



Promising Innovations in Permanent Supportive Housing Development

April 8, 2019

Community Housing Network, Inc.

History

Community Housing Network (CHN) was founded in 1987 by the Alcohol, Drug and Mental Health Board of Franklin County to be its housing agency for people with long-term mental health conditions who are able to live independently in the community with supportive services.

In 1998, CHN expanded its mission to provide affordable housing for people with disabilities related to addiction, including people who are or have been chronically homeless. CHN's success in housing chronically homeless individuals resulted in the agency becoming a contract agency to the Continuum of Care of Columbus and Franklin County, which with the support of the Community Shelter Board, coordinates local agencies' efforts to address the needs of homeless people in Franklin County.

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Permanent Supportive Housing Portfolio

- Over 1,200 apartments at more than 140 sites located in 32 zip codes.

Types of Housing

- Homes 
- Rental Subsidy 
- Scattered Site Apartments 
- Single-Site Multifamily Apartments 





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Continuum of Support

- Residential Care Facility   
- 24/7 Supportive Services   
- Service Enriched Housing  
- Housing Supported by Community Services  

Populations Served

- Individuals  and Families  with:
 - Histories of homelessness
 - Serious persistent mental illness
 - Histories of substance abuse

Innovative Finance



Before you innovate:

Solid Foundations

- Development Team
- Financing Partners
- Service Partners
- Community Support

PSH Basics

- Capital
- Operating
- Services
- Community

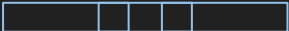


Innovative Finance

Before you innovate:

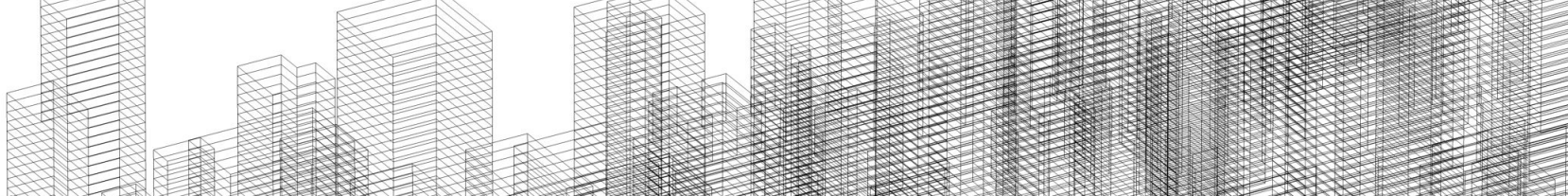
Understand the **population** you are trying to serve

- Interact and seek guidance from representatives of the population
- Talk to experts and practitioners
- Review data and studies
- Service, property management and building needs
- Evidence based practices
- Financing available



Innovative Finance

Why do you need to be financially innovative when developing Permanent Supportive Housing?



Case Study 1: 50 3rd Party Landlords Units

Mainstream Vouchers



Capital: Not Applicable

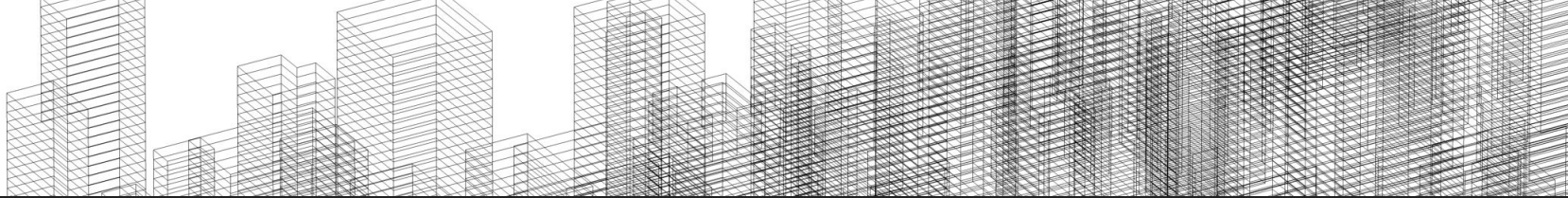
Operations: U.S. Department of HUD Mainstream Housing Choice Vouchers

Services: ADAMH of Franklin County

Population: Individuals with persistent mental illness exiting institutional settings



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Case Study 1: 50 3rd Party Landlords Units

Mainstream Vouchers



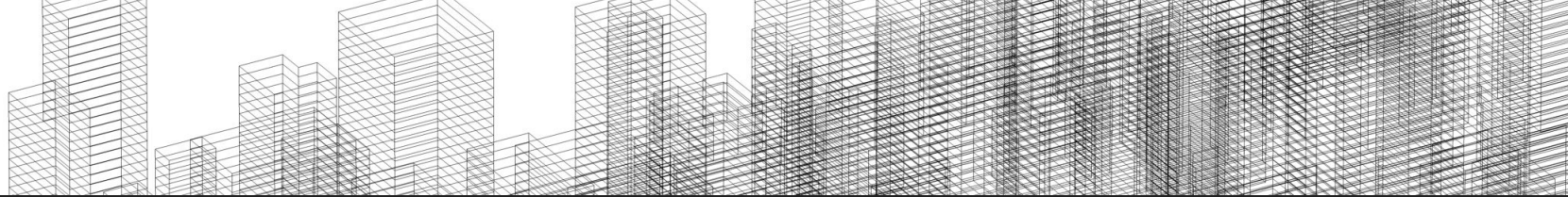
Innovation?

Operations:

- New operating subsidy requires built on systems collaboration
- ADAMH of Franklin County /CHN /CMHA:
 - Housing search facilitation
 - Supportive service facilitation focused on comprehensive wellness and individually tailored services
 - Resident housing retention services and landlord engagement and satisfaction
 - Research of outcomes through third party



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Case Study 2: 414 units in 6 ownerships of scattered site apartments:

CHN Preservation Portfolio



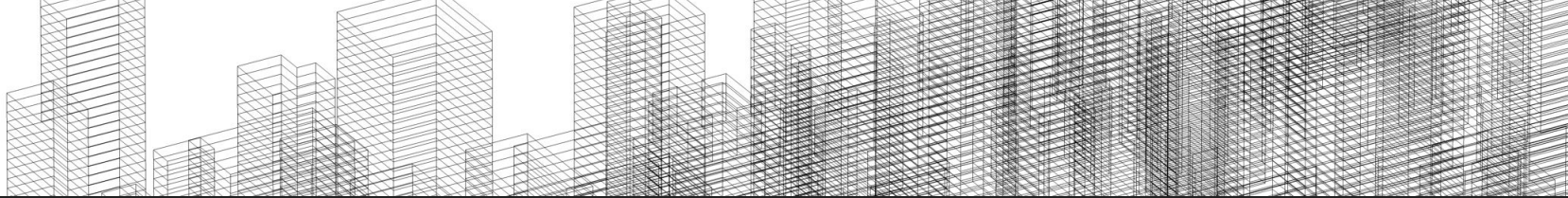
Capital: Combines existing ODMHAS loans with 9% LIHTC, State/County/City HOME, FHLB AHP

Operations: HUD Section 8 and CMHA Project Based Housing Choice Vouchers

Services: Community based service providers funded by ADAMH Board of Franklin County



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Case Study 2: 404 units in 6 ownerships of scattered site apartments:

CHN Preservation Portfolio



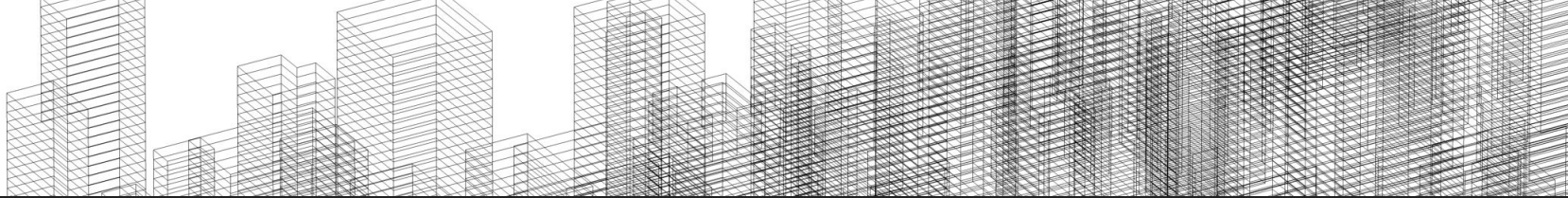
Innovation?

Capital:

- Legislative change to allow first mortgage superior to ODMHAS mortgage
- Six phase strategy agreed upon by key funder partners
- Repaid permanent debt that was due
- Addressed aged building systems and upgrade HVAC, kitchens and bathrooms
- Reorganized ownership into tax credit entities

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Case Study 3: 40 units of Service Enriched Housing:

Laurel Green



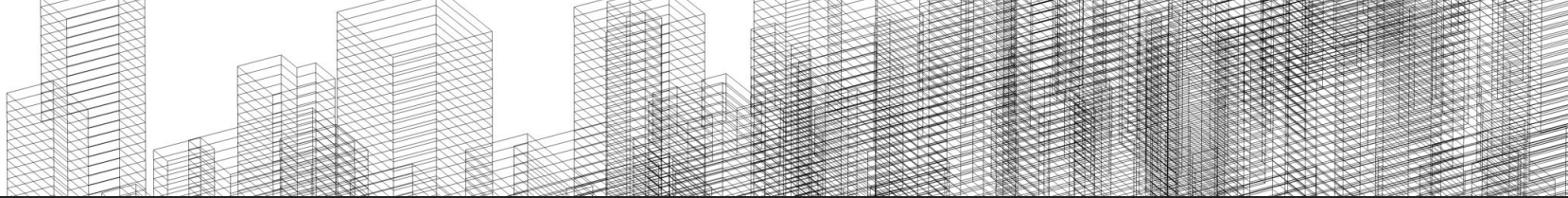
Capital: ADAMH/ODMHAS/4% LIHTC/MF for Bond HDAP/City/County/FHLB

Operating: CMHA Project Based Housing Choice Vouchers

Services: Creation of ADAMH Front Door, ADAMH funded service contracts and reaching into psychiatric hospitals, resident care facilities, and nursing homes to 'move-down' residents to housing with appropriate service levels



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Case Study 3: 40 units of Service Enriched Housing:

Laurel Green



Innovation?

Capital:

- Raising nearly 30% of TDC from ADAMH and ODMHAS resources

Operating:

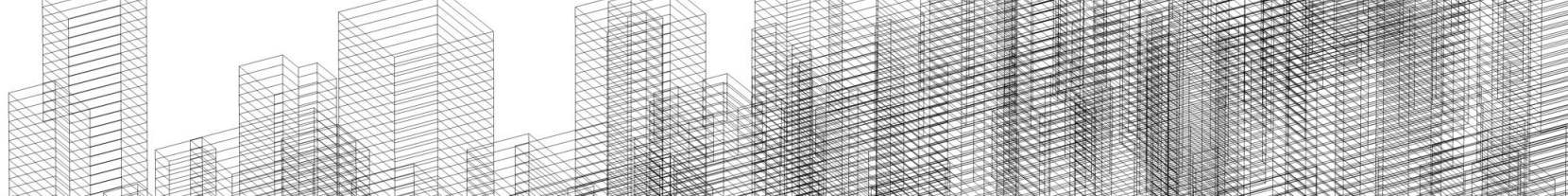
- Single-site multifamily with a resident manager and no 24/7 front desk security

Services:

- ADAMH funded on-site services



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Case Study 4: 24/7 Supportive Housing:

Briggsdale Apartments II



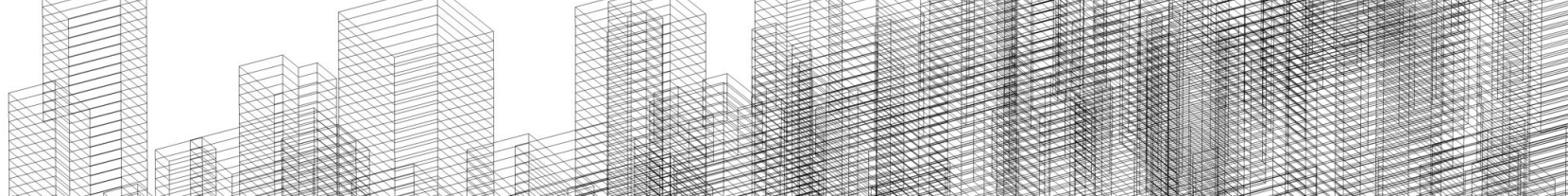
Capital: 9% LIHTC, FHLB, State & City HOME, Governor's Funds

Operating: HUD Continuum of Care Project Rental Assistance

Services: HUD/CSB/Medicaid



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Case Study 4: 24/7 Supportive Housing:

Briggsdale Apartments II



Innovation?

Capital

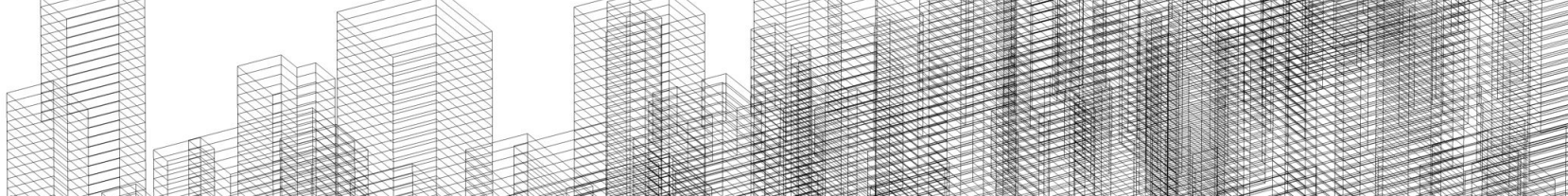
- Governor's Funds

Operating:

- Connecting existing PSH to new PSH to improve operating costs of front desk and services by adding units to existing property



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Case Study 5: PSH for Young Adults:

Marsh Brook Place



40 PSH units for Young Adults between 18 to 24 years of age.

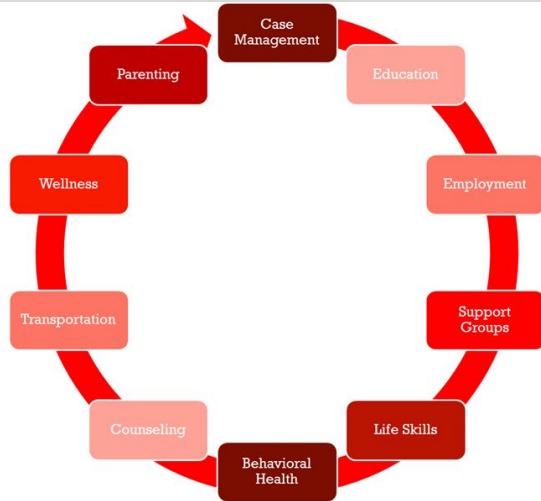
Of the 40 units, 30 one-bedroom intended for couples and 10 two-bedroom apartments intended for young-parents.

All 40 units will be targeted to individuals and heads of households who meet the HUD definition of literally homeless.



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Marsh Brook Place: Innovation?



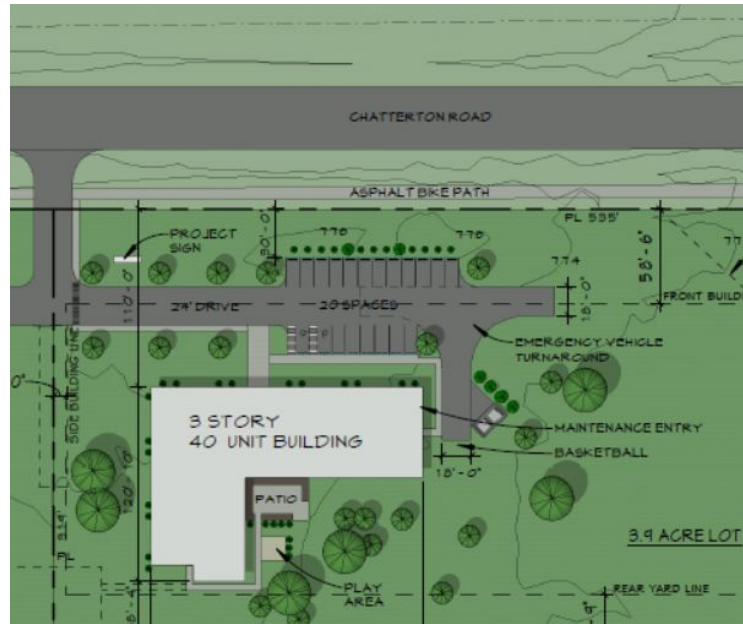
New population and service partner for CHN and new housing type for Huckleberry House.



Marsh Brook Place: Innovation?

Youth participation in many facets of development:

- Site selection
- Building design
- Amenities choices
- Services
- House rules
- Furnishings



Marsh Brook Place			
Development Cost Summary			
Item	Cost	Per Unit Cost	Per SF
Land Acquisition	\$ 227,000	\$5,675	\$5
Hard Costs	\$ 6,265,600	\$156,640	\$151
Professional Costs	\$ 489,993	\$12,250	\$12
Developer Fees	\$ 850,000	\$21,250	\$20
Financing Costs	\$ 420,913	\$10,523	\$10
Operating Reserves	\$ 146,000	\$3,650	\$4
Total	\$ 8,399,506	\$209,988	\$202
Development Source Summary			
Source	Amount		
LIHTC Equity	\$ 6,014,163		
State/County/City HOME	\$ 1,488,713		
FHLB Cin AHP	\$ 500,000		
Deferred Developers Fee	\$ 396,630		
Total	\$ 8,399,506		

***All costs and sources are subject to change and are not final.**

Operating Expense Summary			
Expenses	Amount	Per Unit	
Administrative Expenses	\$ 102,374	\$ 2,559	
Management Fee	\$ 27,862	\$ 697	
Utilities	\$ 52,545	\$ 1,314	
Maintenance	\$ 61,552	\$ 1,539	
Taxes & Insurance	\$ 31,885	\$ 797	
Total	\$ 276,218	\$ 6,905	
Replacement Reserve	\$ 14,000	\$ 350	
Operating Income Summary			
Unit Type	# Units	Monthly Rent	Annual Income
One Bedroom Apartment	30	\$ 750	\$270,000
Two Bedroom Apartment	10	\$ 875	\$105,000
Total	40		375,000

*All costs and sources are subject to change and are not final.

SERVICE INCOME					
Source			Total Amount	Amount/Total Unit	
HUD SHP	\$	210,926	\$	5,273	
ADAMH	\$	211,000	\$	5,275	
Medicaid	\$	46,000	\$	1,150	
CSB Funding	\$	-	\$	-	
VOCA	\$	-	\$	-	
Misc. Sources	\$	5,352	\$	134	
TOTAL	\$	473,278	\$	11,832	
SERVICE EXPENSES					
Item	Cost	Cost/Unit	FTE Assumptions and Comments		
Annual Assessment of Service Needs	\$ 5,744	\$ 144			
Assistance with Moving Costs	\$ -	\$ -			
Case Management	\$ 115,000	\$ 2,875	3.0	2 FTE CSP and 1 FTE Program Managers	
Life Skills Training	\$ 59,800	\$ 1,495	2.0		
Program Activities	\$ 14,000	\$ 350		Baby supplies and cleaning supplies	
Food	\$ 9,400	\$ 235	0.0	Pantry supplies	
Training	\$ 2,500	\$ 63			
Transportation	\$ 16,600	\$ 415		Staff transportation plus bus passes	
Indirect Costs	\$ 110,234	\$ 2,756		0.2 FTE Team Leader, 0.9 Admin (0.9 FTE)+ \$20k	
Front Desk	\$ 140,000	\$ 3,500	4.5	\$12.16 /hour	
TOTAL	\$ 473,278	\$ 11,832	9.5		

***All costs and sources are subject to change and are not final.**