3 job opportunities
- Approximately 13% of the overall funding supported Women Business Enterprises and Minority Business Enterprises (8% more than the federal goal)
- Most contracts were awarded to local businesses

FINANCING INFORMATION

Development Budget

Funding Source	Amount Received
City of Greenville (land donation)	\$40,000 (value at time of the donation)
Washington County	\$75,000
Section 3 Funds (Rural LISC – Predevelopment and Capacity)	\$85,000
HOME Funds	\$4,307,718
Regions Bank (1st Mortgage)	\$1,250,000
Healthy Housing Initiative Funding – Rural LISC	\$7,000
Wells Fargo Foundation	\$7,000
Cash Equity from GGHRA	\$190,565
Federal Home Loan Bank of Dallas – AHP Funds	\$224,000
Total	\$6,186,283

DEVELOPER PROFILE

Greater Greenville Housing and Revitalization Association, Inc. (GGHRA) is an independent 501(c)(3) nonprofit, Community Development Corporation (CDC)/Organization with over 23 years of affordable housing development and support experience to the greater Greenville, Mississippi community. The mission of GGHRA is to develop, provide and promote safe, affordable, and decent housing in conjunction with a focus on designing, researching, and/or promoting revitalization activities in the Greenville community. GGHRA has successfully administered numerous community-based programs, assisting thousands of families within the region to find and retain adequate housing. GGHRA currently owns and manages 138 rental units.

PROJECT PICTURES



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PERMANENT HOUSING CASE STUDY



Title: Council of Community Services, Gillette, Wyoming, Supportive Housing for Chronically Homeless Families

Property Name: Way Station II

Basic Description: Six transitional housing units were converted to one, two, and three-bedroom, Permanent Supportive Housing (PSH) units for chronically homeless families

Developer: No development was required

Property Management: Council of Community Services

Service Provider: Council of Community Services

Tenant Profile: Chronically homeless families with at least one member of the household having a mental illness

Service Approach: In coordination with the Department of Family Services (DFS), the primary goals of the Way Station II project are self-sufficiency, permanent housing, and family reunification. There is a heavy emphasis on helping families build needed life skills, including ensuring that families learn to manage their unit and meet the needs of their children. The project also engages several community partners, including a local master gardener who brings plants, flowers and vegetables to the families. Promoting self-sufficiency skills, the housing manager also encourages clients to utilize local, available resources such as the library for budgeting classes and utilizing the computers for job searches.

Project Background:

As the Continuum of Care (CoC) Program began to move away from funding transitional housing, the Council of Community Services began to review their housing priorities. At the time, they had six units of transitional housing that had been built in the late 1990s with donated land through a HOME loan. When the project was being run as a transitional housing program, the Council of Community Services recognized a significant amount of recidivism among their former residents. This data proved that there was a need for more supportive services to be offered to residents through PSH. As a result of this data and the shift of CoC funding priorities toward PSH, the Council of Community Services converted the transitional housing units to PSH.

Key Features and Impact:

- Tenants who previously had lost custody of their children to DFS were able to be reunified with their children
- Currently, tenants do not receive rental subsidies
- All tenants are employed
- Services provided include case management, budgeting, consumer education, parenting skills, interpersonal skill-building, educational advancement, job skills, nutrition and cooking skills, and needed referrals
- One housing manager carries out all property management, compliance, and service delivery for the project
- CoC Supportive Services Only (SSO) dollars are utilized to cover the housing manager's salary

FINANCING INFORMATION

Operations Budget

Funding Source	Amount Received
HUD Supportive Services Only (SSO)	\$55,000
Total	\$55,000

DEVELOPER PROFILE

The Council of Community Services, a nonprofit organization in Gillette, Wyoming, is committed to helping vulnerable and homeless communities become self-sufficient through the provision of a several housing and services opportunities, including emergency shelter, permanent supportive housing for individuals and chronically homeless families, a group home for adults living with severe mental illness, a food pantry, a soup kitchen, a thrift store and a weatherization program.

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PERMANENT HOUSING CASE STUDY



Title: Housing Solutions of Greene County (HSGC), Greene County, Ohio, Supportive Housing for homeless individuals living with a mental health diagnosis and/or substance use disorder

Property Name: Columbus Place

Basic Description: New construction, six one-bedroom units, single-site development

Owner/Sponsor: HSGC

Developer: HSGC

Property Management: HSGC

Service Provider: TCN Behavioral Health

Tenant Profile: Extremely low-income, homeless individuals living with a mental health diagnosis and/or substance use disorder

Service Approach: Services are provided on and offsite by TCN – a private, nonprofit, mental health and emergency service provider. They operate as a 24-hour, 7 days a week community mental health provider and provide both vocational and supportive employment services. TCN also offers traditional behavioral health services including diagnostic assessment, psychiatry and medication services, case management, in- and outpatient services, psychotherapy, dual diagnosis treatment, family support and education, payee services, social/recreational drop in centers, transitional and supportive living assistance, day treatment, and alcohol and drug treatment services.

Project Background:

HSGC's primary mission is to house individuals with mental health diagnoses and co-occurring substance use disorders. The 2008 Point-in-Time Count noted 44 homeless individuals and 14 homeless families. At the time of pre-development, HSGC had a waiting list of chronically homeless individuals living with mental health diagnoses. As a result of both the local need and mission of HSGC, the target population for this new, supportive housing project became individuals experiencing homelessness with co-occurring disorders.

Key Features and Impact:

- All units have a full kitchen, living room and bathroom
- Secure facility with common entrance ways
- Tenants report having a strong support system built in for them, as they live onsite with other tenants and have peer-to-peer support
- Service provider reports a high rate of housing stability among tenants

FINANCING INFORMATION

Development Budget

Funding Source	Amount Received
Ohio Housing Finance Agency – Housing Development Gap Financing (Grant)	\$450,000
Ohio Department of Mental Health	\$350,000
Federal Home Loan Bank of Cincinnati – AHP funds	\$300,000
Total	\$1,100,00

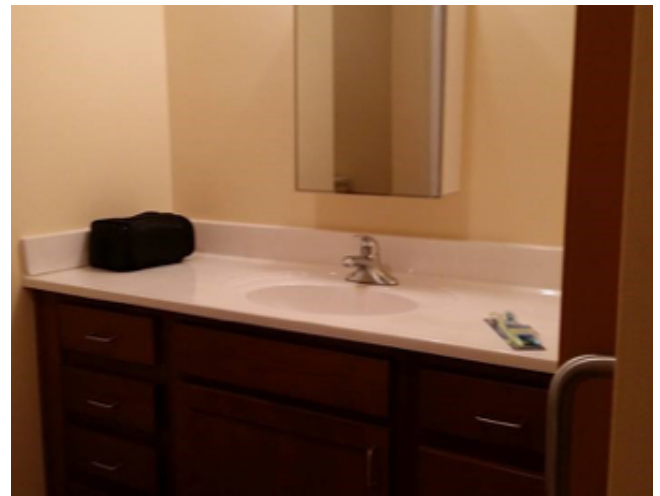
Operations Budget

Funding Source	Amount Received
Project-Based Vouchers and Tenant Rent	\$559/unit
Total	\$40,248

DEVELOPER PROFILE

Housing Solutions of Greene County (HSGC) is a small, nonprofit, supportive housing developer and property manager serving individuals experiencing mental illness and/or drug addiction. Founded in 1998, HSGC's mission is to 'promote, assist, support, own, construct, maintain, lease, operate, and manage housing facilities and improvements for mental health consumers, and provide other mental health services to chronically mentally ill residents of Greene County, Ohio. Prior to Columbus Place, HSGC had a small inventory of 14 units of supportive housing. Through harnessing community data and technical assistance provided by the Corporation for Supportive Housing (CSH), HSGC's development team was able to bolster their efforts to increase supportive housing opportunities in this rural community.

PROJECT PICTURES



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COLLABORATIVE
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PERMANENT HOUSING CASE STUDY



Title: Briermost Foundation, North Royalton, Ohio, Recovery Housing for Women

Property Name: Ellsworth Acres

Basic Description: New construction and rehabilitation, single-family recovery home, 3,400 sq. ft. with seven bedrooms, three bathrooms, two family rooms

Developer: Briermost Foundation

Property Management: Briermost Foundation

Service Provider: Numerous community partners, including Briermost Foundation

Tenant Profile: Women in recovery – approximately 30% of whom are homeless

Service Approach: Services are provided onsite and include a mixture of support related to recovery and practical management of the farm. The project is considered level II in the National Association of Recovery Residence (NARR) standards. This means that the project relies heavily on internal peer support (with a house manager) and utilizes other services such as treatment and benefits from external providers and agencies. There are no time limits in which a resident can live at the recovery house. The homes having varying levels of support and structure depending on each woman's needs. All house managers are certified peer support workers. Each resident is accompanied by either a house manager or another senior resident for the first two weeks whenever they leave the project (with certain exceptions). There is a heavy emphasis of practical teaching from one tenant to another that includes using local transport, integrating with local health services, building community-based relationships and accessing benefits. There is an 18-point recovery wellness plan that is followed, addressing everything from identification to psychiatry.

Project Background:

There was a significant need for recovery housing in North Royalton, Ohio – an area of the state that, prior to Ellsworth Acres, did not have recovery housing for women in early sobriety. Specifically, few treatment facilities across the entire county work with women who are prescribed medication assisted treatment (MAT). As a result of this unmet need, numerous partners came together – the Briermost Foundation's Board of Directors, Ohio Mental Health and Addiction Services and Cuyahoga County Alcohol, Drug and Mental Health Board – to build out the vision for Ellsworth Acres.

Key Features and Impact:

- Houses eight tenants and one onsite manager
- Utilization of 3 ½ acres to develop an innovative workforce training farm for tenants
- Program is expanding into the community and offering unique classes to raise money, including participation at local farmer markets, yoga classes, and full moon ceremonies.

FINANCING INFORMATION

Development Budget

Funding Source	Amount Received
Cuyahoga County Alcohol, Drug and Mental Health Board	\$100,000
Private Donations	\$26,000
Total	\$126,000

Operations Budget

Funding Source	Amount Received
Ohio Mental Health and Addiction Services	\$210,000
Total	\$210,000

DEVELOPER PROFILE

The Briermost Foundation's mission is to provide safe, sober and supportive housing to women in recovery from drugs and alcohol and provide purpose in living through learning and training opportunities. They are deeply committed to treating people with respect and dignity as they learn to live sober. The Briermost Foundation assists in transitioning to life after exiting an addiction treatment center or completing detoxification, guiding each tenant to sober events, 12 step retreats, meetings and entertainment; strengthening interpersonal skills by practicing self-respect and self-acceptance, and providing referrals for intensive outpatient treatment, mental health assessments or training services.

PROJECT PICTURES



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PERMANENT HOUSING CASE STUDY



Title: Tapestry Development Group, Blackshear, Georgia, Affordable Housing for Low-Income Seniors and those Living with Disabilities

Property Name: Village at Blackshear

Basic Description: Rehabilitation, 64 one-bedroom units; units expanded to approximately 690 sq. ft.

Developer: Tapestry Development Group and In-Fill Housing

Property Management: Gateway Management

Tenant Profile: Low-income, seniors 62 years and older and/or those living with disabilities under 62 years of age

Service Approach: Weekly services provided by Unison Behavioral Health are provided onsite in the community center. These services include mental health, substance abuse, and developmental disability assistance – with approximately 25% of the tenants using these services on a regular basis.

Project Background:

Village at Blackshear is in a rural town with a population of approximately 3,000 people. The project was being managed by a local nonprofit until the Tapestry Development Group, based out of Decatur, Georgia, offered to update and rehabilitate the facility. Originally built in 1971, the building underwent a significant rehabilitation in 2013 to ensure it met current building code requirements. As part of the rehabilitation, several renovations occurred, including expansion of the central club house/ community center and the units themselves. Before the rehabilitation project, the Village at Blackshear had been seen by community residents as “housing of last resort.” Now, residents of Blackshear have a positive attitude toward the Village, as the quality of housing and services have substantially improved.

Key Features and Impact:

- Onsite community center was refurbished and expanded for tenants to participate in social activities
- Onsite manager and maintenance provided for tenants

FINANCING INFORMATION

Development Budget

Funding Source	Amount Received
USDA	\$1,7000,000
State and Federal Tax Credits	\$7,100,000
Operative cash from property and business partner loan	\$800,000
Total	\$9,600,000

Operations Budget

Funding Source	Number of Vouchers
Section 8 Vouchers	64 Vouchers

DEVELOPER PROFILE

Tapestry Development Group is a Decatur, Georgia-based nonprofit organization that specializes in creative problem-solving to develop affordable rental housing. They are especially adept at using multi-layered financing from the public and private sectors. With decades of combined experience in the real estate industry, they use their diverse experience, comprehensive expertise, and proven business acumen to develop thousands of affordable housing units.

PROJECT PICTURES



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PERMANENT HOUSING CASE STUDY



Title: Acadiana Cares, Lafayette, Louisiana, Supportive Housing for Low-Income Clients Living with HIV/AIDS

Property Name: Project Home Again

Basic Description: Scattered Site units across seven Parishes; one and two-bedroom units

Developer: Acadiana Cares

Property Management: Varies across each Parish, due to scattered site units

Service Provider: Acadiana Cares

Tenant Profile: Homeless and disabled households and/or those living with HIV/AIDS

Service Approach: The success of Project Home Again is due to the commitment of Acadiana Cares and local providers and companies who have partnered with the agency to help improve the quality of life for low-income tenants living with HIV/AIDS. Acadiana Cares delivers several services to Project Home Again tenants, including case management services and linkages to mainstream benefits. The agency also coordinates with local service providers to meet additional needs, such as affordable transit, food, and substance use treatment.

Project Background:

Before Acadiana Cares embarked on developing supportive housing in the local area, there were few decent, safe, and affordable housing units available for low-income individuals living with HIV/AIDS. Due to medical advancement for those living with HIV/AIDS, quality of life concerns arose for low-income individuals in the area, who needed the financial assistance and supportive services provided through supportive housing. Continuum of Care (CoC) data began to show a growing need for supportive housing for individuals living with HIV/AIDS who had a substance use disorder. In addition, statewide HIV data highlighted a growing population of tenants living with HIV/AIDS who were at risk of homelessness.

Key Features and Impact:

- 68 total units in 7 parishes
- 38 units are designated for those who are homeless and have a disability
- 30 units are designated for those living specifically with HIV/AIDS
- 91% remain stably housed or have successfully exited to other permanent housing
- 75% receive mainstream non-cash benefits, primarily health insurance

FINANCING INFORMATION

Development Budget

Funding Source	Amount Received
CoC Permanent Supportive Housing	\$687,566
Total	\$687,566

Operations Budget

Funding Source	Amount Received
CoC: Project Home Again II – HIV/AIDS	\$312,000
CoC: Project Home Again IV – Homeless/Disabled	\$503,000
HOPWA (Case Management services)	\$70,037
Total	\$885,037

DEVELOPER PROFILE

Acadiana Cares is a client-centered organization dedicated to empowering vulnerable communities affected by HIV/AIDS, homelessness, and substance abuse to improve their quality of life. The organization began its work in 1985, during the rise of the HIV/AIDS epidemic, and later expanded into HIV/AIDS education and prevention services to seven southern parishes in Louisiana. Several parishes served by Acadiana Cares are rural and historically underserved areas. Acadiana Cares has spent decades providing several critical services, including HIV/AIDS education and prevention, substance abuse treatment, financial assistance, and case management to those impacted by HIV/AIDS.

PROJECT PICTURES



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