HOUSING IS HEALTH CARE:

An In-Depth Look at Denver HCH’s Integrated Model of Care

Wednesday, September 26, 2018
TODAY’S PRESENTERS FROM COLORADO COALITION FOR THE HOMELESS

- **John Parvensky**, President & CEO
- **Lisa Thompson**, Chief Operating Officer
- **Bill Windsor**, Chief Real Estate Officer
- **Matt Mollica**, Vice President of Housing Assistance

- **Moderator**: **Barbara DiPietro**, Senior Director of Policy, National HCH Council
DISCUSSION AGENDA

• About CCH and it’s leadership structure
• Developing housing (portfolio, financing, process)
• Planning & designing projects
• Assessing needs and aligning services
• Delivering services (program models)
• Integrating services and property management
• Q&A
ABOUT CCH

• Health Care for the Homeless -- 13,500 patients, 100,000 visits
  → Primary Care, Behavioral Health, Dental, Vision, Pharmacy – five clinical sites

• Housing Development – 18 developments, 1,800 units

• Rental Assistance – Scattered Site- Fixed site, PSH, RRH, PBV

• Housing Services
  → Assertive Community Treatment (ACT) through Housing First
  → Residential Services and Family Support Services

• Recovery Services, Vocational Services, and Child Care
ABOUT CCH

• Colorado Coalition for the Homeless – Parent and Sponsor
• Renaissance Housing Development Corporation – Developer
• Renaissance Property Management Corp. – Property Management Subsidiary
• Tax Credit Subsidiaries
  → Housing Corporation
  → Limited Partnership
DEVELOPING HOUSING

- 18 buildings
- ~1,800 units
- Mixed-income
- Supportive housing
- Retail and/or services in some spaces
FINANCING PROJECTS

Three Areas of Housing Funding Focus

- Financing to Acquire and Construct Project
- Funding for Supportive Services
- Rental Assistance for Tenants or Operating Subsidies to cover operating costs of property
FINANCING PROJECTS

- Low Income Housing Tax Credits (LIHTC)
- New Market and other tax credits
- Federal, state & local grants & loans
- Foundation funding
- Fundraising
- Housing vouchers
- Income from rent

Step 1: Equity, Bridge Loans & Land Acquisition

Step 2: Building Design & Funding (using Tax Credits, Loans, Grants & Vouchers)

Step 3: Construction & Leasing
DEVELOPMENT PROCESS

**Project Planning**
- 2-3 yrs
- Ideal # units
- Studio v. 1 & 2 BR
- Zoning/parking
- New v. existing space

**Client & Staff Involvement**
- What has worked in past projects
- Feedback loops
- Post move-in comments

**Community Involvement**
- Attend local mtgs
- Build space
- Address myths
- Reps in process

**Project Sustainability**
- Constant process
- Loans to bridge time for tax credits
- Little or no debt
DEVELOPMENT “PRO TIPS”

Partnerships with external agencies
Community meeting space
Neighborhood associations

Ceiling height
Laundry facility
Deadbolt locks
Fire suppression
Building height
Security

Small area fair market rent
Exemptions to city fees
Parking reduction
ASSESSING NEEDS & ALIGNING SERVICES

• Referrals for CCH programs mainly come from our Coordinated Entry System (OneHome)
  → Assigned to specific program upon referral based on VI-SPDAT score

• CCH has some wiggle room if multiple programs have vacancies
  → Work with community partners who know the tenant to better determine need
  → Work with CCH Outreach team if they know referral to get clinical and homeless history

• Internal transfers occur when there is a level of care need change
  → Currently the DLA-20 is used to assess level of care but CCH is in the process of developing a new tool
## Delivering Services: Traditional v. ACT Models

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<th>Model/Client Needs</th>
<th>Caseloads</th>
<th>Number of Clients</th>
<th>Support Staff</th>
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<td>Primary Advantages</td>
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**Model/Client Needs**

- **Funding Sources**
- **Primary Advantages**
- **Safety Issues**

**Caseloads**

- **Number of Clients**
- **Common Challenges**

**Support Staff**

- **Key Benefits**
- **Key Challenges**
INTEGRATING SERVICES & PROPERTY MANAGEMENT

- Natural tension between different roles
- Common goal for safety and housing success
- Co-located with case management staff
- Property management staff employed by CCH
- Training in trauma-informed care
- Address security issues
- **Pro tips:** Regular meetings & standardized leases
STOUT STREET HEALTH CENTER AND LOFTS

- 54,000 sq. ft. Integrated Health Center
- Health, mental health, dental, vision and pharmacy
- 78 permanent supportive housing units on upper floors
STOUT STREET HEALTH CENTER AND LOFTS

❖ **Stout Street Health Center**
  ❖ New Market Tax Credits $4,250,000
  ❖ HRSA Capital Grant $5,000,000
  ❖ Local Capital Campaign $5,000,000
  ❖ Leveraged Loan $3,500,000
  ❖ Other $375,000
  ❖ TOTAL $18,125,000

❖ **Stout Street Lofts**
  ❖ Low Income Housing Tax Credits $12,250,000
  ❖ Denver HOME funds $1,000,000
  ❖ Colorado HOME Funds $1,000,000
  ❖ FHLB AHP $800,000
  ❖ Other $678,036
  ❖ TOTAL $15,728,036

❖ **Grand Total** $33,853,036
QUESTIONS?

• John Parvensky, President & CEO

• Lisa Thompson, Chief Operating Officer

• Bill Windsor, Chief Real Estate Officer

• Matt Mollica, Director, Housing Intake and Placement

• Moderator: Barbara DiPietro, Senior Director of Policy, National HCH Council