Innovating with ESSHI

The Supportive Housing Network of New York
Annual Conference
June 1, 2017
Finger Lakes Area Counseling and Recovery Agency

SHNNY Conference

June 1, 2017
Finger Lakes Rural Housing Initiative Project

- FLACRA Agency Background
- 4 – Multi-family dwelling properties
- Wayne, Ontario, Seneca, and Yates Counties
- Residential Neighborhoods
Development

- Office of Temporary Disability Assistance - Homeless Housing Assistance Program
- Corporation for Supportive Housing
- Federal Home Loan Bank
  - Canandaigua National Bank
- Empire State Supportive Housing Initiative
- Consultant – KLR Consulting – Kris Rogers
- Architect – TAB Design – Tim Brinduse
- Construction – Hamilton Stern
Total Capital Project Budget = $2.5 million

Total – 15 Units

• 8 Permanent Supportive Housing ESSHI Units
• 7 Non-ESSHI Units (14 beds)

= OASAS Supportive Living

• Total ESSHI Funding = $160,000
  Approximately $20,000/unit

• Contract just received last week
Service and Operating Plan

Target Population

– Homeless, Substance Abuse, Veterans (1 unit)

Service/Staff

– Care Coordination, Recovery Coaching (Peer Counseling), Job/Education Counseling
– Approximately .4FTE/unit = $12,000/unit
– Operations – Utilities, Insurance, Maintenance, Reserves, etc. = $11,000/unit
– Total = $23,000/unit
– Revenue – DSS Shelter Allowance = $3,000/unit
– Net = ESSHI Award = $20,000/unit
Wayne County
107 High Street
Newark, NY

Permanent Supportive Housing/ESSHI Units: 1
OASAS Supportive Living Units: 2
Supportive Living Beds: 4
Permanent Supportive Housing/ESSHI Units: 6
OASAS Supportive Living Units: 1
Supportive Living Beds: 2
Ontario County
120 William Street
Geneva, NY 14456

Permanent Supportive Housing/ESSHI Units: 1
OASAS Supportive Living Units: 2
Supportive Living Beds: 4
Yates County
20 Maiden Lane Lane
Penn Yan, NY
14527

OASAS Supportive Living Units: 2
Supportive Living Beds: 4
Martin Teller
Executive Director
Administration
28 East Main Street
Clifton Springs, NY 14432
(315) 462-9466

www.flacra.org
Tompkins Community Action

Amici House

&

Harriet Giannelis Child Care Center
Program

Amici House serves young adults (18-25) who are single, pregnant or parenting a young child who are experiencing homelessness.

Vacancies are filled using the Ithaca/Tompkins Continuum of Care Coordinated Assessment System and Community Waiting List.
Amici Building

– 23 Large efficiency apartments allow for 1 adult and 1 child to live comfortably

– Common spaces- commercial training kitchen, meeting/training room, access to computer space, child's playroom and laundry facilities

– Secure building (key fob entry and camera at entry)

– Supportive Service Staff offices on site

– Space for case conferencing with community partners to support resident success
Services & Operating Plan

Services
• Supportive Services Director
  – Program planning & oversight
  – Emergency On Call
• Resident Partner- supports goal planning and development of life skills of residents
• Connection to Community Partners
• Tenant Action Group Meetings
• Health and Safety Inspections

Operating
• Housing & Energy Services Director
  – Rent collection & lease management
  – Building inspections
  – Emergency On Call
• Resident Assistants (2) provide night time staff coverage and cleaning tasks
• Maintenance Coordinator
  – Preventative & emergency maintenance
Capital Financing

- NYS HHAP $3,732,469
- NYS HCR Housing Trust Fund $1,759,445
- NYS HCR Community Investment Fund $1,325,000 (with a 30% cash match)
- Tompkins County - Community Housing Development Fund $300,000
- Federal Home Loan Bank of NY $350,000
Operating/Service Budget

• ESSHI $364,722 ($15,875 for 23 units)

• HUD Supportive Housing $92,699

• Expected Rental Income $59,892 less 3% vacancy rate
  – Tenant rent portion (30% adjusted monthly income)
  – Public Assistance Shelter Allowance ($217)
Innovations & Partnerships

Innovation

Continues integration of Supportive Housing & Early Head Start/Head Start Programming

Key Community Partnerships

• The Alcohol and Drug Council of Tompkins County

• The Advocacy Center

• Drug Treatment Court/Family Treatment Court

• Learning Web
Contact Information

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Freedom Commons

A Replication of The Fortune Society’s Castle and Castle Gardens Successful Model of Re-entry Housing

Presenter:
David Condliffe, Executive Director, Center for Community Alternatives

A Partnership of the Center for Community Alternatives ("CCA") and the Syracuse Housing Authority ("SHA")
Freedom Commons is the first phase of SHA’s master plan to revitalize the Burt Street area of Syracuse.

Governor Cuomo (Elizabeth Glazer) asked The Fortune Society to replicate its reentry housing in upstate New York.

Fortune Society CEO, JoAnne Page, surveyed multiple upstate cities and nonprofits and, with assistance from the NYS Division of Criminal Justice Services, selected Syracuse and CCA. CCA enlisted SHA as its partner to develop and manage Freedom Commons.
Project participants:

- The Freedom Commons LLC is a co-equal partnership between the Center for Community Alternatives (CCA) and the Syracuse Housing Authority (SHA). CCA and SHA are each 50% owners and co-developers.

- **Norstar Development/Norstar Building Corporation** is the third co-developer and general contractor.

- Construction funding was provided by **NYS Homes and Community Renewal (HCR) & NYS OTDA Homeless Housing Assistance Corporation (HHAC)**.

- **Key Bank Development Corporation** provided the financing for the tax credits.
Project participants:

- **Senator David Valesky and Assemblywoman Pamela Hunter** provided funding for Technical Assistance

- **The Fortune Society** is providing Technical Assistance to the project

- **The Empire State Supportive Housing Initiative (ESSHI)** provides essential funding to support service provision at Freedom Commons
Freedom Commons is a national model of combined reentry housing and affordable housing that involves a cutting edge partnership between a community-based organization and a public housing authority.

CCA and SHA chose the name “Freedom Commons”, in honor of Syracuse’s rich history in the anti-slavery movement and its historic significance in the Underground Railroad.
Freedom Commons will provide:

- Supportive housing for homeless people with a criminal justice history
- Quality, affordable housing for individuals and families in Syracuse/Onondaga County
- Transitional housing and services for individuals returning to the Syracuse following incarceration
- The three-story building will provide community space, including meeting rooms, offices, a kitchen, and computer lab.
57 units comprised of 1-, 2-, and 3-bedroom apartments. This includes:

- 45 affordable apartments providing housing for families with incomes at or below 50% of the Area Median Income

- 9 permanent supportive housing apartments for homeless individuals and families with a family member with a past criminal history.

- 3 shelter units (two for men and one for women) with 11 beds, will provide housing and programming for individuals returning to Syracuse from incarceration.
Capital Financing
FREEDOM COMMONS

- NYS OTDA Homeless Housing Assistance Corporation (HHAC) $2.7 million
- NYS Homes and Community Renewal (HCR) to provide the bulk of the construction funding and tax credit financing $11.68 million
- The HCR award is comprised of:
  - $ 2.2 million from the Housing Trust Fund (HTF)
  - $ 9.48 million over 10 years through the Low Income Housing Credit (LIHC) program
- The New York State Energy Research and Development Authority (NYSERDA) will make available a total not-to-exceed incentive of $58,300 through the Low-rise Residential New Construction Program.

Note: the Syracuse Housing Authority contributed the property at 420 Burt Street to Freedom Commons, LLC.
The closing with HCR and HHAC took place on May 17, 2017.

Construction is expected to take approximately 18 months, with an anticipated opening of Freedom Commons by late 2018 or early 2019.
SHA will provide the property management and leasing services.

CCA will manage the shelter and provide case management and a variety of supportive services to residents of the shelter and the supportive housing.
Freedom Commons Core Services Staff:

CCA will provide Core Freedom Commons on-site staffing:

- 1 FT Case Manager
- 5-7 FT Resident Aides
- 2 FT Food Service staff
- 1 FT Supervisor
- CCA Recovery Care, Job Readiness/Employment Services and Reentry Clinic staff will also be available on-site
- At least one core staff person will be available on-site 24/7
FREEDOM COMMONS

Funding for Freedom Commons Services:

- CCA received an award from the Empire State Supportive Housing Initiative (ESSHI) to enhance the provision of services to the residents of the supportive housing units in Freedom Commons. The 9 supportive housing units will house approximately 13 people who qualify for supportive services at any one time. (ESSHI - $247,000 annually, $19,000 for 13 individuals.)

  - The award was contingent upon completion of construction. It is for an initial period of 5 years, renewable in 5 year increments.

  - ESSHI funds allow CCA to enhance the effectiveness of supportive services.
Note: Services will be provided both on-site and off-site depending on the service and the provider. CCA will:

- Assist homeless individuals living in the Freedom Commons Shelter to find permanent housing including housing available in the Freedom Commons project or other supportive and affordable housing.

- Help tenants to access mainstream benefits and services.

- Provide recovery support services and employment services.

- Provide appropriate work space for outside agencies who will provide services on-site. Services will be provided to all residents.
Supportive Housing Operating Funds:

- Section 8 vouchers provided by SHA support eight of the Supportive Housing Units
- ESSHI funds support one of the Supporting Housing Units
Freedom Commons is the first replication of The Fortune Society’s successful Re-entry Housing model.

Freedom Commons represents the first time a Public Housing Authority has engaged in a Re-entry Housing project.

The shelter will be atypical as it is 24/7, includes onsite services, and allows for a 45 day minimum stay.

Shelter residents will be required to participate in appropriate programming.
Contact Information

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Executive Director

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wsimmons@syrhousing.org
TAPESTRY ON THE HUDSON

An Integrated Supportive Housing Development
A $22.2 million dollar investment

<table>
<thead>
<tr>
<th>Sources</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Hard Debt</strong></td>
<td>$1,994,558</td>
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<tr>
<td><strong>Soft Debt</strong></td>
<td></td>
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<tr>
<td>HHAP</td>
<td>$4,222,431</td>
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<tr>
<td>HTF</td>
<td>$3,823,505</td>
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<tr>
<td><strong>Equity</strong></td>
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<tr>
<td>LIHTC</td>
<td>$5,547,767</td>
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<tr>
<td>HTC</td>
<td>$6,634,079</td>
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<tr>
<td><strong>Grant</strong></td>
<td></td>
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<tr>
<td>NYSERDA</td>
<td>$67,000</td>
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<tr>
<td><strong>Total</strong></td>
<td>$22,289,440</td>
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- NYS Homes and Community Renewal
- NYS Office of Temporary Disability Assistance
- Empire State Supportive Housing Initiative
- NYS Environmental Facilities Corporation
- NYSERDA
- Troy Industrial Development Authority
- Troy Housing Authority
- The Community Preservation Corporation
- Key Community Development Corporation
- Capital Region Economic Development Council
Operating Sources

- 28 Project Based Vouchers
- $19,641 Per-unit ESSHI Funding
- Income from Rent

Troy Housing Authority  NYS OTDA/OMH

Operating Sources
19 supportive housing units

- Target population: homeless victims and survivors of domestic violence

- Measurable and human-centered goals: goals include participation in supportive services, positive safety outcomes, and individualized planning for success

- Recognizing that each participant is starting from a different place and that the definition of success is survivor-driven
Holistic Supportive Services

- Each supportive service is designed to mitigate barriers that victims and survivors of domestic violence often face in their efforts to achieve safety and independence.

- Supportive services are grounded in trauma-informed care.

- Availability of services on-site encourages participation because they’re accessible.
<table>
<thead>
<tr>
<th>Support Service</th>
<th>Benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case Management</td>
<td>Support, information, referral, acquire benefits, safety planning, etc.</td>
</tr>
<tr>
<td>Therapy from Social Worker</td>
<td>Process through trauma, therapy for mental health on-site</td>
</tr>
<tr>
<td>Peer Support</td>
<td>Form a community, combat social isolation</td>
</tr>
<tr>
<td>Recreational Programming</td>
<td>Form a community, combat social isolation, develop a hobby</td>
</tr>
<tr>
<td>Transportation</td>
<td>Access to employment, appointments, etc.</td>
</tr>
<tr>
<td>Childcare &amp; After-School Programming</td>
<td>Access to opportunities such as employment, safe supervision for child(ren)</td>
</tr>
<tr>
<td>Availability of fresh produce</td>
<td>Promote wellness, healthy eating, nutritional awareness</td>
</tr>
<tr>
<td>Trauma-informed, Gentle Yoga</td>
<td>Promote wellness, develop a hobby</td>
</tr>
</tbody>
</table>
1 collaborative effort

- Unity House – Support Services
- TCB – Property Management

Communication:
- Leasing Effort
- Move-in
- Service provision
THANK YOU!
WEST SIDE FEDERATION FOR SENIOR AND SUPPORTIVE HOUSING, INC.

MILL BROOK SENIOR HOUSING
Project Program:

- 51 Studios
- 107 One Bedrooms
- 8,600 SF Senior Center Community Facility
- 50% of AMI (PBV Residents pay 30% of Income Towards Rent)
- 48 Units for Homeless Seniors (62 and over)

Project Team:

WSFSSH - Developer/Owner
PERKINS EASTMAN - Architect
STARR WHITEHOUSE – Landscape Architect
PROCIDA BUTZ - General Contractor
BRIGHT POWER, INC. – Green Consulting
NEF - Syndicator
CAPITAL ONE/JPMorgan Chase – Investor/Lender
The Site:

Legend

- PROPOSED BUILDINGS
- EXISTING NYCHA PROJECTS
The Site: the South East corner of St. Ann’s and E 137th Street
The Site: Proposed Plan

- Corner Plaza
- Garden Terraces
- Roof Garden
- Neighborhood Community Facility
- Main Senior Center & Residential Entrance
- Support & Services Entrance
- Mill Brook House Entrance
Fundamental Components

**Demographics**
- All units affordable at 50% AMI or less (100% Project Based Vouchers)
- 25% Community Preference

**Services**
- 24 Hour Front Desk/Security
- On-Site Management Office
- Social Service Staff (ESSHI funding) includes:
  - Clinical Coordinator
  - 3 FT Social Workers
  - Activities Coordinator, Program Aides, Medication Specialist
- On-site Senior Center with Commercial Kitchen

**Other**
- 50/50 split of developer fee and cash flow with NYCHA
- Prevailing Wage Construction
Community Benefits

- Community bridging through architecture
- Site improvements to the Mill Brook campus:
  - Enhanced green spaces
  - Security improvements
  - Replacement Parking
  - Community Meeting Room
- Provision of vital senior center services for area senior residents (including NYCHA seniors)
- Opportunity to provide accessible, service enriched housing for NYCHA and local seniors needing more regular socialization and care
- NYCHA resident employment and engagement opportunities:
  - Construction
  - Building operations and senior center employment and volunteer opportunities
## Financing Structure: Total Development Cost at a Glance

### Development Sources:

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
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<tbody>
<tr>
<td>LIHTC 4%</td>
<td>$33,344,000</td>
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<tr>
<td>HDC Bonds</td>
<td>$20,720,000</td>
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<td>HDC ELLA Subsidy</td>
<td>$8,745,000</td>
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<tr>
<td>HPD SARA Subsidy</td>
<td>$11,925,000</td>
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<tr>
<td>NYS HHAP</td>
<td>$3,120,000</td>
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<tr>
<td>OER EPA Loan</td>
<td>$200,000</td>
</tr>
<tr>
<td>Accrued Interest</td>
<td>$421,000</td>
</tr>
<tr>
<td>Operating Reserve</td>
<td>$1,221,000</td>
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<tr>
<td>Deferred Developer Fee</td>
<td>$3,894,000</td>
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### Total Development Cost

$83,590,000
## Operating Sources

### RENTAL INCOME  
(Tenant 30% of Income – PBV TO 110%)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>51 Studios</td>
<td>$ 868,428</td>
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<tr>
<td>107 One Bedroom Units</td>
<td>$1,910,592</td>
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<tr>
<td>Laundry Income</td>
<td>$14,310</td>
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<tr>
<td>(less 5% Vacancy)</td>
<td>$138,951</td>
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### SERVICES INCOME

<table>
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<tr>
<th>Description</th>
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<tbody>
<tr>
<td>Empire State Supportive Housing Initiative (48 HH)</td>
<td>$ 744,717</td>
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**TOTAL INCOME**  
$3,399,096

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### EXPENSES

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<th>Description</th>
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<td>Maintenance &amp; Operating</td>
<td>$995,117</td>
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<td>Debt Service</td>
<td>$1,408,271</td>
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<tr>
<td>Program and Social Services</td>
<td>$675,017</td>
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<tr>
<td>ESSHI Overhead</td>
<td>$65,700</td>
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<tr>
<td>Reserves and Deferred Fees</td>
<td>$250,991</td>
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**TOTAL EXPENSES**  
$3,399,096