



# Service Planning in Affordable Housing vs. Supportive Housing

This document illustrates the differences between service planning approaches and needs in affordable and supportive housing projects.

ISSUE	AFFORDABLE HOUSING	SUPPORTIVE HOUSING
<b>Reason for Developing Project</b>	<ul style="list-style-type: none"> <li>To provide housing for people who need affordable housing due to low income levels</li> </ul>	<ul style="list-style-type: none"> <li>To provide housing for people who cannot afford housing due to their extremely low incomes and who need services in order to obtain and retain housing</li> </ul>
<b>Populations Targeted</b>	<ul style="list-style-type: none"> <li>Targeting is mainly based on identifying tenants with qualifying incomes</li> <li>Sometimes there is further sub-targeting for particular groups (e.g. seniors, families, special needs)</li> </ul>	<ul style="list-style-type: none"> <li>Targets people who need services in order to maintain housing</li> <li>Typically targets particular subpopulations of tenants based on community need and/or developer or service provider's mission</li> <li>Usually targets people who are homeless or unstably housed and who have one or more disabilities (e.g. mental illness, substance use, HIV/AIDS, etc.)</li> </ul>
<b>Rationale for Providing Services</b>	<ul style="list-style-type: none"> <li>Services enrich tenants' quality of life and help tenants achieve life goals</li> </ul>	<ul style="list-style-type: none"> <li>Services are needed for tenants to retain their housing (i.e. prevent homelessness or institutionalization) and to help tenants achieve life goals</li> </ul>
<b>Who Provides Services</b>	<ul style="list-style-type: none"> <li>Usually sponsor/developer, through its in-house Resident Services department</li> <li>Sometimes services are provided by a service partner, via an MOU or contract</li> </ul>	<ul style="list-style-type: none"> <li>Typically provided by an organization experienced in providing services to the target population in a supportive housing context</li> <li>If sponsor is an affordable housing developer, typically services are provided by contract/MOU with an experienced partner agency that serves as the lead service provider</li> <li>Some developers specialize in developing supportive housing for particular populations and acquire expertise and build organizational capacity to provide their own services</li> </ul>



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<b>When/How Project Service Plan Is Developed</b>	<ul style="list-style-type: none"> <li>• Service plan may be developed during pre-development phase, but is typically refined/revised based on tenant surveys conducted post-occupancy</li> <li>• After building is leased, sponsor surveys tenants to identify tenants' special needs and services tenants want/need (e.g. computer classes, wellness clinics, bingo nights, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Service plan is developed with input from representatives of the targeted tenancy as an integral part of pre-development activities</li> <li>• Based on experience serving the identified target population, sponsor and/or service provider partner are familiar with the service needs of the given population and can anticipate essential services that will be needed in advance of project occupancy</li> <li>• Service plan is revised following occupancy and based on tenant input</li> </ul>
<b>Typical Services Provided</b>	<ul style="list-style-type: none"> <li>• Information and referral to community-based services</li> <li>• Service coordination</li> <li>• Community building and social activities</li> <li>• Educational/vocational activities (e.g. computer lab)</li> <li>• After-school activities (e.g. homework club, computer class)</li> <li>• Child care</li> </ul>	<ul style="list-style-type: none"> <li>• Case management (i.e. assessment, goal setting, relationship building, referral and linkages to community-based services)</li> <li>• Behavioral health services (i.e. substance use and mental health counseling, crisis intervention)</li> <li>• Health services</li> <li>• Support groups</li> <li>• Life skills (e.g. budgeting)</li> <li>• Community building/social activities</li> <li>• Vocational/employment services</li> </ul>
<b>Availability of Services to Tenants</b>	<ul style="list-style-type: none"> <li>• Services available by referral; tenants receive services if they are eligible and services are available</li> </ul>	<ul style="list-style-type: none"> <li>• Services available through formalized relationship (i.e. MOU). Providers commit specific resources to the project's tenants.</li> </ul>
<b>Engagement Strategies</b>	<ul style="list-style-type: none"> <li>• Participation in services is voluntary</li> <li>• Tenants are informed about available services via flyers, notices, meetings, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in services is voluntary</li> <li>• Staff conducts intensive, one-on-one engagement to build relationships with tenants and draw them in to participating in services</li> </ul>
<b>Staffing Levels</b>	<ul style="list-style-type: none"> <li>• Varies greatly. Not uncommon to have one Service Coordinator for an 80- to 100-unit building</li> </ul>	<ul style="list-style-type: none"> <li>• Typically between 10 and 25 tenants per staff person, depending on intensity of service needs</li> </ul>
<b>Typical Services Funding Sources</b>	<ul style="list-style-type: none"> <li>• Services are usually funded through project cash flow</li> </ul>	<ul style="list-style-type: none"> <li>• Project cash flow generally does not cover all needed services</li> <li>• Service provider generally also needs renewable, ongoing sources of public funding to sustain services</li> </ul>

*Please note that the descriptions of affordable housing and supportive housing presented in this document are conceptual. They are not intended to define either type of housing for the purpose of determining whether a project is eligible to request funding from any particular funding source or program.*