



RESEARCH REPORT

Building and Launching Tiny Homes as Permanent Supportive Housing

Outcomes Study for Housing First Village in Bozeman, Montana

Amanda Gold

Clare Salerno

Corianne Payton Scally

with Wilton Oliver

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Executive Summary

Tiny homes are gaining popularity as a possible model to house people who have experienced homelessness. In Bozeman, Montana, partners have come together to build Housing First Village (HFV), a community of 19 tiny homes that provide permanent supportive housing (PSH) for people experiencing chronic homelessness.

- **Permanent supportive housing** combines affordable housing and supportive services to enable access to stable housing as a foundation for health, recovery, and personal growth (CSH 2013). PSH targets improved outcomes for people experiencing chronic homelessness or who are at risk of homelessness; is affordable; provides an identical lease to other rental housing that is not time limited; provides optional, flexible, and comprehensive services to tenants that align with their needs; and engages housing and health partners in regular communication and collaboration.
- **Tiny homes** are 400 square feet or smaller, can be on wheels or a permanent foundation, and should be built to local building standards. Although the tiny-home movement appears to be led by young, white tiny-home and often high-income owners, owners are diverse, and new communities for people experiencing homelessness are cropping up across the US to provide permanent and transitional housing and services (Brown 2016; Jackson et al. 2020). The efficacy of this model of housing and services for people experiencing homelessness has not been extensively evaluated.

This report is the second and final installment of a two-year study focused on the development of HFV. The first report, published in August 2020, details early successes and challenges faced during HFV's implementation, such as securing project funding, building cross-sector partnerships, siting the homes, and designing and testing the prototype homes (Sally et al. 2020). This report documents the final program design and service model developed between September 2020 and September 2021, leading up to the November 2021 opening for the tenants of the community's first 12 units. It covers securing partners, finalizing housing design and site layout, identifying and recruiting prospective tenants, coordinating and accessing supportive services, and financing. Each section also provides a baseline assessment of how HFV performed at launch across five key aspects of PSH program quality (CSH 2013): being tenant centered, accessible, coordinated, integrated, and sustainable. These are each explained at the beginning of the report. Lastly, partner reflections and recommendations provide insights for other organizations and communities considering a similar program. Because tenants did not begin moving into homes until November 1, 2021, this report does not focus on resident outcomes

related to housing stability or health. The COVID-19 pandemic created delays in constructing the homes and housing residents.

Building and Launching Tiny Homes as Permanent Supportive Housing

Tiny-home communities are being piloted across the US as a method for providing permanent and transitional housing and services to people experiencing homelessness. Housing First Village (HFV) is a new community of 19 tiny homes in Bozeman, Montana, seeking to draw upon best practices to create permanent supportive housing (PSH) for people experiencing chronic homelessness or frequent users of emergency shelters, hospitals, and jails. Led by the Human Resource Development Council of District IX (HRDC), HFV aims to keep tenants stably housed by providing them a safe, dignified, and permanent home between 187 and 358 square feet with access to voluntary service supports based on tenants' needs. Many organizations from the Bozeman area have also contributed to planning and implementation by assisting with tenant identification, fundraising and advocacy, housing design and construction, technical assistance, and the provision of supportive services.

Partners hope HFV will achieve several goals for tenants and the broader Bozeman community. One key metric for HFV's success will be whether people remain stably housed while enrolled in the program. Through stable housing and supportive services such as case management and access to health care, some partners also hope to improve tenants' physical health, mental health, and self-sufficiency. Regarding the Bozeman community more broadly, some partners also discussed a secondary goal for HFV to strengthen partnerships and data sharing between the housing, health, and county jail systems. Creating city-wide efficiencies was another goal. By keeping people stably housed, project partners hope that HFV tenants may decrease their use of the emergency housing, health, and jail systems, thus reducing the costs of these expensive systems and services.

This report covers the following topics:

- study methodology
- assessing milestones and program quality at baseline
- securing partners
- designing a village and constructing homes
- identifying and recruiting prospective tenants
- coordinating and accessing supportive services

- funding development, operations, and services
- replicating the model (partner recommendations)

Study Methodology

We used various qualitative data collection techniques, including interviews, meeting observation, and document review. We conducted in-depth interviews with 10 people in eight organizations, two in February 2021 and the remainder in August and September 2021. We identified participants in consultation with HRDC, prioritizing those who were involved in site planning and design or would be providing direct services to tenants. Our interviews focused on tenant identification, selection, and recruitment; housing design, construction, and site layout; case management and other services; and project financing. We also collected data while observing meetings with key project stakeholders pertaining to tenant identification, service planning, and housing permitting and construction (September 2020 through January 2021). Monthly phone calls with HRDC and Fannie Mae and monthly calls with HRDC (September 2020 through September 2021) also provided data for this report. Finally, we relied on program documents relevant to the final program model, including the site layout plan submitted to the City of Bozeman Planning Division, deidentified data-sharing results used for tenant identification, draft versions of the Housing First Village Operations Manual and HRDC's guidebook for other communities, and local news articles (HRDC 2021).

Assessing Milestones and Program Quality at Baseline

During HFV's two-year pilot phase, from June 2019 to June 2021, the goal was to build the first 12 homes of the village community. But the COVID-19 pandemic delayed the timeline for construction. Fannie Mae extended the deadline to meet the contracted implementation milestones to November 1, 2021. Table 1 provides an overview of these milestones, showing that HRDC met each within the extended time frame.

TABLE 1

Annual Milestones for Housing First Village Pilot Implementation, 2019–21

Milestones	Year 1 (June 2019– June 2020)	Year 2 (June 2020– November 2021)
Data-sharing agreement in place	✓	
Adoption of local and state regulations allowing tiny homes ^a	✓	
Site selected and secured	✓	
Capital stack committed		✓
Operations funding model determined		✓
Tenants identified		✓
12 homes constructed		✓
12 occupancy certificates received		✓
Guidebook published		✓

Source: Project contract and scope of work.

Notes: These milestones are for Housing First Village implementation only and do not include any of the learning and evaluation deliverables. The development of the prototype tiny home occurred before the pilot started.

^aBecause of COVID-19, we were not able to interview anyone about state regulations related to tiny homes.

In addition to the contracted milestones for developing the homes, it is important to understand and assess the quality of the supportive housing that will be offered through HFV. The Corporation for Supportive Housing (CSH) has developed a rubric—called the Dimensions of Quality Supportive Housing—that can be used to assess baseline supportive housing program quality (CSH 2013). The CSH guide is intended to apply to all supportive housing communities, ranging from rural to suburban and urban, as well as from tiny-home villages like HFV to scattered-site apartments. By their standards, quality PSH projects are as follows:

- **Tenant centered.** Every aspect of housing focuses on meeting tenants' needs
- **Accessible.** Tenants of all backgrounds and abilities enter housing quickly and easily
- **Coordinated.** All supportive housing partners work to achieve shared goals
- **Integrated.** Housing provides tenants choices and community connections
- **Sustainable.** Housing operates successfully for the long term

These five qualities should be reflected in all components of a project, including project design and administration, property and housing management, supportive services, and community (CSH 2013). We use this framework to assess program quality through the remainder of the report, providing details on how HFV's different components—securing partners, housing design and construction, tenant identification and recruitment, supportive services, and financing—meet these quality standards. For each component, we assign a rating of low, moderate, or high based on how many of the specific CSH criteria were met. Areas that met no more than one-third of the criteria were rated as low, those that

met at least one-third were scored as moderate, and those that met more than two-thirds of the criteria received a score of high.

CSH metrics that were explicitly about activities that occurred after tenant move-in were excluded because the data collection period ended before tenant occupancy. Additionally, our study could not capture information across all metrics of PSH quality. The complete list of metrics included in and excluded from this study, including the rationale for exclusion, is available in appendix A. Below, we summarize how HFV scores across all applicable metrics. Details regarding how we calculated the scores (i.e., the number of CSH criteria that were met) are included in each of the subsequent sections of the report. Partners should continue to monitor how the program continues to adhere to all the CSH dimensions of quality as tenants occupy homes and engage with services.

TABLE 2
Assessing Housing First Village against Permanent Supportive Housing Quality Metrics

Standard	Definition	Score
Securing partners		
Tenant centered: Commitment to supportive housing goals	The lead organization has clearly established and committed to goals for the supportive housing. Additional partners, such as landlords, housing and property managers, and service providers, are selected for their ability to help achieve tenant and overall supportive housing goals.	High
Accessible: Coordinated access	The supportive housing partners participate in or lead community efforts to coordinate access to housing.	Moderate
Coordinated: Roles and responsibilities	Roles and responsibilities for each supportive housing partner are clearly defined in writing to support the supportive housing's overall success. ^a	High
Coordinated: Communication	Staff members regularly communicate regarding their roles and the coordination of their efforts.	High
Integrated: Community dialogue	The supportive housing project partners are active in ongoing community dialogue and activities.	Moderate
Sustainable: Community planning	The supportive housing project partners coordinate with larger community efforts, aligning with and furthering the achievement of related community plans.	High
Sustainable: Provider partnerships	The primary service provider has established links with other service-providing organizations to ensure tenants have ongoing access to comprehensive services.	High
Housing design and construction		
Tenant centered: Tenant-driven planning	Tenants are part of the team creating the supportive housing project, providing meaningful and ongoing input during the project's planning phase.	Moderate
Tenant centered: Privacy and living space	Housing unit and building features meet needs that prospective tenants identified during project planning, including privacy, household activities, and community interaction. ^a	High
Accessible: Affordable	Housing units are affordable to tenants on an ongoing basis.	High

Standard	Definition	Score
Accessible: Location	Housing units are located within neighborhoods that meet tenants' needs, including safety and security, and are located near opportunities for employment, schools, services, shopping, recreation, and socialization.	High
Accessible: Transportation	The housing unit's location provides easy access to public transportation with reasonable frequency, or alternate transportation options are provided to tenants.	High
Accessible: Physical accessibility	The housing unit, building, and any associated common areas accommodate people with special needs.	High
Integrated: Appearance	The supportive housing is attractive in appearance, and the unit or building maintains or exceeds community standards.	High
Tenant identification and recruitment		
Accessible: Housing First	The supportive housing entrance process supports quickly moving people into housing from such settings as the streets or shelters, without preconditions of treatment acceptance or compliance.	High
Accessible: Application process	The application process for the supportive housing project is streamlined, clearly stated, and separate from any assessment for services.	High
Coordinated: Targeting units	The supportive housing partners prioritize people who are vulnerable or who are high utilizers of existing systems (e.g., hospitals, jails, and shelters) for all or a portion of available units.	High
Supportive services		
Tenant centered: Service design	All members of tenant households will have easy, facilitated access to flexible and comprehensive supportive services. Tenants will be involved in choosing the services they would like to receive. The specific services and their intensity can vary over time, based on changing tenant needs. ^a	High
Accessible: Housing outreach	The service provider ensures that there are assertive outreach and inreach efforts to facilitate the ability of people living on the streets, in shelters, or in institutions to access the supportive housing.	High
Accessible: Availability of services	Service staff members will ensure that tenants are aware of available services and that service hours and locations will be convenient. ^a	Moderate
Financing		
Sustainable: Capital funding	The financing of the supportive housing is structured to preserve its long-term affordability for tenants.	High
Sustainable: Rent subsidies and operating funding	Long-term rental subsidies are in place to ensure affordable tenant rents and adequate income to cover operating expenses.	Moderate
Sustainable: Efficiency	The housing's design and operation incorporates features designed to increase efficiency and reduce ongoing expenses.	Moderate

Sources: Corporation for Supportive Housing (CSH), “*Dimensions of Quality Housing*” (New York: CSH, 2013); interviews with program partners and document review; HRDC, “*Housing First Village Guidebook*” (Bozeman, MT: HRDC, 2021); and Corianne Payton Scally, Amanda Gold, Wilton Oliver, and Clare Salerno, *Implementing Tiny Homes as Permanent Supportive Housing* (Washington, DC: Urban Institute, 2020).

^aThis metric was modified to apply to Housing First Village before tenants moved into housing. These metrics should continue to be monitored during program implementation to ensure that standards continue to be met.

Securing Partners

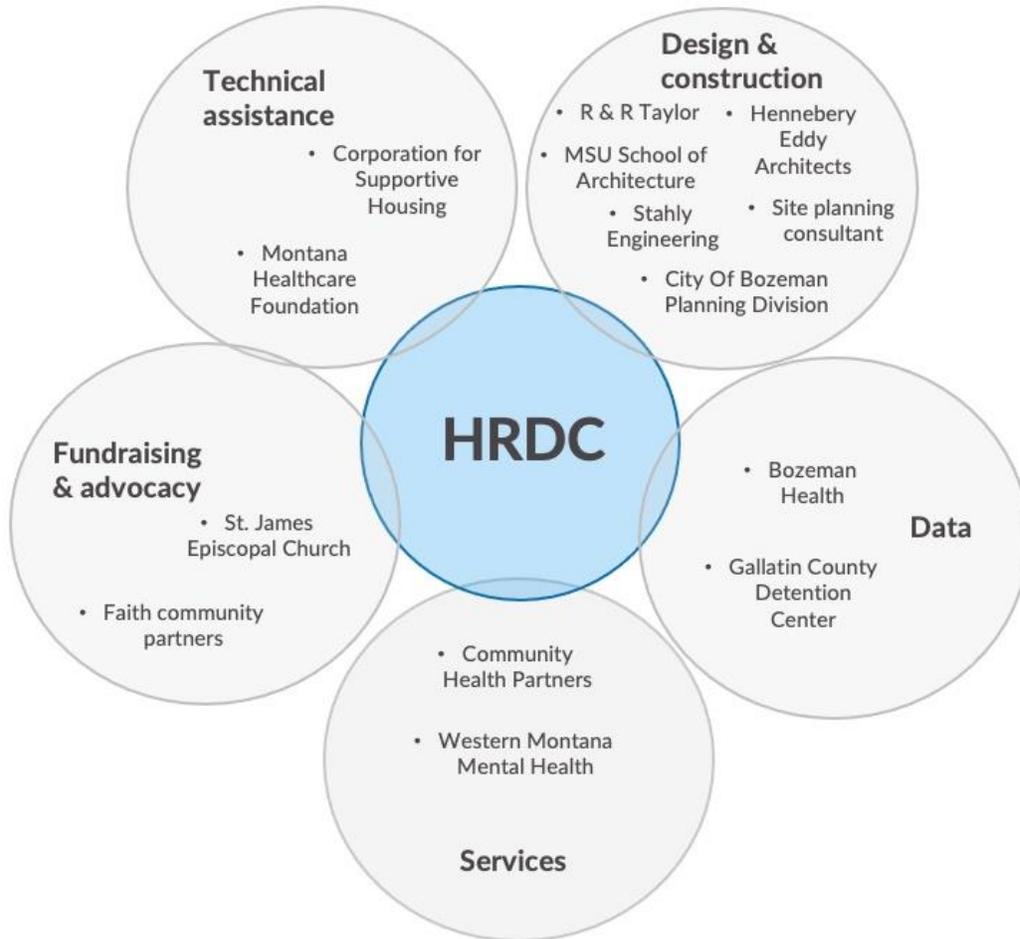
Housing First Village began as an effort by a core group of early partners to provide stable, high-quality tiny homes to people experiencing chronic homelessness in Bozeman. The initial team included St. James Episcopal Church and the Montana State University (MSU) School of Architecture, followed by HRDC and potential Housing First Village service providers. The contract with Fannie Mae and the Urban Institute's evaluation began in summer 2019.

The collaborative structure of the Housing First Village team includes several partners (figure 1). HRDC is the lead partner, responsible for providing, managing, and maintaining the tiny homes. It will also manage tenant outreach and recruitment and provide tenants case management services. Additional partners are participating in other areas and include the following:

- **Services.** Community Health Partners (CHP) will provide health service navigation, primary care, behavioral health, dentistry, and counseling services. As a local Federally Qualified Health Center (FQHC), CHP is familiar with many of the people who experience homelessness in Bozeman, some of whom may become tenants in HFV. Western Montana Mental Health will provide client-centered, recovery-oriented mental health service delivery and coordination (also known as Assertive Community Treatment, or ACT) to interested and qualifying tenants. In addition to key service partners, the project is supported by eight additional organizations.
- **Fundraising and advocacy.** St. James Episcopal Church continues to leverage strong community ties to help with project fundraising and community support.
- **Design and construction.** The Planning Division of the City of Bozeman's Community Development Department is the primary city government partner and was responsible for approving site layout and housing design. The MSU School of Architecture developed the designs for two of the tiny homes. Local firms Hennebery Eddy Architects Comma-Q Studio and Stahly Engineering were responsible for the design and engineering components of the site layout and contributed to tiny-home design and construction.
- **Technical assistance.** Corporation for Supportive Housing (CSH) received funding from The Montana Healthcare Foundation to provide technical assistance and peer learning opportunities to HRDC on implementing permanent supportive housing.
- **FUSE data.** Bozeman Health and the Gallatin County Detention Center both shared data to help with tenant selection, with Bozeman Health providing additional support with outreach to prospective tenants. FUSE (the Frequent Users Systems Engagement) is a model for identifying

and providing supportive housing for people who frequently engage with emergency services in the jail, medical and mental health, and homeless response systems. Over the past two years, HRDC, Bozeman Health, and CHP have worked with CSH to create a priority list of people who are high users of the homeless, emergency health, and jail systems.

FIGURE 1
Housing First Village Partners



Assessment of Quality PSH Metrics for Securing Partners

Throughout the pilot period, partnership development stood out as a key strength of HFV. HRDC engaged project partners through email updates, regularly held meetings, and held in-person and virtual events. As a result, HRDC and project partners repeatedly and explicitly articulate shared supportive housing goals and scored moderate or high across all applicable metrics for PSH quality listed in table 3.

This early and ongoing partner engagement has built trust and prevented service gaps. Service provider partners have signed memorandums of understanding to clarify roles and responsibilities. Partners appreciated HRDC’s leadership and felt engaged at the right points in the process and when their input was most needed. One partner observed that HRDC was able to engage the service network in Bozeman “without overburdening the local community.” Regular meetings among various stakeholders helped partners stay up to date, maintain momentum, and refine processes.

The partnership also received support from the city government, which helped HFV avoid unnecessary delays. The city’s Housing Action Plan identified a need for more housing available to people with very low or no income. It also included specific recommendations to allow for smaller unit types because they may be cheaper to produce and be available at more affordable rents. Because of this commitment from the city, the Planning Division believed in the importance of HFV and helped the team navigate challenges and setbacks to ensure the site plan was approved. It also came up with solutions to expedite certain sections of the review process to make up for delays.

TABLE 3
Assessing Housing First Village against Permanent Supportive Housing Quality Metrics
Securing partners

Metrics	Score
Tenant centered: Commitment to supportive housing goals	High
Leadership and key staff members at the lead organization articulate the goals of the supportive housing and targeted tenant outcomes.	✓
These goals and target outcomes have been shared with all supportive housing partner organizations.	✓
Accessible: Coordinated access	High
The supportive housing partners participate in a designated community process to coordinate access to housing, including the use of coordinated referrals and triage, common applications, common entrance criteria, and centralized waiting lists.	✓
The supportive housing partners participate in or lead efforts to ensure that community application processes, documentation of eligibility, and intake processes are streamlined and efficient so that applicants are not asked for the same information on multiple occasions.	✓
Coordinated: Roles and responsibilities	High
There are written descriptions of each supportive housing partner’s role, including, at minimum, the project sponsor, housing or property manager, and supportive services provider.	✓
These descriptions detail each partner’s responsibilities.	✓
Coordinated: Communication	High
There are regularly scheduled forums for staff members within all involved organizations to discuss their roles and the coordination of their efforts, tenant health and safety issues, and gaps in management and operations.	✓
There are effective methods and opportunities for communication among the project partners between scheduled meetings.	✓
Integrated: Community dialogue	Moderate

Metrics	Score
The supportive housing partners participate in community improvement activities, such as neighborhood association meetings and community policing discussions.	✓
The supportive housing partners are responsive to neighbors' or community members' concerns regarding the supportive housing.	✓
The supportive housing partners seek input from neighbors regarding the design, development, and operating plans for the housing.	✗
The supportive housing partners incorporate this input into the supportive housing structure and meet community needs (e.g., incorporating a gym or meeting space).	✗
Regular updates on the supportive housing development process and ongoing operations are provided to neighbors.	✓
Sustainable: Community planning	High
The development and ongoing operation of the supportive housing helps achieve goals outlined in relevant community plans, such as 10-year plans to end homelessness, consolidated plans, or Olmstead implementation plans.	✓
Sustainable: Provider partnerships	High
The primary service provider has established links with other service-providing organizations to ensure tenants have ongoing access to comprehensive services.	✓

Sources: Corporation for Supportive Housing (CSH), “[Dimensions of Quality Housing](#)” (New York: CSH, 2013); interviews with program partners and document review; HRDC, “[Housing First Village Guidebook](#)” (Bozeman, MT: HRDC, 2021); and Corianne Payton Scally, Amanda Gold, Wilton Oliver, and Clare Salerno, *Implementing Tiny Homes as Permanent Supportive Housing* (Washington, DC: Urban Institute, 2020).

Notes: More details on the specific metrics for each dimension and project component are available in the CSH guide. Components have been excluded to apply to the pilot phase of HFV and the structure of this report. The original CSH components include project design and administration, property and housing management, supportive services, and community.

Designing a Village and Constructing Homes

The first report on HFV, *Implementing Tiny Homes as Permanent Supportive Housing* (Scally et al. 2020), describes the process of designing the homes and selecting the project’s location from among 30 possible sites. The availability and cost of land in Bozeman were key considerations in HRDC’s decision to purchase the 6.5-acre, two-lot property (Wheat Drive) for HFV. The proximity to other HRDC services and resources (via the resource hub located next door) was also seen as a key benefit. For more information on the challenges HRDC faced in finding a suitable property, see the first report.

HRDC had experienced resistance to some of its programs in the past and believed Wheat Drive’s location in a commercial neighborhood could lower the risk of the community opposing the development of HFV. HRDC staff members conducted direct door-to-door outreach and maintains ongoing relationships with the property’s neighbors, though neighbors did not provide input on the community design or home models. The commercial neighborhood, with hotels and restaurants nearby, may make it more challenging for tenants to connect with the broader Bozeman community. But partners hope the property’s location (visible from the highway) and aesthetic will promote the

community's continued support for the project. Communities across the US are trying to balance the importance of integrating low-cost housing with the high cost of land. It remains to be seen how well the site will work for its tenants and the community at large.

HFV will consist of 19 units using five basic housing designs: the Pika, Bobcat, Cottontail, Marmot, and Lynx (all named for Montana wildlife). Two of the housing models are based off the units designed and piloted by MSU, which were modified slightly to make them easier for the city to approve, to improve habitability, and to reduce the overall cost of materials.¹ The designs for the other three homes were purchased at a very low cost from SquareOne Village, a nonprofit organization that manages a tiny-home community for people experiencing homelessness in Eugene, Oregon. Although construction of the first 12 units was completed in October 2021, an additional 7 units are planned. They will be constructed over the following year by volunteers, including volunteers from Habitat for Humanity, faith-based groups, and the college of architecture. The designs for the five units are shown in figure 2. The Bobcat design is American Disability Association (ADA) adaptable, and there will be three of them on the property once all 19 homes are complete. The adaptable units, though, would need additional modifications to be fully ADA compliant.

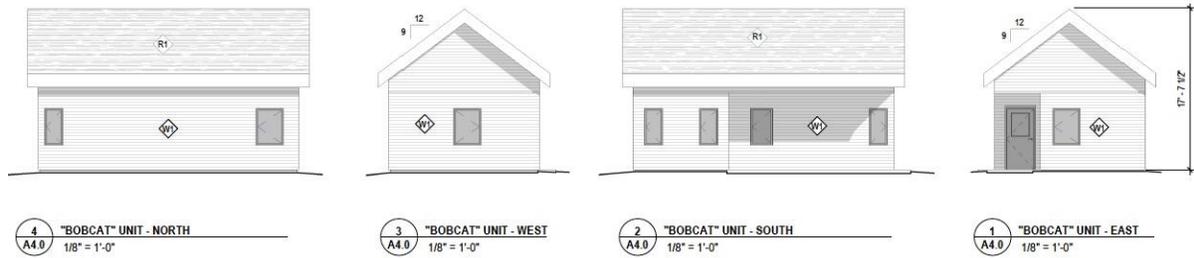
FIGURE 2

Elevation Drawings for Five Housing First Village Home Designs

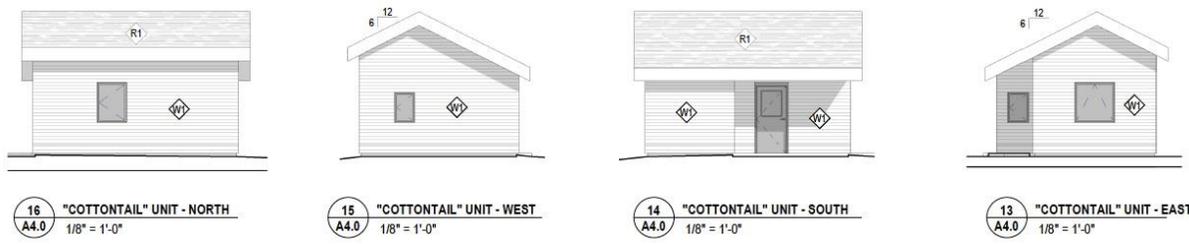
1. The Pika Unit



2. The Bobcat Unit



3. The Cottontail Unit



4. The Lynx Unit



5. The Marmot Unit



Project partners believe this diversity of units will create more of a neighborhood aesthetic. Partners also hope the neighborhood appearance of HFV will appeal to the broader community. Different types of units will also allow HRDC to gather information about the homes' livability to determine which models are best suited for the HFV target population.² This information could support future phases of the work that might expand HFV or develop additional tiny-home PSH elsewhere in Bozeman.

Despite the variation in outward appearance, the homes have many features in common, including elements of trauma-informed design. Partners described the tiny-home structure as a core feature promoting safety, well-being, and healing. Providing tenants their own four walls also reduces the potential for noise and disruption from neighbors, something HRDC customers have noted in the past as important to their mental health and well-being. Each home also has a private entrance, as opposed to traditional multifamily permanent supportive housing where tenants would share a staircase and hallway. The homes have high ceilings and lots of natural light, and the interior color palette uses soothing colors. They also have many of the features someone would need to live independently and comfortably, including a private bathroom and shower and kitchen (accommodating a microwave, hot plate, and small refrigerator). Partners noted that the private bathroom and kitchen facilities were the most expensive elements of the units but also saw this as a key feature that will allow tenants to feel more stable and settled in their unit. Other tiny-home developments serving similar populations offer only shared bathroom and kitchen facilities. Housing staff members have worked with many tenants for several years and are accounting for existing relationships when making housing assignments to ensure positive relationships among neighbors. They are also seeking to accommodate residents who want a home of a certain color.

*The four walls...come at a cost, but it was a very important part of the project.
HFV will give people the opportunity to be quite proud of where they are living.
—Project partner*

The site layout is designed to balance privacy and community and to promote a sense of permanency for tenants.³ Although the units are small, partners noted the units have a considerable amount of yard space. The homes are arranged so that front doors on homes do not directly face other homes, and windows are aligned and will have custom blinds so people walking by will not be able to see directly into the unit. At the same time, the community is built around a central pedestrian walkway, which is intended to foster a cohesive neighborhood feel. The walkway doubles as an access road for emergency vehicles (though it will not be open to vehicles normally). Tenants can also interact in the planned organic garden and shared bicycle storage space. They will also be able to access programming and services in the resource hub, located next door. There will be five parking spaces; HRDC's experience with people experiencing homelessness in Bozeman is that about less than a quarter will have cars. Access to the fixed-route transportation system is a quarter of a mile from the site. HFV was also designed with permanence in mind. The homes are on permanent foundations, with asphalt paving, concrete sidewalks, and landscaping throughout the property.

Despite these positive outcomes, the development process presented several challenges related to design, construction, and costs. Right-sizing single-family regulations and processes for tiny homes created delays while partners and city regulatory agencies negotiated new standards for HFV:

- The City of Bozeman considered the smallest acceptable water main to be eight inches, but a tiny home would only need a two-inch water main.
- Setbacks around homes are typically 10 feet, but the tiny homes themselves are only 9 feet wide, and so the partners had to negotiate with the city to accommodate a larger number of tiny homes on the property than would traditionally be allowed.
- The city's parking requirement is 1.5 spaces for a one-bedroom house, which would have yielded 29 parking spaces for 19 units. That number of spaces did not match with the housing type or anticipated demand for parking from future tenants.

The Wheat Drive property increased site design and construction complexity. Wheat Drive is not a rectangular site and includes a curved side that fits up against the road. This created additional

challenges to designing a layout for all 19 units while still allowing buffers for landscaping between buildings. The unique site shape also needed to allow for fire protection and utility services.

Every time you moved a piece of the puzzle, everything changed.

—Project partner

The impact of COVID-19 and the high volume of construction in Bozeman created labor shortages, supply chain challenges, and material shortages, which drove up the costs of certain materials (e.g., lumber). Because construction is a linear process, any delay in labor or materials resulted in an overall delay in the project, which drove up costs. Rapid growth in Bozeman also created a backlog in the demand for housing and construction. For example, there is only one energy provider in the area, so it was challenging to get workers to come to the HFV site when partners needed them there. This delay slowed follow-up steps in the construction process that could not be completed until they arrived. Partners also noted that Bozeman’s Building Division was attending to an unprecedented number of requests, and the slower permitting process caused additional delays in the timeline when contractors had to move on to other projects before coming back to HFV. These delays caused the timeline and costs to increase.

Assessment of PSH Quality Metrics for Designing and Constructing Homes

HFV scores high on most metrics of PSH quality measuring how much housing design and construction was tenant centered, accessible, and integrated (table 4).

Homes at HFV will be affordable to tenants. The housing was developed with costs in mind, raising resources and minimizing debt to keep rents as low as possible. Tenants will pay no more than 30 percent of their income on rent, which is a standard metric for housing affordability.

The site’s location is visible but nonresidential. Wheat Drive’s location in a commercial (rather than a residential) zoning district helped the project avoid not-in-my-backyard conflicts that similar projects in Bozeman have encountered in the past. At the same time, the property is also visible from the highway, and partners hope the site’s attractiveness will boost community support. Partners also hope it will have a positive effect on other people wanting to implement similar projects in the future.

Potential tenants informed the early stages of home design through focus groups and testing a prototype. Their feedback was taken into account when finalizing designs. But tenants were not engaged on an ongoing basis for direct planning, though the pandemic would have made that challenging.

TABLE 4

Assessing Housing First Village against Permanent Supportive Housing Quality Metrics

Housing design and construction

Definition	Score
Tenant centered: Tenant-driven planning	Moderate
At least one person who represents the target tenant population meets regularly with the supportive housing project team during planning. ^a	✘
During project planning, there is at least one focus group composed of members of the targeted tenancy. ^a	✓
There are multiple documented instances of how tenant feedback during project planning has been incorporated into the supportive housing. ^a	✓
Tenant centered: Privacy and living space	High
Sharing of bedrooms by nonrelated single adult tenants is not required.	✓
The housing unit provides adequate living space for essential daily activities, such as cooking, eating, sleeping, and studying.	✓
Based on the household composition, there is an adequate number of bedrooms.	✓
Each unit has a private bathroom and kitchen.	✓
The building includes common space, such as community rooms, that can accommodate various activities and where tenants can interact with one another. Alternatively, common space is provided off site for tenant use.	✓
Accessible: Affordable	High
The tenant household ideally pays no more than 30 percent of its household income toward rent and utilities and never pays more than 50 percent of income toward such housing expenses.	✓
Accessible: Location	High
Housing units are located near amenities. In locations where this is not feasible, a plan exists to help tenants access resources.	✓
Accessible: Transportation	High
The housing is located near public transportation, or transportation services are provided. Transportation options include night and weekend availability.	✓
Accessible: Physical accessibility	High
Tenants can fully access any common rooms and public spaces, including lobbies, sitting areas, meeting rooms, mailrooms, laundry rooms, and trash collection areas.	✓
The housing meets or exceeds the minimum number of accessible units as indicated by applicable federal, state, and local laws. There are additional units that are adaptable or that incorporate universal design standards.	✓
Integrated: Appearance	High
The building's scale, appearance, design, maintenance, and quality are consistent with the neighborhood and reflect or exceed local community standards.	✓

Sources: Corporation for Supportive Housing (CSH), “[Dimensions of Quality Housing](#)” (New York: CSH, 2013); interviews with program partners and document review; HRDC, “[Housing First Village Guidebook](#)” (Bozeman, MT: HRDC, 2021); and Corianne Payton Scally, Amanda Gold, Wilton Oliver, and Clare Salerno, *Implementing Tiny Homes as Permanent Supportive Housing* (Washington, DC: Urban Institute, 2020).

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^aThis metric was modified to apply to Housing First Village before tenants moved into housing. These metrics should continue to be monitored during program implementation to ensure standards continue to be met.

Identifying and Recruiting Prospective Tenants

The target population for HFV is single adults who are frequent users of public services and those prioritized through the coordinated entry system, a system developed by the US Department of Housing and Urban Development for coordinating and efficiently managing local crisis response systems' resources and services so people experiencing homelessness can be connected to housing programs (HUD, n.d.).

About 75 percent of tenants will be frequent users, identified through FUSE. Between June 1, 2020, and May 31, 2021, FUSE individuals stayed at the Warming Center at least once or were identified through the local coordinated entry system, had visited the Bozeman Health emergency department four or more times, and were incarcerated two or more times at the Gallatin County Detention Center. But partners also wanted to ensure that people experiencing chronic homelessness who are not using public systems could also access HFV. Thus, 25 percent of tenants will be prioritized through the coordinated entry system. Importantly, there will be no requirements for sobriety, employment, income, criminal record checks, or other conditions for signing a lease at HFV. The only condition for residency and ongoing services is that the tenant pose no harm to themselves or others.

HRDC is responsible for identifying and recruiting tenants. Because HRDC is a coordinated entry access point, it will identify and conduct outreach to people prioritized through the homelessness system. But the data used to create the FUSE priority list requires extra caution to safeguard protected health data. Bozeman Health manages the priority list that contains information about the emergency room, jail, and shelter visits. Therefore, it will prepare letters for people on the FUSE list, inviting them to enroll in HFV and to grant HRDC permission to reach out to them directly based on their FUSE data. This process reduces the number of stakeholders that will need to view private patient data. HRDC will deliver sealed letters because many people on the list use HRDC's homelessness services more frequently than they use those at Bozeman Health. Prospective tenants will need to read and return the signed letter to HRDC before HRDC can contact them directly about the program. At that time, HRDC can offer to speak with prospective tenants about the program and answer any questions they have (using contact information HRDC already has on each person based on their emergency shelter use).

Partners anticipate that some people will be easier to contact than others, and they want to ensure the program will be accessible to people who may be harder to reach. Therefore, HRDC will contact a person up to three times before offering their spot to someone else on the list. Following this initial outreach, HRDC will speak with people about HFV to determine interest and enroll interested people into the program.

Assessment of PSH Quality Metrics for Tenant Identification and Recruitment

Partner participation in FUSE resulted in a strong system for tenant identification and recruitment (table 5). One partner noted that people they work with who might be eligible for the program are excited about potentially being able to live in one of the tiny homes. They provide residents with their own four walls, privacy, and outdoor and indoor space that tenants can be proud to live in, and providers who already work with the target population felt it would be unlikely that someone would turn down the opportunity to live at HFV or opt for a different housing type if it was available.

TABLE 5

Assessing Housing First Village against Permanent Supportive Housing Quality Metrics

Tenant identification and recruitment

Definition	Score
Accessible: Housing First	High
The eligibility criteria for the supportive housing meet the minimum that the funders or landlord require (without additional criteria imposed).	✓
Sobriety is not an entrance requirement.	✓
Medication compliance is not an entrance requirement.	✓
Agreement to participate in services is not an entrance requirement.	✓
There is no minimum income requirement.	✓
Accessible: Application process	High
The housing application is separate from the service needs assessment and does not request detailed clinical information.	✓
Coordinated: Targeting units	High
The supportive housing partners prioritize people who are vulnerable or who are high utilizers of existing systems (e.g., hospitals, jails, and shelters) for all or a portion of available units.	✓

Sources: Corporation for Supportive Housing (CSH), “[Dimensions of Quality Housing](#)” (New York: CSH, 2013); interviews with program partners and document review; HRDC, “[Housing First Village Guidebook](#)” (Bozeman, MT: HRDC, 2021); and Corianne Payton Scally, Amanda Gold, Wilton Oliver, and Clare Salerno, [Implementing Tiny Homes as Permanent Supportive Housing](#) (Washington, DC: Urban Institute, 2020).

Notes: More details on the specific metrics for each dimension and project component are available in the CSH guide. Components have been clarified to apply to HFV and the structure of this report. The original CSH components are project design and administration, property and housing management, supportive services, and community.

Coordinating and Accessing Supportive Services

One of the principles of supportive housing is that services improve housing stability and overall resident well-being, particularly their mental and physical health.⁴ HFV will operate a comprehensive supportive services model for all tenants who wish to participate. Service provider partnerships, staff roles, and overall package have been extensively planned for HFV by braiding together existing services in Bozeman. Staff members are aware of the target population's needs and have worked to create a package that will meet their anticipated needs.

Staff Coordination and Training

Because of the team-based approach for providing services, partners have signed memorandums of understanding with HRDC and developed clear protocols for operations, such as developing an operations manual and setting up weekly meetings to communicate and troubleshoot any issues. Provider teams will likely adjust these operations protocols and might add or modify services as tenants occupy the homes and begin using the resource hub. HRDC plans to use the coordinated entry system to track which services tenants are using.

In preparation for HFV's opening, service providers underwent additional training from CSH and have prepared for several scenarios. Most providers have already worked with many of the people who will likely be HFV tenants and are seasoned service providers. But HFV is the first time these partners have come together to provide services in the specific framework of supportive housing. Partners hope the overlap in the types of services offered by HRDC, CHP, and Western Montana Mental Health increases the likelihood that tenants will be able to work with staff members with whom they have a preexisting and positive relationship.

Available Services

Although tenants have access to several services, they are not required to take advantage of any of the services, nor is their housing contingent upon participation in services. Partners emphasized that the case manager is responsible for engaging tenants initially, not the other way around, and that CSH conducted service provider trainings and developed practice scenarios for doing so.

Case management. All tenants have access to ongoing case management services provided by two staff members, one working at HRDC and the other at CHP. Frequency of communication is based on what the tenant wants, but service providers noted that several times a week is ideal, though someone

is always on call if a tenant needs assistance. Communication methods can vary (e.g., in person or over the phone) depending on tenant preference. Case managers are also prepared to meet with residents in their homes if desired and will meet tenants anywhere they prefer. Case management meetings can cover several topics, from a general well-being check to assistance making medical appointments or completing paperwork to apply for benefits. Partners decided to split case management responsibilities across both organizations because they anticipate that HRDC staff members will have greater expertise providing tenancy support such as developing case plans to help people overcome barriers to maintaining stable housing, and CHP staff members will be more familiar with navigating health supports at their organization and managing referrals to other health service organizations. CHP is hiring a 0.6 full-time equivalent case manager to help tenants with health service navigation and work as part of the core HFV provider team.

Before tenant move-in, providers will screen tenants to understand what additional services they need (e.g., medical, transportation, employment, food assistance). Throughout their tenancy at HFV, case managers will follow up with tenants to ensure they are accessing services and connect them to any new supports.

Property management. HRDC provides property management through the Wheat Drive site manager, not the case manager. The property manager will be responsible for overseeing the property's daily operations, maintenance and upkeep, collecting rent, and monitoring compliance. They may also provide financial counseling to interested tenants. Partners felt the person providing case management services to be separate from the person responsible for maintaining leases and collecting rent. Partners hope that by separating these two roles, tenants will be able to have a more open and beneficial relationship with their case manager.

Health services. Tenants have access to health resources through two providers. Community Health Partners provides primary care services, including medical and dental, and behavioral and mental health treatment. Depending on the nature of these services, they are available either at CHP's clinic or via telehealth. Case managers from both HRDC and CHP work with tenants to ensure they have a private space with internet to access telehealth appointments, likely in HRDC's resource hub located next to HFV.

Qualified tenants will have access to more coordinated health services through Western Montana Mental Health's Program for Assertive Community Treatment (PACT) model, which is a Medicaid-funded program commonly used for PSH. This program provides comprehensive mental health services, at least 80 percent of which are located outside a clinic and in a tenant's preferred location. Residents

need to meet certain diagnostic criteria to be eligible for PACT (DPHHS, n.d.). In Montana, tenants must be Medicaid members with a principal diagnosis of a severe and disabling mental illness that creates major challenges for day-to-day functioning, with priority for people with schizophrenia or bipolar disorder. Because HFV partners are familiar with the needs of people likely to be eligible for HFV, they anticipate that some HFV tenants will meet these criteria. Regardless of whether tenants meet the criteria to be in the formal Medicaid-funded PACT program at Western Montana Mental Health, the services that they, CHP, and HRDC provide follow a similar model of comprehensive team-based mental health treatment in the community. Tenants will also have access to a peer support recovery specialist at the resource hub. Hired by HRDC, this specialist also has lived experience with homelessness, which partners hope will help foster a relationship of understanding and trust with the tenants.

Transportation. Because only a minority of HFV tenants own cars, access to free or low-cost transportation will be important. HRDC operates the city bus line and has updated the route to include a bus stop a quarter of a mile from the HFV site. Case managers at HRDC and CHP can also connect seniors and people with disabilities to a complementary, HRDC-operated paratransit service, which provides point-to-point transportation. The program also makes rideshare funds available to ensure tenants can access jobs, appointments, and grocery stores.

Other services in the community. HFV is located next to HRDC's new Warming Center, day center, food bank, and resource hub. This proximity makes it easy for HFV residents to access additional services close to home. The resource hub also has laundry, computers, and other amenities for HFV residents to use. Tenants may also use the facility to privately access telehealth appointments or meet with providers. Peer support services are also offered at the resource hub. Project partners hope that having these services close to HFV mitigates some transportation and other barriers for people accessing services. It also provides a communal space for HFV residents to connect with other community members they know at the Warming Center or accessing other HRDC services. Additional services are available to tenants based on referral, including job placement and training programs, and veterinary services. Tenants can access substance use and recovery treatment through a referral to Alcohol and Drug Services.

Assessment of PSH Quality Metrics for Supportive Services

Development of supportive services also benefited from the FUSE program, as well as extensive partner engagement and communication from HRDC, and HFV scores high or moderate on all applicable measures of PSH quality (table 6).

HFV is located near other HRDC services, including the Gallatin Valley Food Bank, Warming Center, and resource hub. This proximity made it easier for HRDC to connect Wheat Drive to the local bus service, as HRDC will be serving similar populations in the same area who all rely on public transportation. It also enables efficiencies in providing programming and staffing because not all services that HFV uses will need to be funded through HFV.

TABLE 6

Assessing Housing First Village against Permanent Supportive Housing Quality Metrics Supportive services

Definition	Score
Tenant centered: Service design	High
There is a comprehensive written services plan for the supportive housing project. It describes the available services, identifying whether they are provided directly or through referral links, by whom, in what location, and during what days and hours.	✓
All tenants will be provided a menu of services that includes, at minimum, how to access case management services, medical services, mental health services, substance abuse treatment services, peer support, parenting skills, education, vocational and employment services, money management services, life skills training, and advocacy. ^a	✓
The service design and staffing plan includes the opportunity for tenants to receive services and support from peers.	✓
Accessible: Housing outreach	High
The service provider ensures that there are assertive outreach and inreach efforts to facilitate the ability of people living on the streets, in shelters, or in institutions to access supportive housing.	✓
Accessible: Availability of services	High
Crisis services will be available to tenants.	✓
All programs and spaces used for service delivery are fully accessible to people with disabilities. ^b	✓

Sources: Corporation for Supportive Housing (CSH), “Dimensions of Quality Housing” (New York: CSH, 2013); interviews with program partners and document review; HRDC, “Housing First Village Guidebook” (Bozeman, MT: HRDC, 2021); and Corianne Payton Scally, Amanda Gold, Wilton Oliver, and Clare Salerno, *Implementing Tiny Homes as Permanent Supportive Housing* (Washington, DC: Urban Institute, 2020).

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^a This metric was modified to apply to Housing First Village before tenants moved into housing.

^b This metric was modified to apply to Housing First Village before tenants moved into housing. The criteria for “appropriate reasonable accommodations are provided to tenants with disabilities to facilitate their participation” was removed. HFV should continue to be monitored during program implementation to ensure that standards continue to be met.

Funding Development, Operations, and Services

The total development cost of the first 19 units is about \$3.75 million, or about \$169,000 per unit. Construction costs and professional fees for architecture and engineering cost about \$2.57 million for all 19 units, with HRDC paying an additional \$1.1 million for the land (table 7). Funding sources are primarily philanthropic, loans, and government assistance. HRDC received temporary bridge loans to purchase the land that were repaid via HRDC’s Hunger and Homelessness fundraising campaign (HRDC 2021). Fannie Mae helped fund soft costs, such as a portion of HRDC staff time for managing the project, but did not help fund hard costs covering land purchase or construction. The City of Bozeman contributed \$75,000 to mitigate most of the city’s impact fee applied to new developments to cover water, sewer, fire and emergency management services, and transportation systems. Because the project will not generate enough income from monthly rental payments to cover debt service, given the presumed low incomes of prospective tenants, the project avoided long-term debt.

TABLE 7
Sources and Uses of Capital Funds for 19 Fully Completed Units

Budget item	Amount
Source	
Private donations	\$3,420,000
City of Bozeman impact fee offset	\$75,000
Fannie Mae Innovation Challenge	\$250,000
Use	
Land costs	\$1,100,000
Design, engineering, and construction costs	\$2,566,000
Soft costs	\$89,000
Total development costs	\$3,749,000

Sources: HRDC, “Housing First Village Guidebook” (Bozeman, MT: HRDC, 2021) and interviews with program staff members.

Note: The Fannie Mae Innovation Challenge amount excludes the cost of learning and evaluation activities conducted by the Urban Institute.

Operating costs are estimated at \$85,500 a year (or \$4,500 per unit) for management and upkeep of HFV, including property management, utilities and waste services, legal and administrative costs, insurance, groundskeeping, and security (table 8). In addition, service costs are expected to be \$190,000 a year (or \$10,000 per unit) to cover the cost of tenant services provided by HRDC (e.g., staffing, rental of space in the resource hub, training, and supplies).

TABLE 8

Housing First Village Operating and Services Funding Model for 19 Units

Budget item	Amount
Source	
Annual rent revenue	\$57,000
<i>Future resources to be determined</i>	\$218,000
Rental subsidies	\$95,760
Montana Department of Public Health and Human Services (funding for recovery specialist)	\$15,000
American Rescue Plan Act Community Health Partners staff member	\$35,000
Continuum of care	\$60,000
Donations and other funding	\$12,240
Uses	
Annual operating costs	\$85,500 (\$4,500 per unit)
Annual service costs	\$190,00 (\$10,000 per unit)
Total annual operating and service costs	\$275,500

Sources: HRDC, "Housing First Village Guidebook" (Bozeman, MT: HRDC, 2021) and interviews with program staff members.

Compared with the estimated \$275,500 needed annually to operate HFV and provide services, HRDC estimates it will receive about \$57,000 a year from rental payments and will need additional resources totaling \$218,000 a year to cover the remaining costs. It plans to cover the gap using state and federal resources and philanthropy. To supplement rent payments to cover operating costs, HRDC is working with the Butte Public Housing Authority to see whether HFV could qualify for some of its unused Housing Choice Vouchers that could be tied to specific HFV units (i.e., project-based vouchers) for eligible tenants. Bozeman does not have its own local public housing authority. If vouchers are not secured, funding for rental subsidies will be available through HRDC's ongoing capital campaign supporting housing and hunger.

To cover service costs, HRDC and partners are tapping into several temporary and more permanent resources. HRDC received a multiyear grant from the Montana Department of Public Health and Human Services to cover the cost of a recovery specialist to work at the resource hub. CHP will contribute a 0.6 full-time equivalent staff member to assist with health service navigation funded for two years through the \$1.9 trillion American Rescue Plan Act. Medicaid will cover expenses for qualified tenants to participate in Western Montana Mental Health's PACT program. HRDC is also continuing to speak with partners to see what additional resources they would be able to contribute.

Assessment of PSH Quality Metrics for Financing

Some of HRDC's biggest challenges during the pilot phase were related to financing. Many traditional funding sources were not possible for this building type or population. Several commonly used federal subsidies were not a good fit: the small size (units and construction costs) of the project prohibited the use of Low-Income Housing Tax Credit (LIHTC) program funds, and Bozeman is not a US Department of Housing and Urban Development (HUD) entitlement community, which would enable the city to receive Community Development Block Grant (CDBG) or HOME funding directly from HUD rather than through applying to the state of Montana. Project-based vouchers were also not possible because the state requires use of other federal funding sources in the last three years (e.g., LIHTC or HOME). Debt service to cover operating costs was also not feasible because rents collected will cover only a portion of ongoing costs. Absent a reliable funding stream to cover operating costs, HRDC will need to continue to fundraise to keep housing affordable to tenants. Additionally, tenants may not be eligible for federal vouchers because of criminal records. Though HFV follows a Housing First model and will accept tenants with felony convictions, certain criminal records may make tenants ineligible for federal housing assistance, furthering the need to find alternative funding sources (Curtis, Garlinton, and Schottenfeld 2013).

Some challenges to ensuring overall affordability remain. Fixed construction costs increased the overall cost per unit. Certain aspects of construction, such as digging a hole and the labor required to pour a foundation, are expensive regardless of the size of the home being built. Therefore, the overall effort for these aspects can be disproportionately high compared with a regular home. But HRDC has been able to absorb these capital costs without taking on additional long-term debt that would increase the rents charged to tenants.

Despite these challenges, HFV also presented financing opportunities. Contractors saved time and money by purchasing supplies off the shelf. The team did not need customized parts or appliances; they just used smaller versions. Acquiring appliances was a challenge during the pandemic because of supply chain issues, but HRDC was able to source small refrigerators from another project (new refrigerators that would be replaced as a part of a LIHTC rehabilitation).

Table 9 assesses HFV against CSH's quality metrics. The range of scores, from low to high, reflect the project's unique mix of strengths and challenges.

TABLE 9

Assessing Housing First Village against Permanent Supportive Housing Quality Metrics

Financing

Definition	Score
Sustainable: Capital funding	High
There is a commitment, either through funding restrictions or through the presence of a mission-focused owner, to keep the property affordable for a significant period of time, typically at least 30 years.	✓
Sustainable: Rent subsidies (operating funding)	Moderate
The rent or operating subsidies for the supportive housing have been allocated to the sponsor organization for a multiyear period, ideally at least five years. Following this initial period, it is highly likely, based on history and current funding sources, that subsidies will be renewed. ^a	✗
The project has sufficient cash flow or reserves to meet its ongoing obligations (e.g., debt service) and operational costs and to repair and replace major systems while maintaining affordable tenant rents. For a project that is not yet operational, the project budget indicates that these conditions will be met.	✓
Sustainable: Efficiency	Moderate
The housing incorporates appropriate and feasible green design practices, such as the use of energy-efficient and water-conserving fixtures and products.	✗
The housing uses durable materials chosen to reduce future maintenance costs.	✓

Sources: Corporation for Supportive Housing, “Dimensions of Quality Housing” (New York: CSH, 2013); interviews with program partners and document review; HRDC, “Housing First Village Guidebook” (Bozeman, MT: HRDC, 2021); and Corianne Payton Scally, Amanda Gold, Wilton Oliver, and Clare Salerno, *Implementing Tiny Homes as Permanent Supportive Housing* (Washington, DC: Urban Institute, 2020).

Notes: More details on the specific metrics for each dimension and project component are available in the CSH guide. Components have been clarified to apply to HFV and the structure of this report. The original CSH components are project design and administration, property and housing management, supportive services, and community.

^a HRDC has applied for vouchers and expects to receive them, though it had not by the time this report was written.

Conclusion

HFV’s two-year pilot phase provides insight into what it takes to use tiny homes as PSH. The process of planning, designing, and leading a PSH project followed many of the best practices CSH identified. But questions remain about tenants’ experiences with HFV’s housing and services, the role HFV will play in the broader Bozeman community, and the sustainability of the funding for supportive services. When HFV opens its doors to tenants, HRDC should continue to benchmark program performance to CSH best practices. Important elements to track include the following:

- **Tenant centered.** Staff members educate tenants on being good neighbors, their rights and responsibilities as leaseholders, building positive relationships with property management and landlords and other topics of interest to tenants; solicit tenant feedback; and provide tenants clear information on making property management requests and addressing emergencies. Tenants have easy, facilitated access to flexible and comprehensive supportive services; are

involved in choosing the services they would like to receive; and have meaningful opportunities for leadership through avenues such as tenant associations and board positions.

- **Accessible.** Tenants move into housing quickly, and the process accommodates their varying backgrounds and cultural needs; staff members work to ensure tenants are aware of available services, which are at convenient hours and locations; and tenants can easily access opportunities for employment, education, services, shopping, recreation, and socialization.
- **Coordinated.** Staff members work with service providers to ensure tenants sustain stable housing; when notified of any issues, property or housing management and service staff members respond promptly. Tenants have timely access to supportive services, and the roles and responsibilities for the supportive housing partners are clearly defined and are revisited and revised regularly.
- **Integrated.** The supportive housing project meets or exceeds community standards, and the partners engage in community dialogue; all tenants are offered a choice of housing unit and have a lease identical to the ones tenants not in supportive housing have; staff members support tenants in developing and strengthening connections to their community; and there is an overall strategy promoting tenants' ability to choose from various housing models and neighborhoods.
- **Sustainable.** The supportive housing project has funding that is adequate for its ongoing operations and allows it to target its intended tenants. While respecting tenants' rights and privacy, staff members regularly check to ensure the unit remains in good condition and receives any needed maintenance. The supportive housing project has funding that is sufficient to provide services to tenants on an ongoing basis and is flexible enough to address changing tenant needs.

Potential to Expand the Housing First Village Model in Bozeman and Beyond

HFV partners have taken steps to promote the project's replicability. To help encourage tiny homes as PSH across Bozeman and throughout Montana, the project's design team created a library of preapproved structures and designs that is available to other teams looking to implement a similar project in Bozeman. The Montana Healthcare Foundation's partnership with CSH through the FUSE work has developed a peer network of supportive housing stakeholders throughout the state. These resources and networks can facilitate future tiny-home PSH projects.

Within Bozeman, the lack of affordable and developable land remains one of the biggest barriers to expanding the model. Additionally, the final funding source for rental subsidies—vouchers or private donations—will also influence the feasibility of developing additional tiny-home projects in Bozeman. Other potential barriers include the complexity of the site planning and permitting process and the potential for community resistance to new affordable housing sited within the city.

Other communities in Montana and elsewhere can learn from HFV and assess the feasibility of implementing tiny-home PSH in their city or town, and HRDC has also developed a guidebook to support other interested cities and towns. Key considerations include the following:

- prospective tenants' characteristics and interests, including their desire to live in a tiny home
- the potential for collaboration with key supportive service partners who can offer the appropriate mix of services based on tenants' most likely needs
- project partners' ability to accommodate a longer site planning and permitting process and strong relationships with the city planning department
- the availability and affordability of land, including parcels large enough to accommodate a tiny-home community with easy access to local amenities
- sufficient funding to cover the costs of the land and building the units, as well as ongoing funding sources to cover program operating and service costs

Ultimately, the desire to produce additional tiny-home communities as PSH will also depend on the success of HFV for its tenants. Interested stakeholders should continue to assess the program against CSH's metrics for ongoing performance and quality.

Appendix A. Permanent Supportive Housing Quality Metrics Included, Excluded, and Modified

TABLE A.1

Included, Excluded, and Modified Permanent Supportive Housing Metrics for Corporation for Supportive Housing Component

Program design

Measure	Metric	Status	Rationale
Tenant Centered			
Tenant-driven planning	Tenants are part of the team creating the supportive housing project, providing meaningful and ongoing input during the project's planning phase.	Included	
Tenant-driven planning	At least one person who represents the target tenant population meets regularly with the supportive housing project team.	Modified	Added "during planning" to metric
Tenant-driven planning	There is at least one focus group composed of members of the targeted tenancy.	Modified	Added "during planning" to metric
Tenant-driven planning	There are multiple, documented instances of how tenant feedback has been incorporated into the supportive housing.	Modified	Added "during planning" to metric
Accessible			
Affordability	Housing units are affordable to tenants on an ongoing basis.	Included	
Affordability	The tenant household ideally pays no more than 30 percent of its household income toward rent and utilities and never pays more than 50 percent of income toward such housing expenses.	Included	
Location	Housing units are within neighborhoods that meet tenants' needs, including safety and security, and are near opportunities for employment, schools, services, shopping, recreation, and socialization.	Included	
Location	Tenants report satisfaction with the housing unit location.	Excluded	Not applicable for study period
Location	Tenants report that they feel safe in their home.	Excluded	Not applicable for study period
Location	Housing units are near amenities. In locations where this is not feasible, a plan exists to help tenants access needed resources.	Included	
Transportation	The housing unit's location provides easy access to public transportation with reasonable frequency, or alternate transportation options are provided to tenants.	Included	
Transportation	The housing is near public transportation, or transportation services are provided. Transportation options include night and weekend availability.	Included	

Measure	Metric	Status	Rationale
Physical accessibility	The housing unit, building, and any associated common areas accommodate people with special needs.	Included	
Physical accessibility	There is a system to ensure that any needed accommodations are requested and completed before tenant move-in.	Excluded	Information not captured in data collection
Physical accessibility	Tenants can fully access any common rooms and public spaces, including lobbies, sitting areas, meeting rooms, mailrooms, laundry rooms, and trash collection areas.	Included	
Physical accessibility	The housing meets or exceeds the minimum number of accessible units as indicated by applicable federal, state, and local laws. There are additional units that are adaptable or that incorporate universal design standards.	Included	
Coordinated			
Roles and responsibilities	Roles and responsibilities for each supportive housing partner are clearly defined in writing and are revisited and revised regularly to support the overall success of the supportive housing.	Modified	Removed “revisited and revised regularly” to make metric applicable for study period
Roles and responsibilities	There are written descriptions of each supportive housing partner’s role, including, at minimum, the project sponsor, housing or property manager, and supportive services provider.	Included	
Roles and responsibilities	These descriptions detail each partner’s responsibilities.	Included	
Roles and responsibilities	These written descriptions are reviewed and revised at least annually.	Excluded	Not applicable for study period
Communication	Staff members regularly communicate regarding their roles and the coordination of their efforts.	Included	
Communication	There are regularly scheduled forums for staff within all involved organizations to discuss their roles and the coordination of their efforts, tenant health and safety issues, and gaps in management and operations.	Included	
Communication	There are effective methods and opportunities for communication among the project partners between scheduled meetings.	Included	
Continuous quality improvement	The supportive housing partners involved in ongoing operations schedule regular times to communicate and engage in continuous quality improvement to ensure project goals are being met.	Excluded	Not applicable for study period
Continuous quality improvement	There are regularly scheduled forums for leaders within the supportive housing partner organizations to review performance against goals, identify any needed strategies for improvement, and develop clear action steps.	Excluded	Not applicable for study period
Integrated			
Appearance	The supportive housing is attractive in appearance, and the unit or building maintains or exceeds community standards.	Included	
Appearance	Tenants maintain the exterior of their units in a manner consistent with their lease and local community.	Excluded	Not applicable for study period

Measure	Metric	Status	Rationale
Appearance	The building's scale, appearance, design, maintenance, and quality are consistent with the neighborhood and reflect or exceed local community standards.	Included	
Community dialogue	The supportive housing project partners are active in ongoing community dialogue and activities.	Included	
Community dialogue	The supportive housing partners participate in community improvement activities, such as neighborhood association meetings and community policing discussions.	Included	
Community dialogue	The supportive housing partners are responsive to neighbors' or community members' concerns regarding the supportive housing.	Included	
Community dialogue	The supportive housing partners seek input from neighbors regarding the design, development, and operating plans for the housing.	Included	
Community dialogue	The supportive housing partners incorporate this input into the supportive housing structure and meet community needs (e.g., incorporating a gym or meeting space), if possible.	Included	
Community dialogue	Regular updates on the supportive housing development process and ongoing operations are provided to neighbors.	Included	
Sustainable			
Capital funding	The financing of the supportive housing is structured to preserve its long-term affordability for tenants.	Included	
Capital funding	There is a commitment, either through funding restrictions or through the presence of a mission-focused owner, to keep the property affordable for a significant period, typically at least 30 years.	Included	
Capital funding	If the supportive housing is near the end of its maximum affordability period, an ongoing ownership structure is identified to preserve its affordability.	Excluded	Not applicable for study period
Rent subsidies and operating funding	Long-term rental subsidies are in place to ensure affordable tenant rents and adequate income to cover operating expenses.	Included	
Rent subsidies and operating funding	The rent and operating subsidies for the supportive housing have been allocated to the sponsor organization for several years, ideally at least five years. Following this initial period, it is highly likely, based on history and current funding sources, that subsidies will be renewed.	Included	
Rent subsidies and operating funding	The project has sufficient cash flow or reserves to meet its ongoing obligations (e.g., debt service) and operational costs and to repair or replace major systems while maintaining affordable tenant rents. For a project that is not yet operational, the project budget indicates that these conditions will be met.	Included	
Efficiency	The housing's design and operation incorporate features designed to increase efficiency and reduce ongoing expenses.	Included	
Efficiency	Tenants are provided information to assist them in environmentally friendly practices, such as energy and water conservation, recycling, and the use of nontoxic household products.	Excluded	Not applicable for study period

Measure	Metric	Status	Rationale
Efficiency	The housing incorporates appropriate and feasible green design practices, such as the use of energy-efficient and water-conserving fixtures and products.	Included	
Efficiency	The housing uses durable materials chosen to reduce future maintenance costs.	Included	

TABLE A.2

Included, Excluded, and Modified Permanent Supportive Housing Metrics for Corporation for Supportive Housing Component
Property and housing management

Measure	Metric	Status	Rationale
Tenant Centered			
Tenant education	Staff members provide tenants information on being good neighbors, their rights and responsibilities as leaseholders, building positive relationships with property management and landlords, and other topics of interest to tenants.	Excluded	Not applicable for study period
Tenant education	Shortly after move-in, staff members provide tenants an orientation to maximize their experience with the housing and as tenants. This orientation introduces them to the housing unit, neighborhood, and their rights and responsibilities as leaseholders.	Excluded	Not applicable for study period
Tenant education	Staff members provide tenants written materials to support the content covered in the orientation. Written materials use plain language, and staff members help tenants understand their content.	Excluded	Not applicable for study period
Tenant education	Multilingual staff, translated materials, and interpretation and translation services are available to tenants.	Excluded	Not applicable for study period
Tenant feedback	Staff members solicit tenant feedback to ensure the living environment helps tenants achieve their goals.	Excluded	Not applicable for study period
Tenant feedback	Staff members solicit tenant feedback on their housing units and the building.	Excluded	Not applicable for study period
Tenant feedback	Tenants can provide feedback in multiple ways (e.g., written, oral, online).	Excluded	Not applicable for study period
Tenant feedback	There is a tenant council or another tenant-led group that meets regularly with the supportive housing project partners.	Excluded	Not applicable for study period
Tenant feedback	A significant share of tenants report being satisfied with their housing.	Excluded	Not applicable for study period
Tenant communication	Staff members provide tenants clear information on making property management requests and addressing emergencies.	Excluded	Not applicable for study period
Tenant communication	Staff members clearly communicate to tenants the process to make property management requests and the timeline for receiving a response.	Excluded	Not applicable for study period
Tenant communication	A plan for 24-hour crisis coverage exists to address urgent issues.	Excluded	Information not captured in data collection

Measure	Metric	Status	Rationale
Tenant communication	There is a clearly communicated plan for tenants to reach staff quickly.	Excluded	Not applicable for study period
Accessible			
Housing First	The supportive housing entrance process supports moving people quickly into housing from the streets or shelters, without preconditions of treatment acceptance or compliance.	Included	
Housing First	The application process is short, and tenants are housed quickly in a unit of their choosing.	Excluded	Not applicable for study period
Housing First	The eligibility criteria for the supportive housing meet the minimum that the funder or landlord requires (without additional criteria imposed).	Included	
Housing First	Sobriety is not an entrance requirement.	Included	
Housing First	Medication compliance is not an entrance requirement.	Included	
Housing First	Agreement to participate in services is not an entrance requirement.	Included	
Housing First	There is no minimum income requirement.	Included	
Landlord relations	Staff members have formed relationships with landlords and help tenants advocate for their entry into housing.	Excluded	Not applicable for study period
Landlord relations	Housing management staff members have relationships with landlords who are willing to consider tenants who have poor credit, criminal backgrounds, or prior evictions.	Excluded	Not applicable for study period
Landlord relations	With tenant permission, housing management staff members help tenants advocate for themselves with landlords and explain potential background issues.	Excluded	Not applicable for study period
Application process	The application process for the supportive housing project is streamlined, clearly stated, and separate from any assessment for services.	Included	
Application process	The housing application and screening processes are fully accessible to people with disabilities. In addition, appropriate, reasonable accommodations and necessary supports are provided during the application and screening processes.	Excluded	Information not captured in data collection
Application process	The housing application is separate from the service needs assessment and does not request detailed clinical information.	Included	
Application process	There is a timely and clearly stated process for the approval or denial of housing applications and appeals. There is an established system for staff members to communicate with tenants during this process and to track and retain documentation.	Excluded	Not applicable for study period
Application process	The supportive housing application and intake processes include the minimum number of questions needed to determine tenant eligibility.	Excluded	Information not captured in data collection
Cultural competency	Every aspect of the application process is designed to ensure that prospective tenants of diverse cultures and backgrounds understand the information being requested.	Excluded	Information not captured in data collection
Cultural competency	All materials for tenants are written in plain language, and staff members help tenants understand the content of written materials.	Excluded	Information not captured in data collection

Measure	Metric	Status	Rationale
Cultural competency	Any intake or application forms can be completed orally, and written materials are available in multiple languages.	Excluded	Information not captured in data collection
Cultural competency	Multilingual staff members, translated materials, and interpretation and translation services are available to tenants.	Excluded	Information not captured in data collection
Coordinated			
Building and maintaining landlord relationships	Housing management staff members quickly make initial connections with landlords or property managers and promptly address any concerns.	Excluded	Not applicable for study period
Building and maintaining landlord relationships	Shortly after move-in, housing management staff members reach out to landlords or property managers regarding tenant service needs and available services (with tenant permission).	Excluded	Not applicable for study period
Building and maintaining landlord relationships	Housing management staff members promptly respond to any concerns raised by landlords or property management staff regarding supportive housing tenants.	Excluded	Not applicable for study period
Building and maintaining landlord relationships	Housing management staff members have established and meets regularly with a landlord advisory group.	Excluded	Not applicable for study period
Coordinating property and housing management and supportive services	Property or housing management staff members and supportive service providers perform distinct roles but understand one another's functions and communicate frequently.	Excluded	Not applicable for study period
Coordinating property and housing management and supportive services	Property or housing management and supportive services have separate and distinct roles. Files and office space are not shared.	Excluded	Not applicable for study period
Coordinating property and housing management and supportive services	There is a comprehensive, written eviction-prevention policy that details how all supportive housing partners work together to promote housing stability. If eviction occurs, there is evidence of communication between the service provider and property manager or landlord, including evidence of prevention efforts.	Excluded	Not applicable for study period
Coordinating property and housing management and supportive services	If a tenant is behind on rent, staff members work with tenants to create a rent repayment plan and ensures they have the necessary support to fulfill its terms.	Excluded	Not applicable for study period
Coordinating property and housing management and supportive services	All property or housing management and services staff members have received training to understand one another's roles.	Excluded	Not applicable for study period

Measure	Metric	Status	Rationale
Coordinating property and housing management and supportive services	Supportive services and property or housing management staff members hold regularly scheduled forums to discuss their roles, the coordination of their efforts, and any current issues and to address gaps in services and operations.	Excluded	Not applicable for study period
Coordinating property and housing management and supportive services	Property or housing management staff members promptly notify service staff members of any unmet tenant service needs. Supportive services staff members promptly notify property management staff members when they observe safety or maintenance concerns.	Excluded	Not applicable for study period
Coordinating property and housing management and supportive services	When notified of any issues, property or housing management and services staff members respond promptly.	Excluded	Not applicable for study period
Integrated			
Housing unit choice	Tenants are offered a choice between multiple housing units. If possible, they are also given a choice between housing models and locations.	Excluded	Not applicable for study period
Housing unit choice	Staff members work with tenants to develop an understanding of their needs and wants from a housing unit.	Excluded	Not applicable for study period
Housing unit choice	Staff members support tenants in searching for and selecting a housing unit that meets their needs, including any accessibility needs. This includes communication and advocacy with landlords.	Excluded	Not applicable for study period
Housing unit choice	Tenants are given the opportunity to view and choose among multiple housing units.	Excluded	Not applicable for study period
Leases and tenant rights	Tenants have standard leases or subleases and a clear understanding of their rights and responsibilities as tenants.	Excluded	Not applicable for study period
Leases and tenant rights	All supportive housing tenants are provided leases or subleases identical to non-supportive housing tenants—without service participation requirements or limits on length of stay (as long as lease terms are met). Ideally, the initial term of a lease or sublease is at least one year.	Excluded	Not applicable for study period
Leases and tenant rights	Tenants cannot be evicted for not participating in services or for failing to follow through on their services or treatment plan.	Excluded	Not applicable for study period
Leases and tenant rights	Tenants are not evicted for failing to maintain sobriety.	Excluded	Not applicable for study period
Leases and tenant rights	As part of the lease signing process, property or housing management staff members walk tenants through the lease agreement, explaining their rights and responsibilities as leaseholders. Tenants are provided a signed copy of their lease.	Excluded	Not applicable for study period
Leases and tenant rights	Tenants are notified of the process for any lease violations and grievance or appeal procedures.	Excluded	Not applicable for study period

Measure	Metric	Status	Rationale
Leases and tenant rights	Tenants are not removed from housing without legal eviction proceedings.	Excluded	Not applicable for study period
Sustainable			
Housing maintenance	Housing units are inspected regularly and proactively maintained, and any identified issues are quickly addressed.	Excluded	Not applicable for study period
Housing maintenance	Staff members inspect units before move-in and at least annually thereafter. The inspections ensure that units meet or exceed the US Department of Housing and Urban Development's Housing Quality Standards.	Excluded	Not applicable for study period
Housing maintenance	Tenants are given proper notice of any scheduled inspections.	Excluded	Not applicable for study period
Housing maintenance	Staff members ensure inspection results that require follow-up or corrective actions are addressed within reasonable time frames.	Excluded	Not applicable for study period
Housing maintenance	Property management staff members have a comprehensive, written plan and schedule for inspections, pest control, routine maintenance, and replacement activities designed to sustain the quality of the physical environment.	Excluded	Not applicable for study period
Housing maintenance	There are clear procedures for tenants to report maintenance problems and for work orders to be created and completed.	Excluded	Not applicable for study period
Housing maintenance	Staff members have funds available to address minor instances of tenant-caused damage to the unit, in the interest of maintaining landlord relationships and housing stability.	Excluded	Not applicable for study period

TABLE A.3

Included, Excluded, and Modified Permanent Supportive Housing Metrics for Corporation for Supportive Housing Component

Supportive services

Measure	Metric	Status	Rationale
Tenant centered			
Service design	All members of tenant households have easy, facilitated access to flexible and comprehensive supportive services. Tenants are involved in choosing the services they would like to receive. The specific services and their intensity can vary, based on changing tenant needs.	Modified	Language changed to future tense
Service design	There is a comprehensive, written services plan for the supportive housing project. It describes the available services, identifying whether they are provided directly or through referral linkages, by whom, where, and during what days and hours.	Included	

Measure	Metric	Status	Rationale
Service design	All tenants are provided a menu of services that includes how to access case management services, medical services, mental health services, substance abuse treatment services, peer support, parenting skills, education, vocational and employment services, money management services, life skills training, and advocacy.	Modified	Language changed to future tense
Service design	Service staff members include tenants in the design, development, and implementation of their service plans. Staff members also work with tenants to develop goals that are realistic, achievable, measurable, and tailored to the tenants' preferences.	Excluded	Not applicable for study period
Service design	The service design and staffing plan includes the opportunity for tenants to receive services and support from peers.	Included	
Service design	Service needs assessments and individualized service plans are updated regularly to reflect tenants' changing service needs and goals.	Excluded	Not applicable for study period
Delivering voluntary services	Supportive services staff members use proactive and creative strategies to engage tenants in on-site or community-based supportive services, but participation is not a condition of ongoing tenancy. In delivering services to tenants, staff members use the most appropriate techniques or best practices, based on tenants' needs.	Excluded	Not applicable for study period
Delivering voluntary services	Participation in services is voluntary, meaning tenants can choose whether to participate and select the services they prefer. A significant share of tenant households voluntarily use at least one supportive service.	Excluded	Not applicable for study period
Delivering voluntary services	Service staff members are educated about techniques that engage and support tenants in changing their behavior, such as motivational interviewing and the stages-of-change model.	Excluded	Information not captured in data collection
Delivering voluntary services	Service staff members are trained to deliver services effectively, account for each tenant's age, culture, background, or disability.	Excluded	Information not captured in data collection
Delivering voluntary services	Services are not time limited and are available to tenants throughout their tenancy. Service staff members are available to provide more frequent and intensive services at the beginning of a tenant's residency to facilitate the tenant's transition into supportive housing.	Excluded	Not applicable for study period
Delivering voluntary services	Service staff members help tenants anticipate, prevent, and manage the negative consequences of substance use or relapse. Supportive service staff members work to reduce the harm caused by tenants' substance abuse, including working to prevent evictions.	Excluded	Not applicable for study period
Delivering voluntary services	Service staff members are educated about evidence-based best practices that can assist them with tenants, such as trauma-informed care, integrated dual diagnosis therapy, wellness recovery action planning, and critical time intervention.	Excluded	Information not captured in data collection

Measure	Metric	Status	Rationale
Delivering voluntary services	Service staff members encourage all tenants to participate in meaningful activities and assist all tenants who express a desire to work to obtain appropriate vocational services, employment services, and employment.	Excluded	Not applicable for study period
Delivering voluntary services	Service staff members support tenants in moving on from supportive housing if they choose and ensures that interested tenants have access to appropriate supportive services after moving out.	Excluded	Not applicable for study period
Accessible			
Housing outreach	The service provider ensures there are assertive outreach and inreach efforts to facilitate the ability of people living on the streets, in shelter, or in institutions to access the supportive housing.	Included	
Housing outreach	The service provider uses, or partners with an organization that uses, assertive outreach and inreach methods to engage people living on the streets, in emergency shelters, in jails or prisons, or in institutions such as nursing homes.	Included	
Availability of services	Services staff members ensure tenants are aware of available services and that service hours and locations are convenient.	Excluded	Not applicable for study period
Availability of services	Service staff members meet with new tenants before move-in to review available supportive services options.	Excluded	Not applicable for study period
Availability of services	Service staff members meet with tenants regularly to review available supportive services.	Excluded	Not applicable for study period
Availability of services	Tenants can choose to receive services in their home or can access services in a convenient community location.	Excluded	Not applicable for study period
Availability of services	Service staff and programs are available during hours that ensure maximum access and utilization by tenants, including tenants who may be working or are engaged in other activities during regular business hours.	Excluded	Not applicable for study period
Availability of services	Crisis services are available to tenants.	Excluded	Not applicable for study period
Availability of services	All programs and spaces used for service delivery are fully accessible to people with disabilities, and appropriate reasonable accommodations are provided to tenants with disabilities to facilitate their participation.	Excluded	Not applicable for study period
Coordinated			
Connections with mainstream and community-based service providers	The primary service provider facilitates tenants' connections to resources and supportive services in the community, particularly behavioral health care, primary health care, substance use treatment and support, and employment.	Excluded	Not applicable for study period
Connections with mainstream and community-based service providers	Soon after housing entry, staff members help all tenants apply for relevant public benefits.	Excluded	Not applicable for study period

Measure	Metric	Status	Rationale
Connections with mainstream and community-based service providers	The primary service provider establishes linkages, codified by memorandums of understanding or other written agreements, with providers of core services to tenants, including behavioral health care, primary health care, substance abuse treatment and support, and employment.	Excluded	Not applicable for study period
Connections with mainstream and community-based service providers	Tenants can see a behavioral health care provider, including a psychiatrist, shortly after making the request.	Excluded	Not applicable for study period
Connections with mainstream and community-based service providers	Tenants can see a primary health care practitioner shortly after making the request.	Excluded	Not applicable for study period
Connections with mainstream and community-based service providers	Tenants have a primary health care provider.	Excluded	Not applicable for study period
Connections with mainstream and community-based service providers	Tenants can access substance use treatment and support shortly after making the request.	Excluded	Not applicable for study period
Connections with mainstream and community-based service providers	Tenants are connected with relevant workforce development and employment resources shortly after expressing interest.	Excluded	Not applicable for study period
Integrated			
Community connections	Staff members work with tenants to identify community opportunities and relationships of interest and ensure they have the support pursue them.	Excluded	Not applicable for study period
Community connections	Staff members provide tenants information about community resources and activities in conjunction with the move-in process. This also includes an orientation to the neighborhood.	Excluded	Not applicable for study period
Community connections	Staff members support tenants in identifying and accessing community activities of interest, such as public gardens, faith communities, and peer associations. This may include support with obtaining transportation.	Excluded	Not applicable for study period
Community connections	Staff members provide tenants opportunities to connect with peers, including other supportive housing tenants.	Excluded	Not applicable for study period
Community connections	Staff members ensure tenants have opportunities to interact with diverse individuals.	Excluded	Not applicable for study period
Community connections	Staff members support tenants in establishing or strengthening positive relationships with friends and family members.	Excluded	Not applicable for study period
Sustainable			
Funding commitments	Funding or a funding strategy is in place to ensure tenants have access to supportive services for the life of the project.	Excluded	Not applicable for study period

Measure	Metric	Status	Rationale
Funding commitments	Service funding for the supportive housing is committed or contracted for several years. Following this initial period, it is highly likely, based on history and current funding sources, that funding will be renewed.	Excluded	Not applicable for study period
Funding commitments	The service funding sources are flexible enough to allow for the specific services to change with client needs, both daily and throughout the life of the supportive housing.	Excluded	Not applicable for study period
Provider partnerships	The primary service provider has established linkages with other service-providing organizations to ensure tenants have ongoing access to comprehensive services.	Excluded	Information not captured in data collection
Provider partnerships	The primary service provider has written agreements with external providers that services will be made available to tenants.	Excluded	Information not captured in data collection

TABLE 4
Included, Excluded, and Modified Permanent Supportive Housing Metrics for Corporation for Supportive Housing Component
Community

Measure	Metric	Status	Rationale
Tenant centered			
Tenant leadership	Leadership development opportunities for tenants are created or supported by all partners.	Excluded	Not applicable for study period
Tenant leadership	The supportive housing partners support or promote the development of a community-wide (at the local, regional, or state level) association of supportive housing tenants that meets regularly and is led by tenants.	Excluded	Not applicable for study period
Tenant leadership	Each supportive housing partner has at least one tenant representative on its organization's board. The organizations provide support to tenants who serve on boards by providing board mentors, transportation, and/or a stipend.	Excluded	Not applicable for study period
Tenant leadership	All external partner organizations have current or former recipients of their housing or services on their boards or in key leadership roles.	Excluded	Not applicable for study period
Tenant leadership	Written agreements between the lead supportive housing partners and external partner organizations specify that current or former recipients of services or housing serve on their boards or in key leadership roles.	Excluded	Not applicable for study period
Accessible			
Coordinated access	The supportive housing partners participate in or lead community efforts to coordinate access to housing.	Included	

Measure	Metric	Status	Rationale
Coordinated access	The supportive housing partners participate in a designated community process to coordinate access to housing, including the use of coordinated referrals and triage, common applications, common entrance criteria, and centralized waiting lists. If the community does not have coordinated access to housing, the supportive housing project partners communicate the referral and application process to the entire community.	Excluded	Not applicable for study period
Coordinated access	The supportive housing partners participate in or lead efforts to ensure community application processes, documentation of eligibility, and intake processes are streamlined and efficient, so that applicants are not asked for the same information on multiple occasions.	Included	
Coordinated			
Targeting units	The supportive housing partners prioritize people who are vulnerable or who are high utilizers of existing systems (e.g., hospital, jail, shelter) for all or a portion of available units.	Included	
Targeting units	To the extent allowed by funding, the supportive housing prioritizes people that community data identify as having a high need for services (e.g., a high vulnerability index score) or frequently utilizing crisis systems (frequent users) for all available units.	Excluded	Not applicable for study period
Discharge planning	The supportive housing partners connect with and support the efforts of community stakeholders working to ensure positive institutional discharges.	Excluded	Not applicable for study period
Discharge planning	The supportive housing partners participate in community discharge planning to ensure that people exiting institutions such as hospitals, nursing homes, prisons, and jails do not experience homelessness after their release and make units available to support these efforts.	Excluded	Not applicable for study period
Integrated			
Tenant choice	The supportive housing partners help develop and implement a community plan to ensure new supportive housing increases tenant choice regarding housing models and locations.	Excluded	Not applicable for study period
Tenant choice	The community has a plan to ensure supportive housing exists in various models and locations, or the supportive housing partners promote the development of such a plan.	Excluded	Not applicable for study period
Tenant choice	For new projects, the model and location of the supportive housing contributes to the achievement of this plan by increasing tenant choice.	Excluded	Not applicable for study period
Sustainable			
Community planning	The supportive housing project partners coordinate with larger community efforts, aligning with and furthering the achievement of related community plans.	Included	
Community planning	The development or ongoing operation of the supportive housing helps achieve goals outlined in relevant community plans, such as 10-year plans to end homelessness, consolidated plans, or Olmstead implementation plans.	Included	
Community planning	The supportive housing project partners participate in the development and ongoing implementation of relevant community planning processes.	Excluded	Not applicable for study period

Measure	Metric	Status	Rationale
Data tracking and sharing	While preserving client confidentiality, the supportive housing partners track and share demographic, performance, and other relevant data to improve outcomes for tenants.	Excluded	Not applicable for study period
Data tracking and sharing	The supportive housing uses appropriate information management systems to track relevant data to determine its performance against project goals and community standards.	Excluded	Not applicable for study period
Data tracking and sharing	The supportive housing partners participate in community data-sharing agreements to track data and performance community-wide.	Excluded	Not applicable for study period

Notes

- ¹ For example, they replaced the prototype unit's siding with more conventional materials to reduce costs. Partners also lowered the ceiling by two feet based on habitability testing by MSU, which revealed that the high ceiling caused hot air to rise, making it harder to maintain a consistent and comfortable temperature in the unit.
- ² MSU tested the livability of the non-ADA-adaptable tiny-home designs by building cardboard prototypes. With monitoring equipment installed, an MSU graduate student and instructor lived in the model unit to test its habitability. Project partners have not, however, done any additional testing on the other three-unit designs.
- ³ To see the architecture firm's site layout, see Hennebery Eddy Architects Comma-Q Studio, "Housing First Village," accessed November 17, 2021, https://www.urban.org/sites/default/files/2021/11/17/hfv_architectural_site_plan.pdf.
- ⁴ "Supportive Housing 101: What Is Supportive Housing?" CSH, accessed November 18, 2021, <https://www.csh.org/supportive-housing-101/>.

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About the Authors

Amanda Gold is a research associate in the Metropolitan Housing and Communities Policy Center at the Urban Institute. Her research interests include affordable housing and community and economic development. Before joining Urban, Gold interned with the Metropolitan Policy Program at the Brookings Institution, New York City's Department of City Planning, the Center for an Urban Future, and the National Housing Conference. Gold holds a BA from Kenyon College and an MPP from Georgetown University.

Clare Salerno is a research analyst in the Metropolitan Housing and Communities Policy Center with the Built Environment practice area. Her work at Urban examines the unequal effects of climate change on both natural environments and built environments, from substandard housing to disaster-damaged neighborhoods. Her projects relate to resilience, food security, community engagement, homelessness, and public housing. She is interested in intersections between housing and the environment, particularly those related to food systems, agriculture, and climate change. Salerno holds a BA in sociology from Wellesley College.

Corianne Payton Scally is a principal research associate in the Metropolitan Housing and Communities Policy Center, where she explores the complexities of cross-sector implementation of affordable housing and community development policy and practice. Her affordable housing research explores demand- and supply-side constraints and solutions, including material hardship and self-sufficiency; finance, construction, and preservation; and community capacity and opposition. Before joining Urban, Scally was an associate professor of urban planning at the State University of New York at Albany an affordable housing developer, and a community economic developer. Scally received her PhD in urban planning and policy development from Rutgers University.

Wilton Oliver is a research analyst in the Metropolitan Housing and Communities Policy Center. His areas of interest include community development, economic mobility, and racial inequality within cities. Before joining Urban, Oliver worked for Reinvestment Fund, the Office of Councilwoman Blondell Reynolds Brown, and Recity. Oliver holds a BA in urban studies and sociology from the University of Pennsylvania.

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500 L'Enfant Plaza SW
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