

Beyond Housing First: Community Planning and Investment Strategies for Vulnerable Populations

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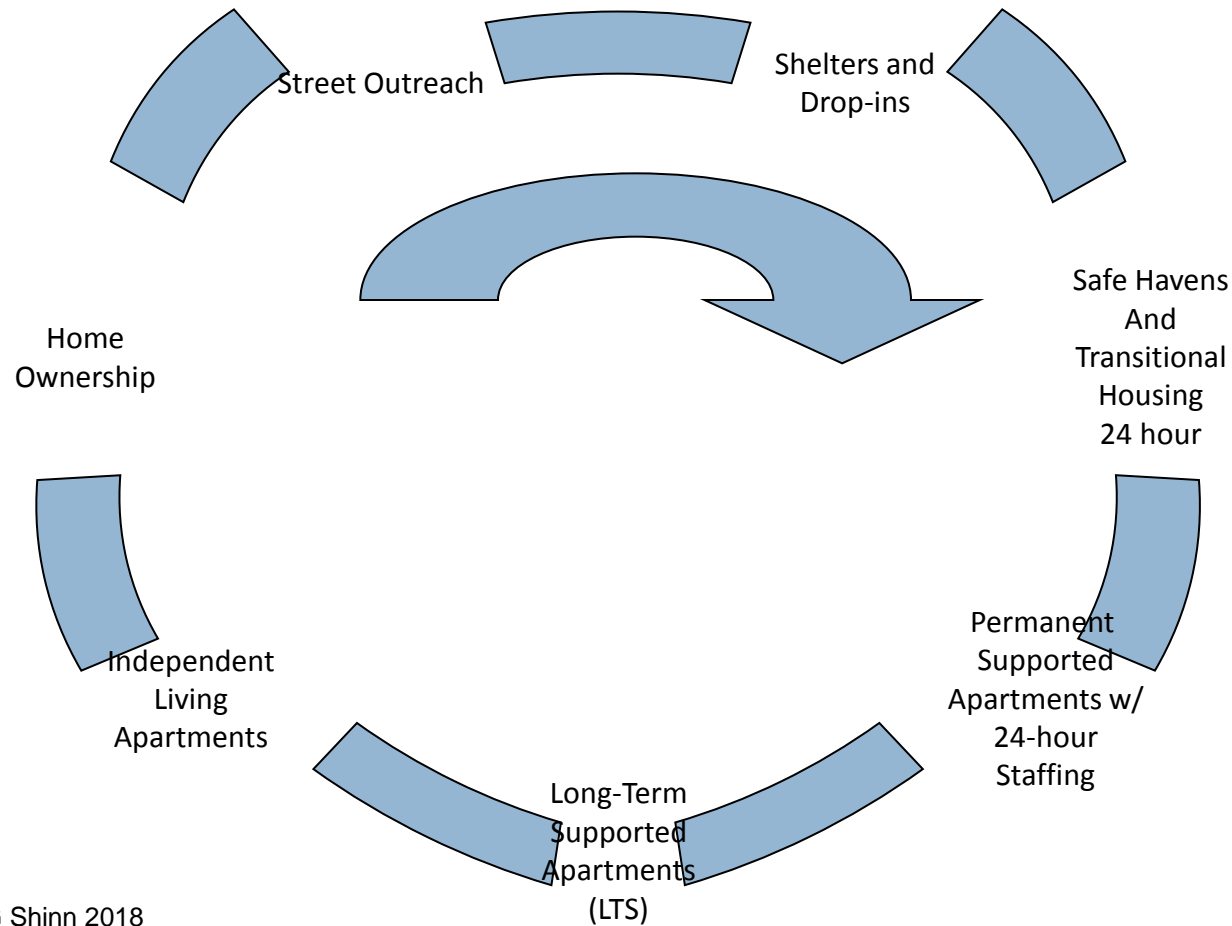


Community Planning and Neighborhood Stabilization

1. **Provide** : Access for Homeless
2. **Prevent** : Homelessness
3. **Preserve** : Affordable Housing Stock

= ***The Mixed Income Model***

The Path to Recovery: Community Reintegration



- **Housing First**
- **Choice and Options!**
- Residents may enter at *any level* in the continuum
- May move within the continuum as desired or clinically indicated
- **Goals:**
 - Increased independence, decreased dependency
 - Greater self-sufficiency
 - Reintegration into the community
 - Social inclusion
 - Decrease stigma
 - Increase quality of life

A Mixed Income-Mixed Population Model Is Self-Sustaining and Stabilizes Neighborhoods .

Portfolio Management by Population: 1,581 total units

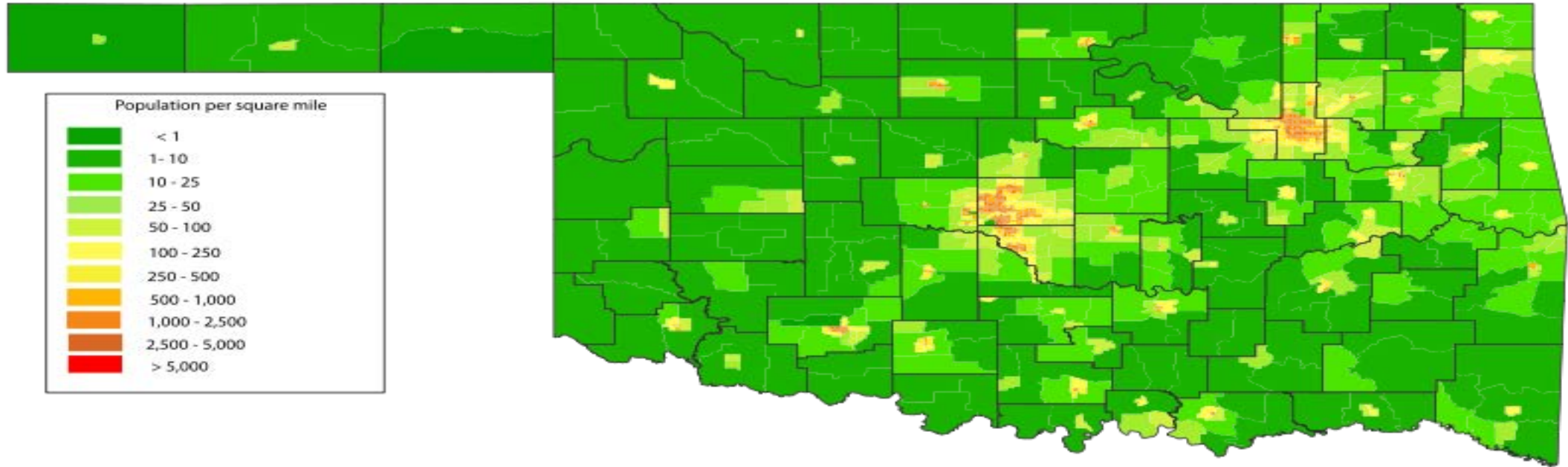
- Housing First/Access for the Homeless (26%)
- Workforce Housing (74%)
- Veterans (13%)
- Homeless Prevention (8%)

A Low-Density Scatter-Site Plan Means All Communities Are a Part of the Solution.

- 1,581 Units (Tulsa-OKC)
- 25 Locations (Tulsa)
- 21 Neighborhoods (Tulsa)

Oklahoma!!

Population at a glance...



	Total State Population	Percent Change 2000 - 2010
<u>2000</u> Census	3,450,654	
<u>2010</u> Census	3,751,351	8.7%

Oklahoma Housing Needs Assessment: 2015

- Annual Population Growth – 0.81%
- Housing Need:
 - 43,942 Homeowner Units
 - 7,454 Affordable
 - 22,879 Rental Units
 - 11,360 Affordable

Partners:

- Oklahoma Housing Finance Agency
- U.S Department of Housing and Urban Development
- Oklahoma Department of Commerce
- University of Oklahoma
- Integra Realty Resources
- DeBruler. Inc.

Source: www.oklahomahousingneeds.org

Out Of Reach...



- National Shortage of 7 million affordable apartments
- 11 million families with “Extremely Low Incomes”
 - Below 30% of Area Median Income
- Only 35 Affordable Units for Every 100 ELI Households
- 75% of these pay more than 50% of income for rent!
- Forced to choose between rent, groceries, healthcare, and other basic needs

Source: National Low Income Housing Coalition 2017



- Advocating for Affordable Housing Development
- NLIHC State Partner
 - Public Policy
 - City/County/State Govt
 - Developers
 - Service Providers
 - Lending Institutions
 - Finance Professionals
 - Developers
 - Economic Development Authorities
 - Housing Authorities
 - Tribal Authorities
 - Tax Credit Syndicators
 - Community Action Agencies
 - Architects
 - Construction/Contractors

Property Management Partnerships

❖ Eastoak Property Management: 850 Units



- CB Richard Ellis: 626 Units
- *Serving the Tulsa MSA since 1978*



❖ Price-Edwards – 105 Units

❖ Formed in 1988 in Oklahoma City with offices in Tulsa.



❖ **1,581 Total Units**

Mental Health Association Oklahoma Housing Development History

❖ 1991- Beginning of housing program

- ❑ 1991- Walker Hall- 12 units
- ❑ 1995- Baltimore- 16 units
- ❑ 1999- Treepoint- 20 units
- ❑ 2002- Terrace View- 41 units
- ❑ 2003- Altamont/12th St Safe Haven- 41 units
- ❑ 2005- Bradstone- 11 units
- ❑ 2006- Belle Arms- 20 units
- ❑ 2007- Ranch Acres Manor- 24 units
- ❑ 2007- Southwind- 8 units
- ❑ 2008- Charan- 20 units
- ❑ 2008- Indianapolis- 16 units
- ❑ 2010 –Royals 10 units

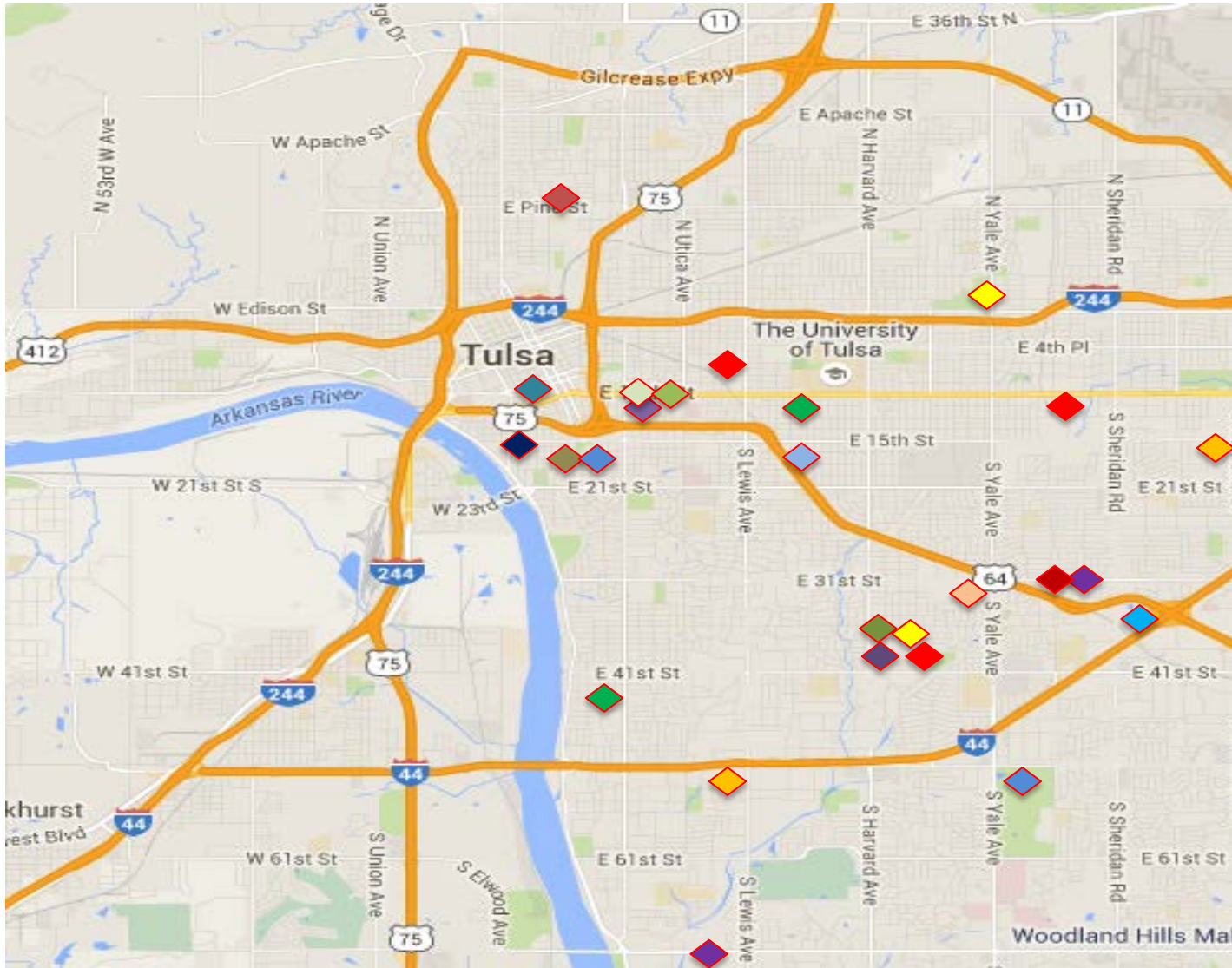


Housing Development Timeline, Cont.

- ❑ 2010- Sheridan Point- 47 units
 - ❑ 2010- Velda Rose- 31 units
 - ❑ 2010- Yale/WD Packard PSH- 76 units
 - ❑ 2011- Cedars- 54 units
 - ❑ 2012- Brighton Park- 120 units
 - ❑ 2013- Autumn Ridge- 182 units
 - ❑ 2013- Abbey Road- 54 units
 - ❑ 2015- Quincy Square- 13 units
 - ❑ 2016 Pheasant Run – 220 units
 - ❑ 2016 Lewiston Apartments – 276 units
 - ❑ 2016 City Gardens Apartments – 134 units
 - ❑ 2016 Frontier Apartments (32 Units - Oklahoma City!)
 - ❑ 2018 Pathways OKC Scattered-Site – 73 Units
- ❖ Total 1,581 units.



MHAOK Map of Housing Locations



Tulsa

**Scattered-site model
1991 – 2017**

**Total 1,476 units.
25 sites in 21
neighborhoods...and growing**

EAST OAK
PROPERTY MANAGEMENT

**(not shown:
Oklahoma City)**

Goals for Unit Mix

❖ Density Rate

- ❑ The number and % of housing units by type
 - Supportive Housing
 - Homeless Prevention
 - Market Rate/Affordable
- ❑ Strategic Plan
 - Goal is 80/20 to 70/30 mix
 - Ratio of affordable market to supportive housing
 - Key is to keep a mixed-income, mixed- population approach for community integration, choice and financial sustainability
 - Choices and options include both Single-site and Scattered-Site PSH

Outcomes



Economic Impact and Housing First Outcomes

Housing Demographics

Analysis of Persons Served 2013 - 2017

❖ Total Persons Served

❖ 2013 = 1,647

❖ 2014 = 1,704

❖ 2015 = 2,676

❖ 2016 = 2,855

❖ 2017 = 3,054

85.4% increase in 5 years!

Housing Demographics

Analysis of Persons Served 2017

Age	Number		Gender	Number	
0-5	136	4.5%	Male	1518	49.7%
6-12	129	4.2%	Female	1536	50.3%
13-17	88	2.9%			
18-24	470	15.4%			
25-44	1186	38.8%			
45-64	773	25.3%			
65+	263	8.6%			
Unk	9	.3%			
TOTAL	3054	100%			

1st time more females served in 2017!

Housing Demographics

Analysis of Unit Mix 2015 – 2017

❖ Density Rate

- 2017 Total 1581 Units
- 26.4% for Supportive Housing
 - 13% Dedicated to Veterans
 - 26.4% for Supportive Housing
 - 28% for Section 8
 - 80% of households below 60% of AMI

**Developing Affordable Housing Options
Equals Creating Jobs.**

Example: Sheridan Point Apartments

February 28, 2018



Sheridan Point



Sheridan Point Apartments

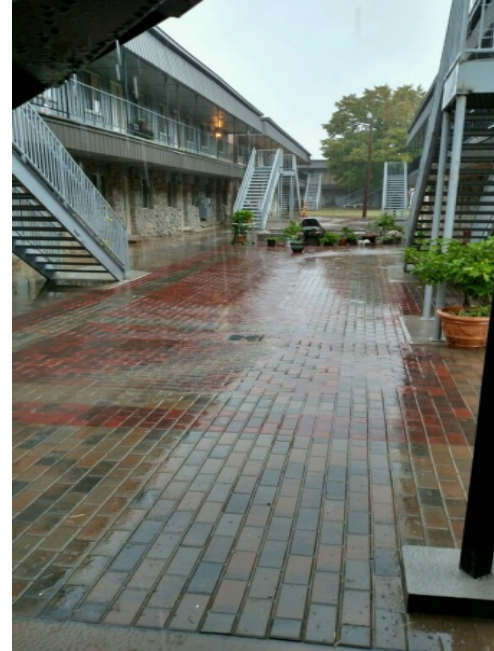
- Acquisition: \$1,250,000 (Private Capital)
- Rehabilitation:
 - ❖ Awarded a \$750,000.00 grant from the Federal Home Loan Bank (FHLB) Topeka, KS Affordable Housing Program in 2014 (\$15,947 per unit, approx. \$21.75 per square ft)
 - ❖ MHAOK contributed \$145,125.00 (\$3,088 per unit, approx. \$4.25 per square ft)
 - ❖ Total Rehabilitation Cost: \$895,125.00 (\$19,045 per unit, approx \$26.00 per sq ft)
 - ❖ Rehabilitation completed in August, 2016

Sheridan Point Apartments

- Scope of Renovation:
 - ❖ New windows
 - ❖ New stairways
 - ❖ New courtyard
 - ❖ Drainage improvements
 - ❖ Creation of accessible units
 - ❖ New Mansard roofs



Before



After

Sheridan Point Apartments

- Scope of Renovation (con't):
 - ❖ Roof and soffit repairs
 - ❖ New office
 - ❖ New doors
 - ❖ New signage
 - ❖ New exterior paint
 - ❖ Parking lot repairs
 - ❖ New fencing



Economic Impact - *Construction*

- ❖ The estimated **one-year impact of building 47 rental apartments** in a typical local area* include:
 - \$5.5 million in local income,
 - \$1.1 million in taxes and other revenue for local governments, and
 - Sheridan Point: 116 General laborers > 5 administrators > 5 Supervisors > 3 Project Managers
- ❖ These are local impacts, representing income and jobs for residents of the typical metropolitan area or nonmetropolitan county, and revenue for all jurisdictions within the local area.
- ❖ One-year impacts include both the direct and indirect impact of the construction activity itself, and the impact of local residents who earn money from the construction activity spending part of it within the local area's economy.

*Source: National Association of Homebuilders 2015

Economic Impact - *Operations*

- ❖ The additional, **annually recurring impacts of building 47 rental apartments** in a typical local area include:
 - \$1.2 million in local income,
 - \$236,000 in taxes and other revenue for local governments, and
 - 27 local jobs
- ❖ These are ongoing, annual local impacts that result from the new apartments becoming occupied, and the occupants paying taxes and otherwise participating in the local economy year after year.
- ❖ They also represent impacts that have been reduced to account for the natural vacancy rate that tends to prevail in multifamily properties.

Economic Impact – *Costs Avoided*

❖ Public Sector Costs Avoided through Housing First

- \$185,000 annually for 19 persons served (Annual costs saving per chronically homeless individual = \$9,736.00₁)

❖ Housing Philosophy:

- Housing First
- Mixed population community
- Extensive supportive services
- Separation of leasing and services

❖ **Approximately 40% (or 19 units) are occupied by residents that have experienced homelessness or have a mental illness and receive supportive services.**

❖ **Housing First participants retention rate was 93%.₂**

1.) The Relative Cost of Homelessness in Tulsa, OK, 2008, Q2 Consulting

2.) H3OK Outcomes Presented to SAMHSA December 2017 Source: Oklahoma Department of Mental Health and Substance Abuse Services

Sheridan Point Apartments

- Operating Revenue and Expenses (8/1/16 to 7/31/17)

Revenue	
Rental Income	\$187,456.00
Rental Subsidy-HUD-HCV	\$ 48,659.00
Miscellaneous	\$ 3,227.00
Grant- HUD-CoC Operating	\$ 30,992.00
Grant- HUD-CoC Services (CM*)	\$ 13,985.00
MHAOK- HUD-CoC Match	\$ 3,496.00
Grant-SAMHSA** H3OK Services*** (CM)	\$ 22,020.00
Total	\$309,835.00

Gross Operating Income	\$ 56,088.00
Capital Reserves	\$ 19,740.00
Net Operating Income	\$ 36,348.00

*CM (case management)

** SAMHSA (Substance Abuse and Mental Health Services Administration)

***H3OK (Health, Housing and Honor for Oklahoma)

Expenses	
Salaries	\$ 91,049.00
Utilities	\$ 70,332.00
Maintenance	\$ 61,648.00
Insurance	\$ 19,836.00
Services Expenses	\$ 3,199.00
Miscellaneous	\$ 7,683.00
Total	\$ 253,747.00

Revenue per Unit	\$ 6,592.23
Expenses per Unit	\$ 5,398.87
Capital Reserve per Unit	\$ 420.00

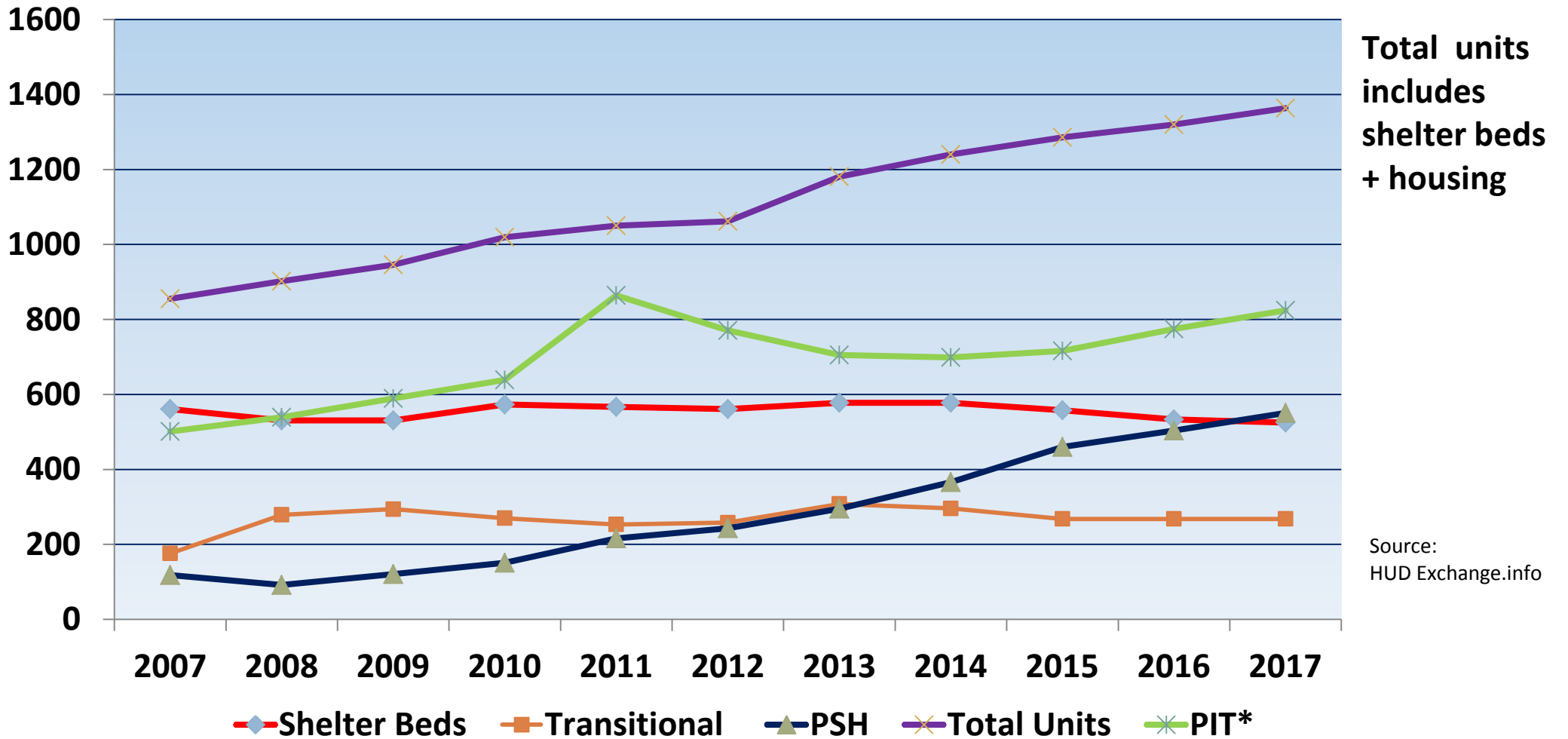
Sheridan Point Apartments

- HUD Funding and Impact (8/1/16-7/31/17)

	Funding	Impact
Rental Subsidy-HUD-HCV/HUD-VASH	\$ 48,659.00	Provides rental assistance and/or services to over 20 units at once time occupied by residents, many of whom may have been homeless, have a mental illness or are a veteran
Grant-HUD-MAP	\$ 30,992.00	Provides much needed operating subsidy to cover operating expenses
Grant-HUD-LTS	\$ 13,985.00	Provides rental assistance and extensive supportive services to over 12 units at one time occupied by residents who are previously homeless or have a mental illness
Total HUD Funding/Impact	\$ 93,636.00	



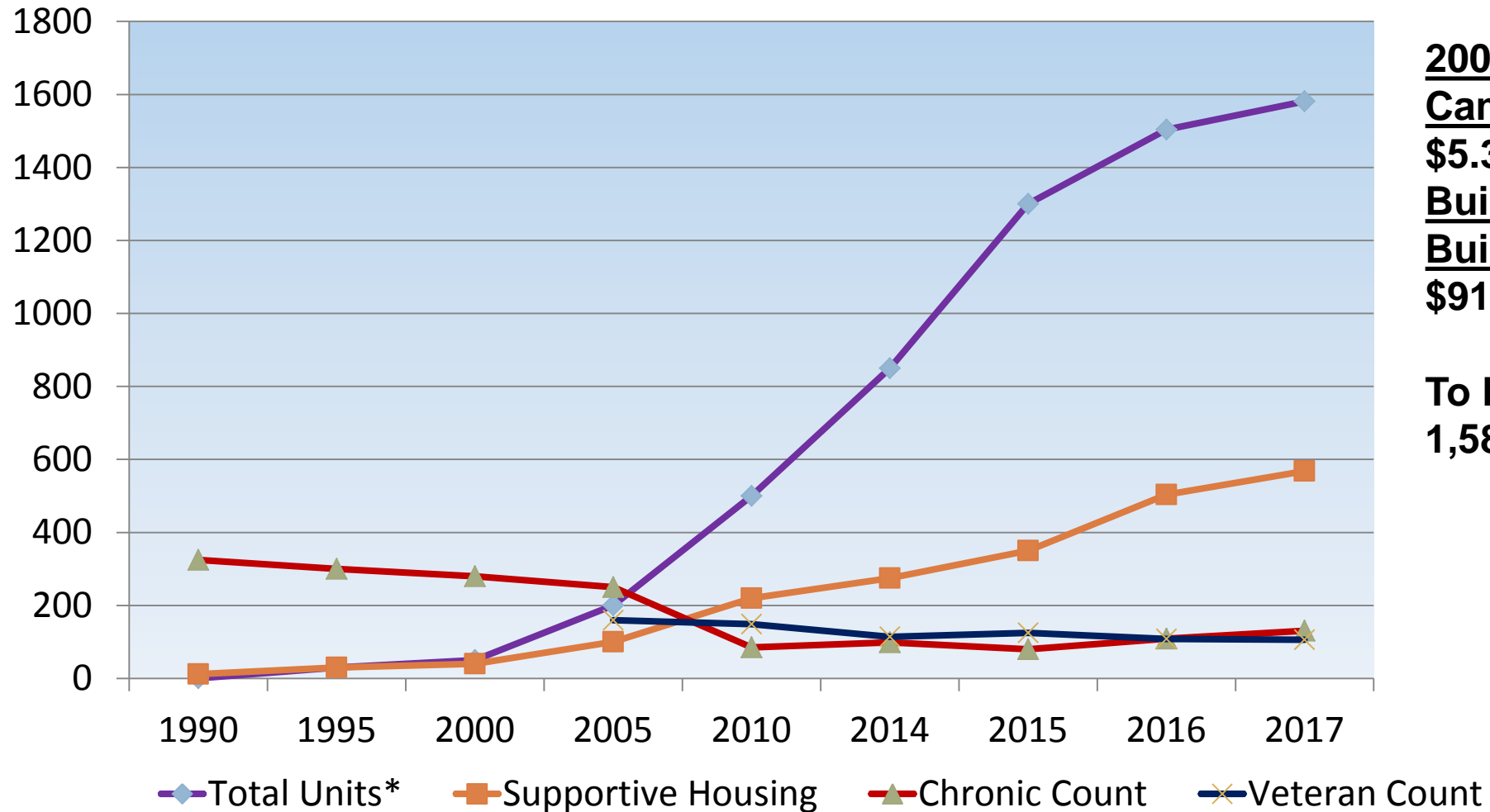
Housing Inventory Chart Tulsa CoC 2009 – 2017



*PIT (Point in Time) = Total Sheltered and Unsheltered

Housing Growth, Veterans and Chronic Count 1990 – 2017

*



2001 Capital Campaign
\$5.36 Million
Building Tulsa
Building Lives:
\$91.4 Million

To Date:
1,581 units

***MHAOK Portfolio 1990 – 2017**

Tracking Economic Impact

- ❖ **\$56,196,046 Total raised and spent**
- ❖ 1,581 Total Units
- ❖ Acquisition
- ❖ Rehabilitation
- ❖ New Construction
- ❖ \$35,515 Average Cost Per Unit (1,508)

Tracking Economic Impact

❖ **\$35,693,056 Total Leveraged**

❖ Operating Grants

❖ Capital Grants

❖ Public Sources

❖ Private Sources

❖ Private  Leverages Public

❖ Public  Leverages Private

Tracking Economic Impact

- ❖ **\$15,538,656 Total Cost Reductions**
- ❖ Reduction in Chronic Homeless Count
- ❖ Annualized Costs Savings Since 2007



SAVINGS TO TAXPAYERS!

Tracking Economic Impact

- ❖ **\$53,391,680 Total Economic Activity**
- ❖ **Jobs Created Through New Construction and Rehabilitation** (Last 5 Projects = 426 Jobs)
- ❖ **Direct, Indirect and Induced Economic Activity**

(Tulsa and Oklahoma City Chambers of Commerce Projections)

Tracking Economic Impact

❖ **\$56,196,047 Acquisition/Rehab, New**

❖ **\$35,693,056 Total Leveraged Grants**

❖ **\$15,538,656 CH Cost Savings**

❖ **\$53,391,680 Total Economic Activity**

\$160,819,439 Total Impact !!

...and still growing

What's Next?

- ❖ **Legacy Plaza 2017 – 2018**

- ❖ **Statewide Headquarters**

- ❖ **Altamont Apartments 2018**

- ❖ **39 units (Disability Access)**

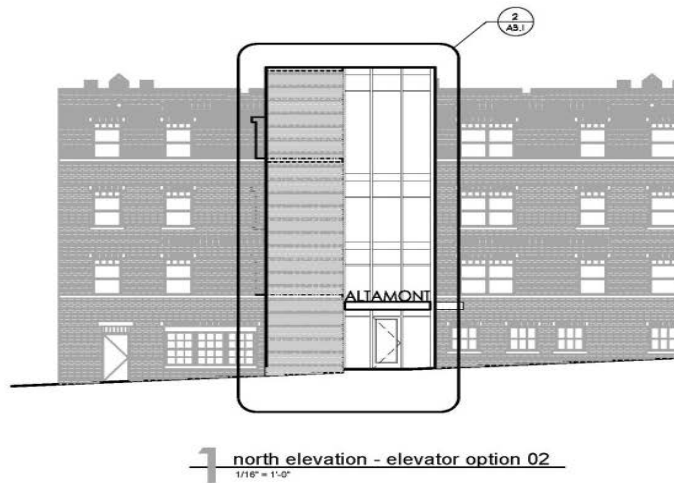
- ❖ **HOME + NHTF + Private**

The New Legacy Plaza!



2016 – 2018 Planned Development Including 70 New Units

Altamont Apartments



SUMMARY

- Strategies for Community Investment Must Take A Broad View
- Intentional Community Planning Can Create Access For Many
- Partnerships include, National, State, County, City, Private
- Many Styles and Locations of Housing Increases Self-determination
- Economic Opportunity Creates Hope and a New Sense of Identity – *Hire the Homeless!*
- Affordable Housing Development Creates Jobs!
- Carefully Track Outcomes and Return on Investment

THANK YOU and Questions!!

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A Meaningful Role in Housing for the Homeless



What Private Foundations Can Do

Zarrow Family Foundations

A Serious Commitment to Address Homelessness in Tulsa, Oklahoma since 2007, funding:

- Collaborative Infrastructure
- Housing Acquisition
- Supportive Services
- General Operating Support
- Public Policy and Public Relations
- Built for Zero

Collaborative Infrastructure

A Way Home For Tulsa

- 23 Tulsa area nonprofits and government entities involved in ending homelessness
- Serves as the Continuum of Care Coordinating Council
- Development of a common assessment, coordinated entry, and comprehensive Case Management
- Supporting HMIS, a Housing Resource Specialist and the PIT count
- Foundation Investment: \$700,000+



Housing Acquisition

- Building Tulsa Building Lives - \$69,473,000
 - \$18,638,000 from governmental sources
 - City of Tulsa HOME funds
 - State of Oklahoma stimulus funds
 - HUD funds
 - Council on Government transportation funds
 - \$28,435,000 from the Zarrow Foundations
 - \$22,400,000 other private foundations/individuals
- Other Zarrow Foundations investments in housing acquisition
 - Youth Services of Tulsa - \$1,500,000
 - Day Center for the Homeless - \$1,300,000
 - Domestic Violence Shelters - \$1,150,000
 - Tulsa Habitat for Humanity - \$2,000,000

Supportive Services

- Rental Assistance/Homeless Prevention - \$410,000
- Rapid Rehousing - \$300,000
- Transitional Housing - \$975,000
- Case Management - 271,000
- Transportation - \$500,000
- Addiction Prevention Programs - \$485,000
- Legal Assistance - \$705,000
- Medical Care - \$500,000
- Shelter Services - \$575,000

TOTAL: \$4,721,000

General Operating Support

- Mental Health Association of Oklahoma - \$2,510,000
- Day Center for the Homeless - \$670,000
- Youth Services of Tulsa - \$535,000
- Domestic Violence Intervention Services - \$265,000

Public Policy and Public Relations

- Oklahoma Policy Institute
 - Felonies and Affordable Housing programs
- Oklahoma Watch
 - Mental Health Services in Oklahoma
- Professional Public Relations Services



Built for Zero

Putting it All Together

- Creating a sense of urgency
- Aggressive goals for housing veterans and the chronic homeless
- Large-scale community buy-in
- A focus for A Way Home for Tulsa organizations
- Monthly reporting
- Developing a culture of rare, brief and non-recurring
- Housing 1,000 veterans and chronic homeless

Current Projects

Legacy Plaza

- Program Related Investment (PRI)
- Multi-tenant condominium development
- Nonprofit administrative and program offices
- Affordable housing
- Co-located nonprofit offices



Boomtown Development Company

- Tulsa Habitat for Humanity housing development company increases their capacity to build up to 150 homes a year by 2022 along with additional support services for low-income families.

The Zarrow Family Foundations

For more information, please contact:

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