

## Case Studies

- ▶ In the rural areas around Austin, Texas, **Cen-Tex Certified Development Corporation** found that its seniors were in need of congregate housing close to their churches and friends; they just weren't willing to move to the city. But any facility would have to be small, since 50- to 100-unit complexes just can't be filled in towns of only a couple thousand people. However, such a small facility can't support the debt that creating a quality environment requires. In Texas, this includes very specific and expensive design features. Despite these and other obstacles, Cen-Tex created a development corporation to explore assisted-living facilities. They finally partnered with a small local hospital that had available acreage (reducing the cost of construction) and is serving strictly as the developer of the project. The hospital will operate it once it is opened. Still in the feasibility and design stage, the facility is expected to have 16-21 units.
- ▶ With a staff of more than 265 and 13 local offices, **Community Service Programs (CSP) of West Alabama** is one of the most holistic providers of housing and other services to needy families in the nation. Among the 800 units of affordable housing CSP has built or rehabbed are two HUD 202 projects for the elderly and/or disabled (but primarily for the elderly). Each one has 48 units housing seniors who can live independently. CSP contracts out the management of the buildings (maintenance, rent collection, etc.) to a local property management company, which is just barely covered by the 202 funding. Each building has a service coordinator, also funded by HUD. The coordinators provide residents with scheduled and (when possible) on-demand transportation to grocery stores, medical facilities and the like. They also help with financial literacy issues – balancing checkbooks, completing paperwork for Medicaid, etc. – and coordinate such services as Meals on Wheels (which CSP provides). One problem CSP encounters that is typical only of organizations working in very rural settings is that they cannot always fill the available slots. This can have a negative impact on the regular cash flow of the development. However, this is not deterring the organization from considering 202 projects in the future.
- ▶ **Downtown Housing Improvement Corporation** in Raleigh, N.C., has constructed more than 700 units of housing since its inception in 1975, including 199 units of senior housing in five apartment complexes. Three are HUD 202 projects and two are low-income housing tax-credit projects. These are independent living facilities restricted to residents at 50 percent or less of median area income. DHIC's supportive services are supplied through Resources for Seniors of Wake County. Each building has its own services coordinator who assesses needs, develops care plans if necessary, monitors care plans, provides information about community services, links the resident with needed services, and coordinates health and educational presentations for the residents as a group. DHIC contracts out the management of these buildings but oversees this carefully.
- ▶ Located in the suburban metro-Atlanta area, **Gwinnett Housing Resource Partnership** offers, as part of its counseling services, access to five reverse-mortgage products – two versions of the Home Equity Conversion Mortgage through HUD, a Fannie Mae product, and two products of Financial Freedom, a private lender. GHRP provides counseling prior to accessing the products, which is required, though they do not make the loans. Their counseling services are funded through a HUD counseling grant to the organization and through AARP, which also has a HUD grant for this service. The reverse mortgage products allow seniors to access the equity in their house without having to sell it and without having to make monthly payments. The borrower must be at least 62 years old to be eligible, and there must be enough equity in the property to pay off any existing liens or mortgages. The percentage of the equity the homeowner receives is based on a variety of factors. The borrower can receive the money in a lump sum, in monthly advances, or as a credit line. There is no restriction on what the money is used for. Examples of how seniors use the money include stopping foreclosure, bailing out of predatory loans, paying for home health care, paying off credit card debt, repairing the home, medical care, automobile purchase, and travel. GHRP sees reverse mortgages as an excellent tool in allowing people to stay in their homes, but other options are also explored. GHRP counsels about 60 seniors a year (from the entire southeast region) and approximately 75 percent of these (45) take out reverse mortgages.
- ▶ **Housing Partnership Inc. of West Palm Beach, Florida**, owns and/or manages more than 1,000 units of housing, including 252 apartments for the elderly. These independent-living units with full kitchens are in two buildings, each with six floors. They are connected by a clubhouse that has offices, an activity room (that also serves as a dining room), a kitchen, computer lab, library, exercise room, and a television-viewing area. A Campus for

Living coordinator directs residents to a variety of resources available through social-service providers, churches, the Department of Senior Services, and others. These services are funded through the operating budgets of the buildings. HP does not build the properties but instead comes in to assist in their management.

- ▶ **Jacksonville Housing Partnership** in Jacksonville, Florida, operates a housing-rehab program throughout Duval County that helps low- to moderate-income families repair their homes to code. While HP's services are delivered according to need, regardless of age, last year HP served 342 households, of which about 90 percent belonged to elderly owners. The organization does whatever is needed – replace roofs, electrical work, plumbing, windows, etc. – to bring the property up to code. Sometimes, this involves modifications for persons in wheelchairs such as ramps, wider doors and hallways, or larger bathrooms. Funding sources include (but are not limited to) Duval County Housing Finance Authority, State of Florida SHIP funds, CDBG funds through the city of Jacksonville, the Brooks Health Foundation (which finances wheelchair ramps), corporate donors, foundations, the Northeast Florida Area Agency on Aging, and other city of Jacksonville programs. HP also holds an annual Paint the Town event that utilizes volunteers to paint the homes of primarily elderly residents. In May 2002, 1,300 volunteers worked over the course of a week to fully rehab 40 homes.
- ▶ In response to the needs of elderly residents on fixed incomes, **Neighborhood Housing Services of LaGrange, Georgia**, developed a loan program in the fall of 2001 called 4/5/6: \$4,000 for 5 years at 6 percent. By June 2002, the organization had made repairs and modifications to 12 homes and has the funding in hand (through its revolving loan fund capitalized by Neighborhood Reinvestment) to work on any house in the city of LaGrange. For homes outside the city, NHS leverages its funds with CDBG and other sources to make it possible for local financial institutions to make affordable loans to seniors. For some income-eligible residents, deferred second mortgages have made the difference in being able to access the resources needed to make repairs. NHS of LaGrange also works with several other organizations to focus on elderly housing needs. WorldChangers, a national faith-based organization that brings young people into communities to do minor repairs on homes, will bring 22 crews to LaGrange over the 4th of July week to work on 15 to 18 properties, all owned by seniors. Through AmeriCorps, NHS was grant-

ed \$30,000 a year for three years to install handrails, construct wheelchair ramps and make other modifications for elderly and/or disabled residents. NHS is also a founding member of DASH (Dependable, Affordable, Sustainable Housing), a new nonprofit consortium of private, public and nonprofit sector partners dedicated to improving the quality of housing for everybody in LaGrange, which includes a growing elderly population.

- ▶ **On Lok SeniorHealth** is a 30-year-old community-based nonprofit in San Francisco that provides comprehensive health and long-term care for the frail senior. The On Lok model has been replicated nationally as PACE (Program of All-Inclusive Care for the Elderly), resulting in successful programs in many states. On Lok targets very low income, Medicare/Medicaid eligible people considered to be frail by state standards of those requiring nursing home care. The average age of residents is 82; 60-65 percent are widows living in their own homes with families; most have multiple, chronic or acute, medical conditions. On Lok provides a full range of services, including primary care (medical services), adult day help (which includes nursing care, recreation programs, transportation), and home care (skilled nursing or nonskilled personal care). On Lok also operates about 150 units of low-income housing. Fifty-five are Section 202 units funded by HUD. Each building has the services described above distributed through a center (with clinic, day center and the homecare components) located on the ground floor. On Lok uses an innovative financing method whereby both Medicare and Medicaid form a funding stream that enables its service program to be operated on a per-member, per-month basis. On Lok receives a single amount from federal and state sources per client – including acute-care dollars from Medicare – and uses the funds to supply whatever the client needs. This includes doctor's fees and prescriptions, as well as personal-care services or minor repairs to their homes. This enables even the most frail, cognitively impaired elderly people to avoid more-costly nursing home care.
- ▶ **Penn South Social Services Inc.**, is the nation's first NORC program. It serves large numbers of elderly residents of buildings and communities in intergenerational housing. Penn South began in a Manhattan co-op whose residents were aging. It grew from a \$10,000 operation funded in 1986 by one building's co-op board to a program with a budget of close to a million dollars. Its goals are to help residents remain in their homes for as long as possible by providing them with a comprehensive

set of supportive services – health, social, educational and recreational – not just for frail elderly but for healthy seniors as well. These services are made available both to residents within their units as well as in central locations. The Penn South model has been so successful that its board applied for and received funding from foundations and the state to replicate the program. By 1996, Penn South had programs operational at 14 sites. A new entity, the New York Supportive Services Center, then was formed, which has been developing programs throughout New York State, the Northeast, and around the country. At this point, New York State alone has 30 such programs, covering upwards of 300,000 seniors who live, as at Penn South, in inter-generational housing and receive similar health and social services.

► **Rutland West Neighborhood Housing Services**, which operates in rural communities in Vermont, is one of 10 sites participating in the Home Equity Loss Protection (HELP) initiative, a pilot program through Neighborhood Reinvestment Corporation, Freddie Mac and Wells Fargo Bank. This program allows Rutland West NHS and others in the pilot to refinance predatory loans using a better, more affordable, loan product and to provide in-depth education and counseling to qualified consumers. Freddie Mac will purchase up to \$20 million in HELP loans originated by Wells Fargo Mortgage Corporation. NHS has produced an anti-predatory lending booklet that it distributes to consumers, practitioners, lending partners and participants in its foreclosure-prevention program. Since the creation of the booklet, Rutland West NHS has had a steady stream of customers with predatory lending issues. Out of 70 foreclosure prevention cases, 10 percent to 15 percent have had predatory lending components.

► **Senior Connections** in Chamblee, Georgia, offers information and assistance, case management, in-home services and volunteer support to thousands of seniors and their families. Along with its partners, Senior Connections provides the same level of care at home that a person would receive in a nursing home – a nursing home without walls – for about 25 percent of the cost of nursing-home care. Through its Meals on Wheels program, seniors are provided with up to 14 meals a week. Homebound seniors are helped with everything but skilled nursing care: bathing, exercise, grooming, housekeeping, reminders to take medication, and meal preparation. Senior Connections provides both emergency and non-emergency transportation services. The organization also has a two-part home repair

program, one run by volunteers who are supervised by a construction manager, and one funded through the Federal Home Loan Bank of Atlanta that uses certified contractors to do work costing between \$3,000 and \$5,000 a house. Each year, Senior Connections' aides and certified nursing assistants provide nearly 40,000 hours of care to older adults living at home; its case managers perform more than 1,500 assessments and develop care plans for seniors and persons with disabilities; its information and referral specialist serves nearly 6,000 clients; and its volunteers contribute more than 25,000 hours of service.

► **St. Petersburg Neighborhood Housing Services**, working in the Tampa Bay area of Florida, has been attracting elderly participants to its Financial Fitness program by marketing it through a local hospital, St. Anthony's, and at sites near senior centers. After seeing fliers posted around the hospital, elderly visitors were among those who signed up. NHS found that widows and widowers are especially in need of financial literacy training because, if their departed spouse had handled their resources in the past, they themselves never learned to do so. Women on fixed incomes are particularly concerned with the need to make their limited resources work for them. The class helps them by covering such topics as basic financial planning and money management, saving and investing, and taxes and insurance. The demand for the Financial Fitness program is very strong in St. Petersburg: an affiliate of St. Anthony's Hospital, St. Joseph's in Tampa, has asked for the program to come there, and inquiries are coming from many other organizations and institutions. NHS staff report a huge demand for reverse mortgages as part of the solution to elderly residents' financial needs.