Together
We Can Do More

Organizing Communities, Exploring Strategies, and Defining Frameworks to Build Inclusive Communities

San Francisco Bay Area

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More is Possible

Less than 12% of adults with intellectual and developmental disabilities (I/DD) who receive long-term supports and services rent or own their own home. Across California and the country, increasing numbers of individuals with disabilities live at home with aging parents and guardians with no transition plan in place. If individuals with disabilities want to live outside of the family home, often their only option is to live in institutional settings. Despite repeated demands for community-based housing options from advocates with disabilities and their families and federal policy that mandates such housing options, there is a clear lack of funding, strategies, and operating models to address the housing needs of adults with I/DD.

To think through the factors driving the disability housing challenge and what new solutions could look like, The Kelsey embarked on a nine month organizing and predevelopment process. We convened 300+ cross-sector stakeholders from around the Bay Area for our Together We Can Do More Initiative. Stakeholders participated in a three part workshop series that defined the problems driving disability housing shortages, identified interventions, and designed what new solutions could and should look like. Alongside meetings and workshops, we interviewed key leaders across the disability, housing, finance, philanthropy, policy, and community development sectors and researched existing housing models in the Bay Area and beyond.

We begin by placing the current housing need in the context of key disability policies. Next, we present diverse and detailed case studies that demonstrate unique financial, structural, and political approaches that can be studied and leveraged to promote the development of disability inclusive housing around the country. There are many organizations doing impactful and important work—in disability and beyond—that we can learn from to apply to our field. New strategies are needed to scale interventions and promote more sustainable, cross-sector solutions.

The report includes actionable interventions generated by the diverse stakeholders who participated in our Together We Can Do More Initiative. In Planning for Next Steps, we discuss the ten interventions our teams developed to create more inclusive communities. We also share new frameworks—different ways of approaching disability housing and supportive services—that can inform future interventions and support the most inclusive, sustainable, and impactful community outcomes.

The goal of this report is to educate readers on the factors driving the shortage of affordable, accessible, and inclusive housing and explore solutions to address this crisis. We focus on identifying mechanisms that promote disability inclusive housing and sharing innovative, scalable, and sustainable ideas that can be applied in all types of communities.

The Kelsey cannot and does not want to be the only organization doing this important work—the challenge is simply too large for one organization or one sector to tackle it alone. We hope this report will serve as a resource to those interested in developing or advocating for the development of inclusive communities around the country.

While indeed the challenge around ensuring individuals with disabilities have access to supportive and affordable housing communities is great, we believe the opportunity is greater. We have an opportunity to create more equitable where all people can contribute. We can serve more people if we more effectively leverage new resources and pool shared expertise. Communities can be more resilient, exciting, vibrant, and welcoming when we deploy strategies to include all people of all abilities, incomes, and backgrounds.

Micaela Connery
The Kelsey

> *"It's hard to give value to people with disabilities if you don't have proximity and see them as real people who have the same kinds of lived experiences that you do. So, the more separation that we have, the less we're really getting to the problem."*
>
> - Abby Yim, Integrated Community Services

An Anchor In Inclusion

As we explored the challenges driving the shortage of housing for adults with disabilities, we made a deliberate choice to do so with a focus only on inclusive or integrated solutions and strategies.

We define integrated and inclusive housing to mean housing with residents who are a mix of people with and without disabilities. In fully inclusive housing, units and housing experiences are the same quality regardless of ability and the management and other building staff serve all residents, with and without disabilities. Additionally, in inclusive housing, there are thoughtful efforts to foster interaction, understanding, and connection across people of all abilities and backgrounds. Inclusive housing also is designed specifically to address a diversity of housing preferences and service needs among people with disabilities.

Our research, workshops, and best-practices intentionally did not focus on any housing interventions that were disability-specific in a way that segregated, isolated, or only served people with disabilities.

We believe—and our research and focus groups have continued to reinforce—that inclusion is possible for all people of all abilities.

Why Inclusion

Our focus on inclusion is rooted in years of research, focus groups, site visits, meetings, conversations, and interviews within the Together We Can Do More Initiative. Too often housing options for people with disabilities are not inclusive, and limit the ability for people with disabilities to be included in their communities. Housing isolates people with disabilities from peers and community members, requires people to move far away from families and jobs, and limits choices in daily life. Inclusive housing, on the other hand, has several benefits:

> **Desirable:** Individuals and families have strongly communicated they value diverse relationships, don't want to be isolated, and are seeking to connect with their communities in meaningful ways .

> **Aligns with Policy and Best-Practices:** Federal and state regulations encourage and even specifically mandate inclusive community-based housing for people with intellectual and developmental disabilities, where individuals are provided housing in the community outside of disability-specific settings.

> **Community Awareness:** Rather than having disability housing be something for "other people," "over there" inclusive housing ensures people with disabilities are visible and engaged in communities and subsequently, that disability policy issues are brought into mainstream conversations.

> **Partnerships:** Inclusive development creates opportunities for collaboration between disability housers, affordable housers, and market rate developers.

> **Financial Benefits:** By including people with disabilities alongside other market rate or affordable housing, inclusive developments are better able to access a diversity of funding sources, support stronger ongoing operating revenue, and potentially create cross-subsidy between units.

The community awareness element may be the most important and overlooked benefit of inclusive housing. Throughout our Together We Can Do More Initiative, we met individuals from all sectors who told us that The Kelsey's work was their first exposure to the housing need for people with disabilities and that they had never considered the issue before. This lack of awareness and the accompanying belief that housing for people with disabilities is something to be addressed by *other* people or handled by families alone is only reinforced when we develop housing interventions that separate people with disabilities from their neighbors. Setting aside any quality of life discussions related to inclusion or lack of inclusion, we at The Kelsey believe the need to ensure people with disabilities are visible and valued members of communities is reason enough to focus solely on inclusive, community-based housing interventions.

Inclusion for All

When asked about inclusive housing models, some individuals quickly state that inclusion isn't possible for certain people with disabilities, particularly those with more significant medical or behavior needs. Laws and legislation, in tandem with best-practices emphasized by advocacy organizations, stress that this is in fact not the case. Our research confirms that inclusive, community-based living is possible for all people who desire it *if* (and this in some cases is a big *if)*

the needed service and support infrastructure exists alongside inclusive living models.

When people say a community-based, inclusive housing option isn't possible for them or their loved one, what they are really saying has little to do with the physical housing and much more to do with service needs. This is why it is essential we continue to decouple housing and services. Services are, in many cases, highly specialized and disability specific. Each person with a disability may require different services to thrive, not just survive, in their housing. If robust, well-funded, individualized supportive services exist, a person with a disability should be able to succeed in any housing they choose. To imply that highly inclusive housing and highly supportive housing are mutually exclusive or at odds with each other is both untrue and unproductive. Instead of saying that inclusive housing is not possible for certain individuals, our community must rally around ensuring we have a robust system, across all sectors, that supports simultaneous goals of inclusive housing and strong supportive services.

People are welcome to choose non-inclusive housing for themselves or their loved ones, but The Kelsey believes that housing policy and new housing models should align with existing policies like *Olmstead* and the Lanterman Act and focus on ensuring all individuals have access to support and housing in community-based settings.

Defining Disability

For the purposes of this work, we focused specifically on housing needs for individuals with intellectual and developmental disabilities (I/DD). The federal, broader definition of I/DD covers a person whose disability occurs before age 22 and includes a mental or physical impairment or a combination of both. There must be substantial limitation in three or more of the following major life areas: self-care; expressive or receptive language; learning; mobility; capacity for independent living; economic self sufficiency; or self direction.

In California law, a developmental disability is more defined as occurring before the age of 18 and includes specific categories of conditions including: intellectual disability, epilepsy, cerebral palsy, autism, and "conditions requiring services similar to those required for persons with intellectual disabilities." California law requires that the individual be substantially handicapped by the disability and further defines substantial handicap as significant functional limitations in three or more of the major life activities contained in the aforementioned federal definition. Roughly 15-20% of individuals with I/DD also have physical disabilities.

In California, housing for people with I/DD is often focused specifically on regional center clients. Focusing on regional center clients provides a clear target population, one that is linked to the DDS funded service infrastructure that people with I/DD can use once housing is secured. However, there are double the number of individuals — approximately 625,000 Californians — with developmental disabilities under the federal definition or who meet the state definition but don't access regional center services. Both groups — regional center clients and non clients — have a need for housing.

While The Kelsey has an organizational focus on individuals with I/DD, we take a cross-disability approach to much of our strategy, best-practices, and advocacy. In general, we believe the interventions we explore for I/DD inclusive housing could be applied to other disability communities. Our inclusive approach means that a housing community with a target inclusion of people with I/DD may also have residents with other disabilities (reported or unreported).

Taking an inclusive approach to housing interventions—devoid of paternalism and ableism —allows us to develop a more progressive approach to advocacy and design that makes it easier to align with others across the broader disability community.

> *"All of these challenges and barriers are not due to Xiomara's disability. They are due to a society that does not how to include and support and care for a child like Xiomara. That's why we're here."*
>
> -Elena Hung, Parent + Little Lobbyists Co-Founder

Understanding Our History

The realities of disability housing today are influenced by decades of activism and policy. It's important to understand the key policies and inflection points that enabled more equitable housing and community living opportunities for people with disabilities. Here we explore some of those key policies and present a timeline of the movements and history that shape disability housing today.

A Look Back

For most of our nation's history, individuals with disabilities in the United States were placed into institutions or isolated in family homes as affordable, accessible, and supportive housing options simply did not exist. As large scale social justice movements took place in the 1960s and 1970s and deinstitutionalization and civil rights came to the forefront of American policy,

1962

Ed Roberts enrolls at the University of California, Berkeley. A young man with polio, Roberts fought for his right to attend the university as its first student who used a wheelchair. He became the father of the Independent Living Movement and helped form the first Center for Independent Living (CIL).

1965

Medicaid is introduced. Title XIX of the Social Security Act creates a federal and state entitlement program that pays for medical costs for individuals with disabilities and low income families.

1969

The Lanterman Developmental Disabilities Services Act, known as "The Lanterman Act" is passed in California. The law specifies the rights and responsibilities of persons with developmental disabilities and establishes the agencies responsible for planning and coordinating services and supports for persons with developmental disabilities and their families.

1990

The Americans with Disabilities Act is signed into law by President George H.W. Bush. The civil rights law prohibits discrimination against individuals with disabilities in all areas of public life including schools, transportation, and all public and private places that are open to the general public.

1990

With the goal of increasing independent, community-based living opportunities for individuals with disabilities, the US Department of Housing and Urban Development (HUD) Section 811 Supportive Housing for Persons with Disabilities Program provides funding to develop and subsidized rental housing with the availability of supportive services for low and extremely low income adults with disabilities.

1999

The Supreme Court's landmark decision in *Olmstead v. L.C.* finds that the unjustified segregation of people with disabilities is a form of unlawful discrimination under the Americans with Disabilities Act. Specifically, the Court held that public entities must provide community-based services to persons with disabilities.

2014

The Home and Community Based Services (HCBS) Setting Rule is released by the Centers for Medicare & Medicaid Services. The rule is designed so that Medicaid's home and community-based services programs in residential and non-residential settings provide full access to the benefits of community living and offer services in the most integrated settings.

significant social and political advancements occurred that facilitated the possibility of independent and community based living opportunities for Americans with disabilities.

The passage of the Americans with Disabilities Act was arguably the most notable of these political advancements. Signed into law by President George H.W. Bush in 1990, the ADA is a civil rights law that prohibits discrimination against individuals with disabilities in all areas of public life including schools, jobs, transportation, and all public and private places that are open to the general public. The act gives civil rights protections to individuals with disabilities similar to those provided to individuals on the basis of race, color, sex, national origin, age and religion. The ADA is divided into five sections, each relating to a different area of public life: employment, state and local government, public accommodations, telecommunications, and miscellaneous provisions.

A Supreme Court decision only nine years later would have significant impact on the implications of the ADA in regards to housing. In 1999, the Court held in *Olmstead v. L.C.* that unjustified segregation of persons with disabilities constitutes discrimination in violation of title II of the Americans with Disabilities Act. The court maintained that public entities must provide community-based services to persons with disabilities when (1) such services are appropriate; (2) the affected persons do not oppose community-based treatment; and (3) community-based services can be reasonably accommodated, taking into account the resources available to the public entity and the needs of others who are receiving disability services from the entity.

The Supreme Court further explained that its holding "reflects two evident judgements." First, "institutional placement of persons who can handle and benefit from community settings perpetuates unwarranted assumptions that persons so isolated are incapable or unworthy of participating in community life" and that "confinement in an institution severely diminishes
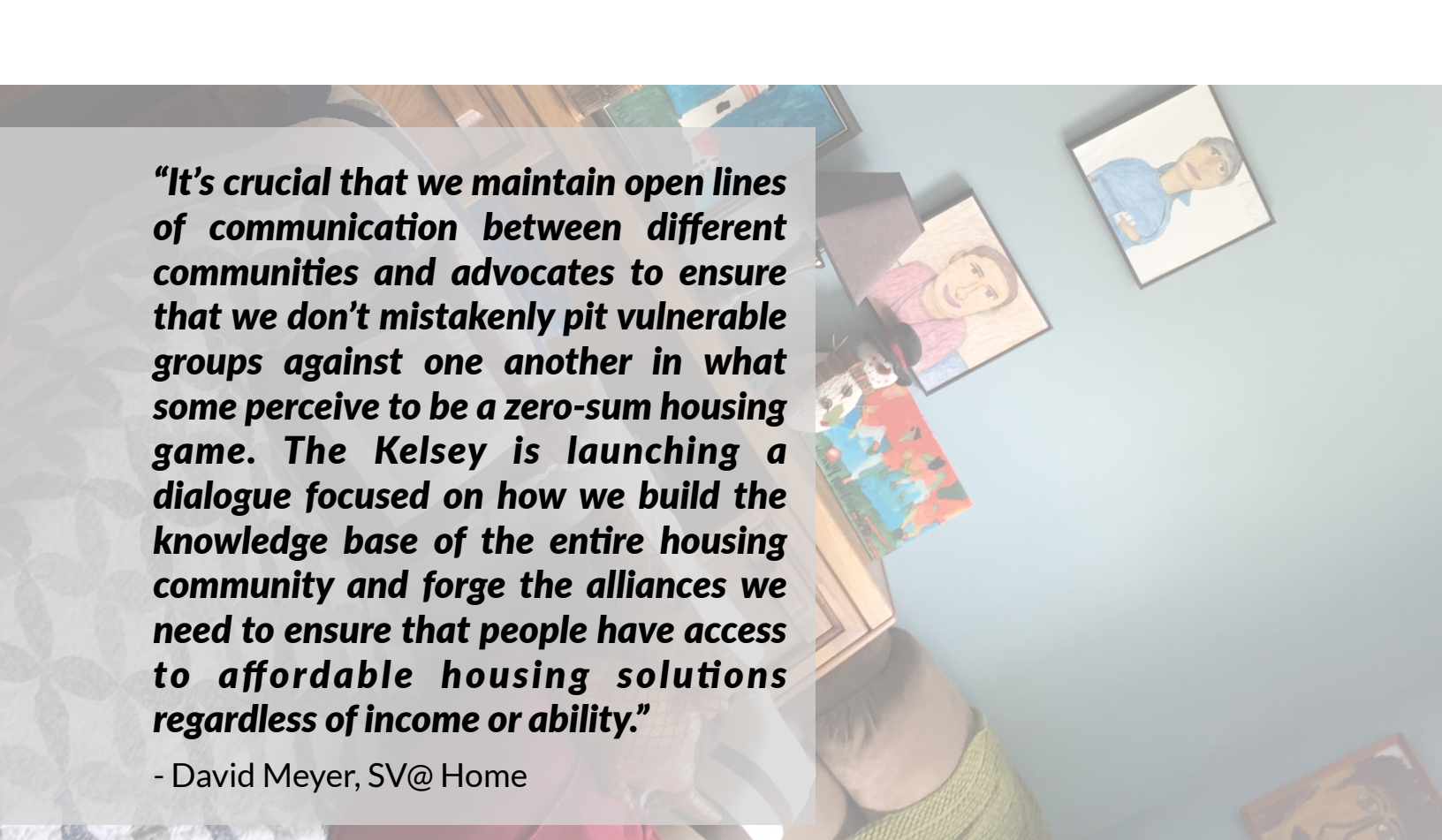
the everyday life activities of individuals, including family relations, social contacts, work options, economic independence, educational advancement, and cultural enrichment."

It has now been almost 20 years since the *Olmstead* decision, yet community-based settings for individuals with disabilities remain in short and unsustainable supply. However, the nation-wide closure of state run institutions means that hundreds of thousands of individuals with developmental disabilities will now be seeking community-based housing options.

History in Housing Today

Throughout history, we've seen movement towards the most accessible and inclusive models for people with disabilities. Progress in the forms of the ADA and *Olmstead* and related state and local policies have supported this movement forward, and the future must continue this trajectory. It's important that we don't fall prey to institutional bias or medical models in our approaches today. If we create communities that segregate people with disabilities, even if those communities are well managed and beautifully designed, we deny the decades of hard work of disability advocates and allies who fought for the promise of inclusion.

It's worth noting that many of the most successful movements in disability history emerged from cross sector efforts, when advocates with a range of disabilities, families, community organizations, and policymakers came together to fight for political change. A movement for inclusive communities must leverage a diversity of stakeholders and partners to create the social change we desire.

> *"It's crucial that we maintain open lines of communication between different communities and advocates to ensure that we don't mistakenly pit vulnerable groups against one another in what some perceive to be a zero-sum housing game. The Kelsey is launching a dialogue focused on how we build the knowledge base of the entire housing community and forge the alliances we need to ensure that people have access to affordable housing solutions regardless of income or ability."*

\- David Meyer, SV@ Home

Learning From What Works

In this section, we highlight the successes of others in the field of disability housing by presenting diverse and detailed case studies that demonstrate unique financial, structural, and political approaches that can be studied and leveraged to promote the development of disability inclusive housing around the country. These case studies focus less on specific housing types or models, and more on the mechanisms that enabled various communities to be developed around the country.

Joint Ventures

Joint venture developments provide a unique opportunity to leverage core competencies of the housing world and the disability world. When disability housers or service providers partner with market rate or affordable developers, each benefits from the other's area of expertise to create accessible and sustainable housing.

Arboleda Apartments (Walnut Creek, California)

In 2015, affordable housing developer Satellite Affordable Housing Associates (SAHA) completed development of Arboleda Apartments, 48 homes for low-income families with units set-aside for individuals with I/DD and those eligible for the Mental Health Services Act (MHSA) and Housing for People with Aids (HOPWA). The homes are a mix of one, two, and three bedroom apartments and include both two story townhomes and flats. Shared amenities include a computer room, playground, and a community room. The project also received LEED for Homes Platinum certification in recognition of sustainable features woven into the building design. Housing Consortium of the East Bay (HCEB) secured a $400,000 grant of CA DDS Community Placement Plan funds through the Regional Center of the East Bay. The dollars were provided to SAHA in exchange for 15 homes set-aside for households at or below 50% AMI with I/DD.

The Housing Authority of Contra Costa provided 29 project-based Section 8 vouchers, which enables low-income households, to pay only 1/3 of their income for rent. The total development costs were $25.7 million with funding for the project coming from the city, county, utilization of 9% LITHC, AHP, MHSA, and DDS CPP.

In discussing the lease up process, Darin Lounds, Executive Director of the HCEB, noted the challenge in targeting specific populations, and explained that some jurisdictions are more liberal or more conservative in how they allow projects to target specific groups of people for affordable housing. He explained that for Arboleda, the Housing Authority qualified prospective residents based on the CA definition of I/DD used for regional center verification, based on DDS' Restrictive Covenant attached to their funding for the project. This approach makes it easier to ensure households with I/DD receive a preference Arboleda's 15 homes set-aside for the population.

In general, he felt resident verification can be complicated because of varying definitions of I/DD and an unclear certification process. One option to combat this confusion is for I/DD housing projects that are not utilizing Housing Authority rental vouchers to work with regional centers to refer eligible residents for units set-aside for I/DD.

Bill Soro Community (San Francisco, California)

In 2014, affordable housing developer Mercy Housing partnered with The Arc of San Francisco, a disability support service organization, to develop an affordable 67-unit building in San Francisco's South of Market neighborhood. The building includes 8 studio apartments, 24 one bedroom units, 25 two bedroom units, and 10 three bedroom units. 53 units are for individuals and families earning between 40-50% of area median income. The remaining 14 units were earmarked for low-income adults with developmental disabilities and were financed by the United States Department of Housing and Urban Development's Section 811 Supportive Housing for Persons with Disabilities program. The Arc of San Francisco provides supportive services for these residents. "By integrating developmentally disabled adults living within a larger multifamily community, the Bill Soro Community represents a new model for supportive housing for adults with developmental disabilities." noted Barbara Gualco, Director of Real Estate for Mercy Housing.

Key Takeaways: Joint Ventures

- Continued education and strategies are needed around the practical implications of Fair Housing Laws and how to target specific populations in affordable housing projects.

- Joint ventures are an example of effective cross sector partnership, leveraging the competencies

of the affordable housing world alongside the competencies of disability service providers.

- Successful joint ventures have included individuals with and without disabilities in the same community.

Leveraging Philanthropy and Investment

Funding for affordable housing generally comes from city and state governments in the forms of tax credits and subsidy. More and more across the country, we see the innovative use of philanthropy to test the role of government subsidy, particularly in the housing world.

In this section, we will discuss two examples of philanthropy testing the role of subsidy: the flexible subsidy housing pool in Los Angeles, California and Hope VI projects across the nation. We will discuss the creation of these projects, the funders and their roles, and explain how philanthropy was leveraged to develop inclusive communities.

The Flexible Subsidy Pool (Los Angeles, California)

In 2012, the Los Angeles Department of Health Services, the Conrad H. Hilton Foundation and other governmental partners began having conversations about how to create more permanent supportive housing options for LA's significant homeless population.

Many DHS system users experiencing homelessness were unable to qualify for federal housing subsidies due to past violations while using a federal housing subsidy, documented status, or history with the criminal justice system. Due to the increasing number of homeless individuals unable to access federal subsidies, LA County needed to create a program that would have a large impact and could be implemented quickly. The idea for a flexible subsidy housing pool was born. The pool would pair permanent

rental subsidy with intensive case management services to assist DHS clients with managing their health and housing.

In 2013, The Hilton Foundation partnered with DHS to launch the FHSP with an initial investment of $4 million dollars. The Foundation specifically intended for its philanthropy to test the role of subsidy, with the implication that their initial investment would demonstrate the efficacy of the FHSP but that the pool would rely on public investments for long term sustainability. Fortunately, the initial grant from the Hilton Foundation was enough to leverage $13 million dollars for the FHSP from the DHS budget and also secured a $1 million dollar investment from an LA county supervisor, and the pool was launched with an $18 million investment.

Since the 2014 launch, the FHSP has housed over 1,400 individuals and families. Over the past four years, the FHSP has expanded to provide housing and case management to additional homeless and chronically homeless populations funded through country programs. Additional public sector investors include the Department of Mental Health, the Office of Diversion and Reentry, and the probation department. To date, $200 million dollars have been invested in FHSP.

HOPE VI (National)

In 1992, developer Richard Baron of McCormack Baron Salazar recognized the poor housing conditions in a St. Louis public housing project and decided to redevelop the project through a first of its kind public private partnership. The initial project required a $4 million dollar raise to upgrade physical spaces and pay for programming. The community, Murphy Park, not only provided high quality housing to residents, but also achieved broader social benefits for residents and families.

This pilot project in St. Louis would precede a federal housing program, HOPE IV, that has invested over $6 billion in subsidy to affordable housing across the United States. After the

successful pilot, Richard Baron wrote to the department of Housing and Urban Development explaining his approach and also the need to fund more projects like Murphy Park across the nation. Baron proposed a new model that would promote economic integration and leverage blended investment. The HUD secretary at the time visited the project in St. Louis and shortly after, HUD worked with Baron and another private developer to create the first HOPE VI project, Centennial Place in Atlanta. Since then, billions of federal dollars allocated for HOPE VI have continued to leverage billions more in other public, private, and philanthropic investments.

It is worth noting that the federal government may not itself have been able to conceive the model for HOPE VI or develop the first project. It required someone with on the ground knowledge of the problem and capital that was willing to take on the risk of doing something untested. However, HUD's eventual involvement was critical to scale the program and serve more communities. The same approach —local pilot with local public and private funds that is scaled through federal involvement—could be applied to new models in disability housing.

In addition to the learnings from HOPE VI's financing model, the economic integration of the program has been impactful for communities. Studies show the program has been successful in de-concentrating poverty and improving quality of life, economic opportunity, educational outcomes, and more. The same value drivers could be found in integrated, diverse communities that include disability.

Key Takeaways: Leveraging Philanthropy

- A philanthropic investment can attract other funders and encourage non traditional public sector partners. Private-public partnerships are particularly effective because each sector is able to leverage the other's experience, reputation, and political capital.

- While philanthropy can create programs, it can also be used to cover ongoing operating expenses that may be more difficult to prioritize with government funding.

- Long-term strategy and program operations shouldn't rely entirely, or even heavily, on philanthropy. Rather, philanthropy should be used to innovate new approaches, open up new markets or opportunities, and test the role of subsidy. Philanthropy can be used to reduce risk that opens future opportunities for private investment and public subsidy, which are more sustainable and scalable.

Advocacy and Set Asides

Hundreds of thousands of Americans need affordable, accessible and supportive housing. With the sheer number of housing vulnerable individuals competing for scarce resources and units around the country, how can we ensure that the housing needs of individuals with I/DD are at the table? Read on to learn about organizations that have accomplished just this.

Housing Choices (California)

Founded in 1997 by parents and developmental disability service providers, Housing Choices leads I/DD housing advocacy at the local and state level and provides housing navigation and housing retention services for individuals with intellectual and developmental disabilities funded by regional centers.

Housing Choices partners with affordable housing developers to create new affordable housing with a percentage of rental units set aside at affordable rents for people with intellectual and developmental disabilities who utilize coordinated services of the Regional Center to live successfully in community rental housing. Housing Choices currently supports 275 residents living in 18 different Partner Properties and has seven additional properties in the development pipeline in Santa Clara, Santa Cruz

and San Mateo counties. All Partner Properties have set aside commitments for 30, 40, or 55 years that run with the land. Housing Choices develops and maintains waiting lists for the inclusionary units at the Partner Properties, assists clients with move-in, and provides services to help clients retain their housing.

When approaching developers to make the case for setting aside units in planned project for individuals with I/DD, Housing Choices Executive Director Jan Stokley focuses on the competitive advantages of renting to the I/DD population. First, she makes sure to highlight the robust services in California funded by regional centers. At no cost to the developer, these services help individuals retain housing and reduce the burden on property managers. Second, she emphasizes the parking reduction possibility. Over its 22-year history, Housing Choices has compiled parking studies that validate that most adults with I/DD do not drive or own a car. Considering the high cost of parking on the financial feasibility on an affordable housing project, the parking reduction can make it more feasible to create extremely low income units. Third, Jan emphasizes the reality that individuals with I/DD already live with their families in the community where the project is proposed. This can help quell anti-development sentiments from neighborhoods when they realize that these individuals already live in the community and simply want to stay there.

Once the developer agrees to partner with Housing Choices, Jan makes it clear to the developer that, other than committing to the supportive service collaboration and designing and building a high-quality affordable housing community, no special concessions are needed for the I/DD population. Housing Choices and the local regional center will provide the individualized services that each resident with disabilities needs to live successfully and retain their housing.

Jan notes that the developer's selection of a highly effective property management company is as important to the success of these projects as the developer's track record in creating

affordable housing. Once housing is secured, Housing Choices continues to support residents with I/DD through a regional center funded Resident Coordinator who addresses any emerging issues that could affect housing stability, coordinates with the regional center as needed, and helps with housing retention tasks like paying rent on time, getting re-certified, submitting maintenance requests or getting along with neighbors.

CASA-The Committee to House the Bay Area (Bay Area, California)

CASA, The Committee to House the Bay Area, was convened in 2017 by the Metropolitan Transportation Commission (MTC) and the Association of Bay Area Governments (ABAG) to address the housing crisis in the Bay Area. Comprising of an invite-only cross sector blend of affordable and market rate developers, public policy and housing advocacy organizations, environmentalists, transportation specialists, foundations, and elected officials, the group seeks to leverage multiple sectors to develop actionable political solutions to housing.

After a year of monthly public meetings and two months of negotiating among committee members, CASA published the CASA Compact this past January, a 10-point set of policy recommendations designed to preserve existing affordable housing, increase housing production at all affordability levels, and protect vulnerable populations from housing instability and displacement. Proposed measures include a cap on rents, protection against arbitrary evictions, and new property and employer taxes to generate $1.5 billion annually for housing.

CASA's cross sector approach merits discussion, as CASA admits that while all of its members were committed to addressing the housing crisis, they did not necessarily agree on the best way to do so. Understandably, the developers did not agree with the anti-gentrification activists; the tech companies struggled to see eye to eye with the affordable housers. As Fred Blackwell, CEO of the

San Francisco Foundation and CASA President put it: "We are searching for the uncommon common ground." The CASA Compact was not the result of everyone in the room agreeing on everything, but the result of individuals and organizations willing to be in the same room, listen to views different than their own, and compromise where possible. This cross sector approach, with its emphasis on collaboration and compromise, can and should be adopted to promote disability inclusive housing.

Key Takeaways: Advocacy and Set Asides

- The decoupling of housing services and support services is essential to the independence and autonomy of individuals with intellectual and developmental disabilities.

- Housing needs to be considered within broader issue areas. Whether focusing on service needs through housing retention services, linking housing to transit, or noting how housing and economic development are related — housing can't be siloed from these other areas.

- A cross sector approach allows for variety of experiences and expertises to be leveraged to achieve a shared goal. This approach does not require universally shared views, but a willingness to teach, learn, and leverage shared resources.

Parent Resources

Many parents of children with disabilities are seeking creative and sustainable housing options to ensure that their child will have a safe, quality place to live after they pass away. What's more, many of these parents are interested in using their personal resources not just for their own children, but to help other families and individuals in need of housing. In this section, we spotlight two parent founded communities, Luna Azul in Phoenix, Arizona and The Center for Independent Futures New Future Initiative in Evanston, Illinois.

Both models highlight how parents can use resources to develop housing for their children with disabilities.

Luna Azul (Phoenix, Arizona)

Luna Azul is a housing development conceived by Phoenix parent and real estate developer, Mark Roth, who wanted to build a community for his daughter with autism and for other families looking for safe and accessible community-based housing. Luna Azul is located on a five acre site in northwest Phoenix and plans include 15 two bedroom and 15 three bedroom cottage style homes. The community includes housing for individuals with and without disabilities. Amenities within the gated community will include 24 hour staff on site, a clubhouse for residents, a gym, a theater, a kitchen, and an outdoor pool. Unlike most disability housing models, Luna Azul is not a rental model, but a home ownership model where homes will be priced from the mid $300,000s to mid $500,000s.

Estimated construction costs for Luna Azul come in around $12,000,000 and the Disability Opportunity Fund, a community development financial institution (CDFI) out of New York, will be the primary lender.

The Center for Independent Futures New Futures Initiative (Evanston, Illinois)

The Center for Independent Futures is a parent founded nonprofit organization in Evanston, Illinois dedicated to helping individuals with disabilities live full and more independent lives. The organization has a particular emphasis on creating sustainable solutions through personal networks, community living options, and lifelong planning and education.

With the New Futures Initiatives, the Center developed a step by step guide that gives families the opportunity to create supported living options

in their neighborhood. The four part process includes a planning phase, a financial and organizational structuring phase, a phase that identifies support needs and creates necessary partnerships, and a final phase that prepares families and residents for move-in. The success of the Initiative is currently evidenced in the four Community Living residences located in downtown Evanston, near transit and local businesses. In each community, a Community Builder fosters a sense of community through events like potluck dinners and the famous Fourth of July cookout, and is also available for emergency services for residents. In addition to a Community Builder, each resident works one-on-one with a Skills Tutor to strengthen independent living skills.

Key Takeaways: Parent Resources

- Families have resources—financial means, expertise, and community capital—that can be leveraged when developing new housing solutions.

- It's important to ensure parent-driven approaches also serve individuals whose parents may not lead development efforts or have family resources to contribute. If not, we could see a parent-driven pipeline disproportionately benefit higher income, often white, families. Fortunately, high income families appear to be interested in creating housing for not just their own children, but for other families and individuals as well.

- Parent founded models benefit from partnerships with service and advocacy organizations who can help define design, program, and support the most inclusive approaches possible.

Projects in Development

Best Buddies (Los Angeles, California)

Founded in 1989 by Anthony Kennedy Shriver, Best Buddies is an international organization that creates opportunities for people with intellectual and developmental disabilities. Best Buddies recently announced that they will be entering the housing arena with the introduction of the Best Buddies Living Program. Inspired by one of the organization's four key mission pillars—Inclusive Living—the program seeks to match people with and without I/DD in a residential experience providing a supportive environment that encourages employment, as all residents must have or want to gain full or part time employment. All Best Buddies Living residences will have planned inclusive group activities such as college football games, game nights, and dinners. 24 hour support will be available for serious medical issues and maintenance.

The flagship location will be in Los Angeles, California with close proximity to the University of California, Los Angeles. Units for individuals with disabilities will cost $3,500; units for individuals without disabilities will cost $2,000.

The Kelsey Ayer Station (San Jose, California)

The Kelsey Ayer Station is an inclusive mixed ability, mixed income housing community located in downtown San Jose. The 115 apartment homes include a mix of 2-bedrooms and studios. The project includes residential, community, commercial, and outdoor space and is planned to open in 2021.

The Kelsey's signature on-site Inclusion Concierges™ will live in the community and help connect residents of all abilities and incomes to one another, their neighborhood, their city, and

the supports and services they desire. These two full-time staff members are built into the building operating expenses. Inclusion is a valuable amenity for all residents at The Kelsey.

Located adjacent to the Santa Clara Valley Transportation Authority light rail and a short walk from downtown San Jose and Diridon Station, the dense transit-oriented location will allow residents to utilize individualized on-site support services and community programming as well as leverage nearby urban amenities. Residents will have easy access to jobs, recreation, arts and culture, healthcare, higher education, community, and all that San Jose and Silicon Valley have to offer.

The project received $11 million dollars from the City of San Jose. The development will utilize a blended capital stack that leverages tax credits, permanent financing, public subsidy, philanthropy, and private concessionary investment. The project is being developed in partnership with the Sares Regis Group of Northern California and many other community partners and supporters.

Legacy Homes (California)

In 2012, the Legacy Homes Program was developed by the Lanterman Housing Alliance, an alliance of disability housing organizations in California. The program seeks to implement a legal and financial model by which families can leave their home, as part of their bequest, to a regional center affiliated nonprofit organization. There are many benefits for families when they leave their family home to a nonprofit. In regards to property management, the nonprofit is responsible for the maintenance and fiscal oversight of the property, thus reducing maintenance costs because of in house property management departments and staff. Additionally, nonprofit agencies are eligible to apply for tax exempt status for properties that they own.

The idea for the creation of the Legacy Homes Program began after the LHA discussed the fact that year after year they were receiving calls from

families who wanted to guarantee that their child with a disability would have a place to live after they passed away. Families talked about the feasibility of their child staying in the current family home, and some high income families started thinking about buying additional homes specifically for their sons or daughters. What's more, the LHA found that families were not only interested in securing housing for their child, but were determined to use their homes and resources to provide housing to other families with children with disabilities.

The LHA received a grant from the Union Bank to further research and develop the Legacy Homes program. They have conducted a series of focus groups and have started consult on a variety of projects around California.

Main Street (Rockville, Maryland)

Main Street is a nonprofit organization located in Rockville, Maryland that seeks to meet the urgent need for disability housing and programming with affordable, community-centered spaces and opportunities.

Founded by Jillian and Scott Copeland, parents to a young child with a disability, Jillian brought her background in inclusive education and Scott brought his real estate expertise to develop Main Street—an inclusive, community centered affordable residential building where 25% of units are set aside for adults with intellectual and developmental disabilities.

On track to be completed in 2020 in the center of Rockville, the building will offer 70 apartments including one, two, and three bedroom units. Units are affordable at 30% AMI, 50% AMI, and 60% AMI levels. Located downtown, Main Street will offer easy access to transit, employment opportunities and recreational activities. The funding source for the project is a unique blended capital stack. The project uses $15 million in Low Income Housing tax credits, $1.8 million from the State Department of Mental Health and Mental Hygiene, a $2.5 million loan from the county, $4.8

million in fundraising, and $4 million in debt equity.

Because Main Street identifies as a housing model rather than a service provider, they will not provide personal supports. Instead, professional partners will provide support and social, therapeutic, and educational programming in the building, and there will be 3-4 Community Inclusion Coordinators (a fee based service) living in the building to provide a safety net of supports about 8-10 hours a week per paying resident. One exciting feature of the project is how it connects residents to the larger community, as non-resident members of the community may join in on Main Street membership and participate in community activities alongside residents.

Technology Tools

Historically, the disability sector has not been considered a technology-rich, cutting edge field. But, in order to meet individual needs in the future, we must explore tech-fueled strategies. Technology alone will not solve the housing challenges, but it can be a valuable tool. In this section, we highlight exciting technology-driven resources in the disability services and housing sector.

MySupport

MySupport is a free online platform out of San Francisco, California that connects individuals needing support to compatible, individualized support staff who share their values and lifestyles. MySupport was founded on the belief that people with disabilities, families, and older adults and others who need in home support services have the right to choice over their own lives. When an individual creates a MySupport account, they fill out a survey that asks questions about experiences, values, and lifestyle. Prospective staff and clients can also use filters including distance, gender, and funding categories.

Autism Housing Network

The Autism Housing Network is an online database of user generated housing resources and residential opportunities for adults with autism and other intellectual and developmental disabilities. The database provides a map of the United States with identified housing resources in each state and   allows users to submit listings. Additionally, the platform also provides users with the opportunity to schedule a 30 minute phone consultation with AHN staff, who can speak to finding housing as well as project development opportunities.
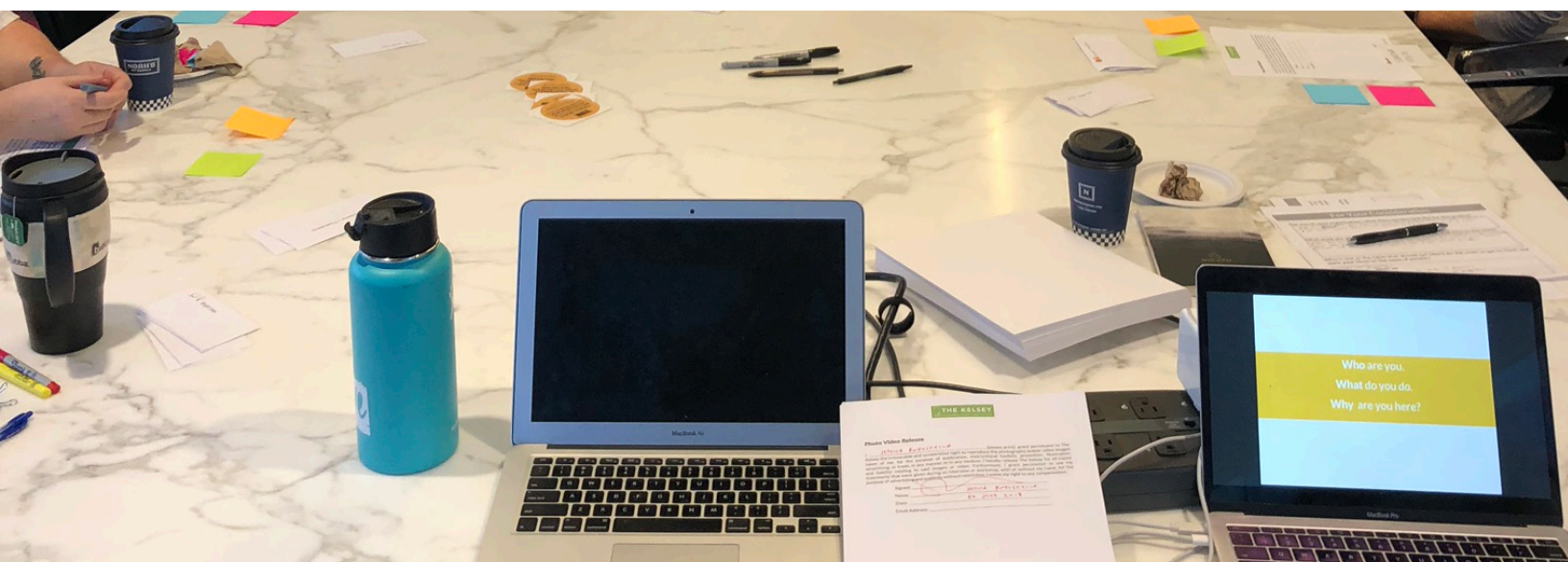
Rumi

Rumi is an online roommate matching service run by Bridges MN, a disability housing and service provider in St. Paul, Minnesota. Rumi matches individuals with a disability waiver with a compatible licensed caregiver/roommate who can provide a specific level of caregiving. Individuals with disabilities and caregivers are able browse prospective roommates through filters like location, rent price, interests, hobbies and more. The caregiver receives compensation for working from the shared home, and is paid for tasks like grocery shopping, cooking and cleaning. Rumi says their caregiving system pays more than direct care positions and that the wages earned are tax-free. By improving the quality of life for both individuals with disabilities and their caregivers, Rumi fosters long term connections and breaks down the silos often inherent in disability housing.

Common Coliving

Common is a leading company in coliving community development across the country. Common's buildings offer private rooms within shared suites. They operate 22 buildings, housing over 700 members in New York City, Los Angeles, Chicago, San Francisco, Oakland, Seattle, and Washington, D.C. Technology is at the core of their approach, using tech-enabled strategies to create more efficient, safe, and connected communities.

In operations, Common uses a cloud managed system that allows staff to resolve connectivity issues remotely. A single internet connection for the building is more efficient with a 50% lower monthly operational cost, while maintaining high speed coverage to the entire home with no black zones. Common's access control system creates a 65% reduction in re-keying, key, and access management costs while creating multiple benefits in security, maintenance, access, and property management.

Common's technology also allows residents to connect and share. Using their propriety app, member-led and other organized events are planned, shared, and promoted. Their newest work in family-focused coliving is exploring ways residents can share services like babysitting and cleaning through app-enabled solutions. These types of tools could easily be applied to disability-inclusive housing.

Strategies for the Future

The diversity of strategies and developments outlined in this section help us consider common themes, strategies, and continued challenges. We've highlighted elements of the work that we should work to scale and grow—partnerships between organizations, blended capital stacks, leveraging parent resources, and more. At the same time, we recognize that there is room for improvement from our existing approaches. In the section that follows, we identify significant challenges we must continue to work to address.

Sustainable Development Resources

Our studies explored projects that leverage a mix of financial resources—philanthropy, public sources, family resources, and private funds. Understanding what type of capital works best for what type of project is important. A new, seemingly riskier initiative might be best suited for philanthropic funding, a large project with impact for those at the lowest incomes might be best supported by subsidy, smaller direct-impact projects might be ripe for parent investment. Strategies should be deployed that explore ways to create tap into funding resources that are replicable in a variety of markets and for a diversity of projects. Often projects rely primarily on one funding source or on a complex, and often time-intensive, blending of many different funding sources that can't easily be repeated. New and sustained resources are needed to create an inclusive pipeline at scale.

Serving Diverse Community

One size housing does not fit all. There is no one "right" or "perfect" way to create disability inclusive housing. Tactics, funding sources, and individuals involved can very greatly, but can all result in successful projects. As outlined in 'An Anchor In Inclusion,' inclusion across a range of needs is possible and it's important to address what is needed to support a diverse range of individuals in an inclusive setting. The diversity means that our housing approaches should be diverse as well. Policy should be flexible to allow innovative new strategies in design, financing, service integration, management strategies, and operating models. While mitigating risk to individuals, our sector needs to be willing to innovate and take risks in a way that allows all individual needs to be met and support a diversity of inclusive models in the market.

Housing for Higher Service Needs

Housing generally and disability housing specifically must work harder to support those at the margins of our community—individuals at the lowest incomes, with no family or community supports, and with more significant behavior or medical needs. It's critical that we look at models that support those often priced out or not properly supported or included in new housing developments. This requires asking ourselves some tough questions. Where do disability inclusion and homelessness intersect and how do we address the overlap? What does housing look like for people with 24-hour medical support? How do we provide housing for people who require significant behavior support in the least restrictive setting possible? What financial instruments make housing those with the lowest income possible? These questions must be explored and addressed.
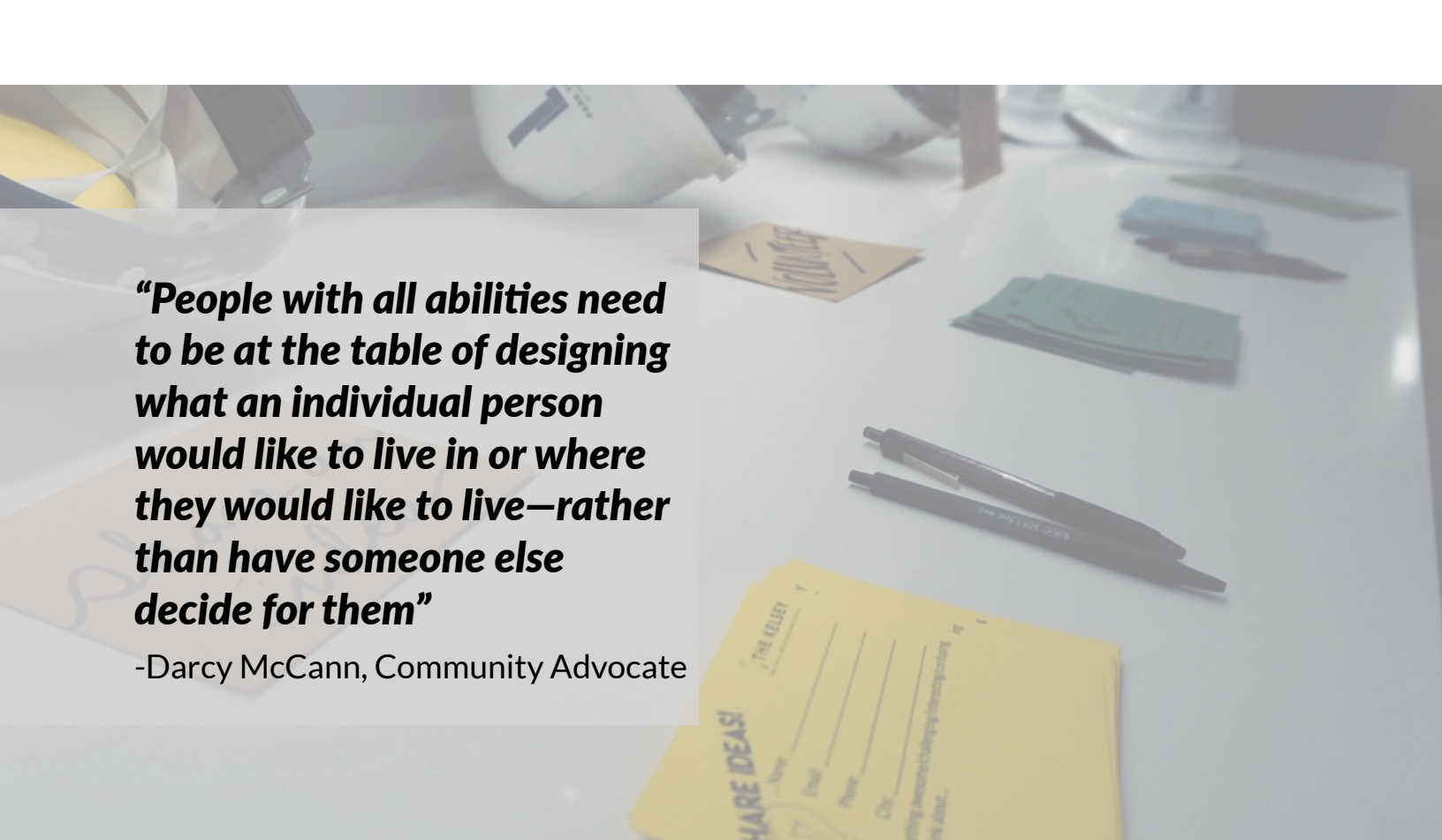
Leveraging the Private Sector

Real estate is a billion dollar industry with significant resources, expert leaders, and innovative new approaches to building housing. The disability community should explore ways to leverage this sector for new developments, resources, and other partnership opportunities.

The Future of Housing

How people live is changing every day. New housing models like coliving and themed communities are gaining market share. Driven by both rising costs and lifestyle preferences, people are choosing to rent homes and apartments instead of buying them. Smaller, more efficient homes are being developed, with better construction and design to save costs while retaining quality. More people than ever are living in urban environments. As new housing solutions for people with disabilities are developed, they should be developed with these national housing trends in mind.

> *"People with all abilities need to be at the table of designing what an individual person would like to live in or where they would like to live—rather than have someone else decide for them"*
>
> -Darcy McCann, Community Advocate

Asking Our Community

Recognizing that the disability housing crisis will not be solved by one organization or one sector alone, The Kelsey convened three teams of cross-sector stakeholders to harness existing resources in the Bay Area and direct them towards shared solutions. Stakeholder team members included architects, disability organizations and service providers, housing advocacy organizations, affordable housers, market rate developers, city and county employees, and self advocates and families.

Throughout the process, we focused on effective strategies for public-private partnerships, key areas requiring additional advocacy, ways to scale what's already working in communities, and sustainable strategies for inclusive community development.

Workshop 1: Scoping the Problem

We knew that there was a shortage of affordable and supportive housing for people with disabilities in the Bay Area. But we wanted to think about it *more*—why it exists, what we know works, and how to think about new solutions.


Identifying the Challenge

As one parent succinctly put it: "People who are not in this world or have a connection to the world of developmental disabilities and housing issues, I don't think they have a clue about how hard it is to find appropriate living situations." For those aware of the disability housing crisis, the resounding response is "we need more housing" or "we need more funding for housing." For the purpose of this organizing process, we wanted to push past the refrain of "more housing" and get into the details about the factors driving the shortage of housing: why we need more housing, what's working or not working right now, and what interventions and resources would be needed to make more possible. One week before the workshop, participants were sent a workbook to review that included data on disability housing and overviews of existing housing models.

We kicked off the first workshop by explaining the goals of the Together We Can Do More initiative and had all participants introduce themselves. Once we had a clearer sense of the individuals in the room and the diverse perspectives they had to offer, we introduced participants to the idea of a logic model, a cause and effect framework used to dissect complex social problems. All logic models begin with a problem statement, which we identified as "an issue to be addressed or a condition to be improved upon". Our goal for the first half of the workshop was to have participants develop problem statements, with the idea that once we had a better understanding of *why* the problem existed, we could then develop the most effective solutions.

When asking participants to write problem statements, we encouraged them to delineate between technical problems and adaptive challenges. In Ronald A. Heifetz's work on change management and leadership, he delineates the difference between technical and adaptive challenges and the importance of understanding and addressing the differences between the two in order to lead change. Technical problems are usually things that can be contained in one element of a system or organization, are able to be solved by one person or an "expert", and are easier to identify and simpler to solve. Adaptive challenges are often more difficult to identify. They require multiple changes at many dimensions and within multiple parts of a system, meaning additional "learning" is needed, and that the people impacted by the challenge must be part of creating the solution at multiple levels.

To demonstrate the difference between technical problems and adaptive challenges, we presented an example of a company having communication challenges. We explained that a technical solution
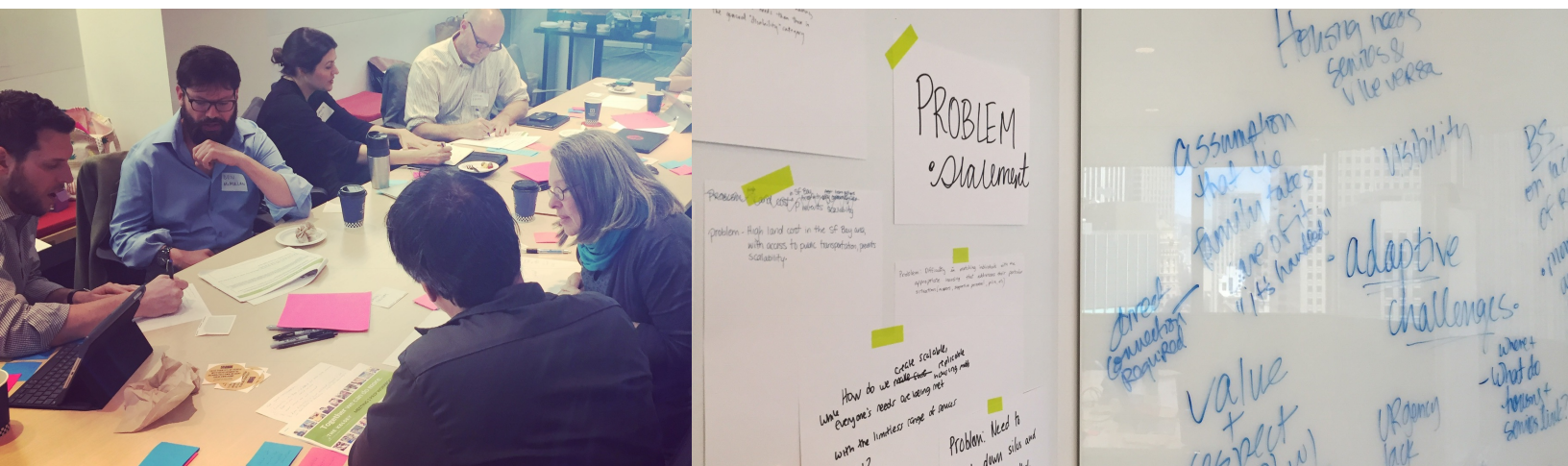
to the communication challenges may be a new communication system or technology. One person could easily implement this new system and it could be deployed quickly. Next, we showed participants that this "solution" may not actually solve the challenge because the communication problems may not have been technical, but adaptive. The real challenge may have been about company culture, existing standards of communication, or organizational structure. These more adaptive challenges would require more nuanced, multifaceted, and long term solutions. In disability housing, taking a focus on a problem that is only about the number of units or dollars spent is overly technical in nature. Indeed, more units and funding are essential to this challenge, but it is crucial to also think about how people with disabilities are valued, segregation in communities, the language we use around the issue, or how different sectors or organizations do or do not collaborate around this issue. These are the more adaptive challenges that must be addressed if we seek to make permanent impact around this issue.

Bearing in mind the framework of technical problems versus adaptive challenges, participants developed problem statements individually and in groups. Examples of problems statements generated by are stakeholders include:

-Lack of narrative. We need to tell the story in a compelling way for our population.

-Lack of inclusive housing options that are accessible, sustainable, offer supportive living services, are integrated with community amenities (transportation, employment, goods, services), affordable (below AMI), and embrace universal design.

-Lack of support from existing affordable housing programs. Traditional models of assessing for housing do not address the needs of the I/DD community until they are homeless.

-Lack of one size fits all solution. Some I/DD tenants may thrive in coliving, while some always need a two bedroom unit for staff. We must physically design the best type of unit programming and create multiple templates of development for developers . Multiple programs are needed for the full-spectrum of needs.

-Lack of a unified approach to this issue across stakeholders and different sectors.

Exploring Existing Models

For the second activity, we asked stakeholders to closely examine six existing housing models and consider the pros and cons for each. These models were based on real-life communities we've visited or studied. They ranged from affordable to market rate, rural to suburban, large to small. Some were integrated communities, others were 100% for people with disabilities. Our goal was not to pick our favorites, or "best" or "worst" models, but to

facilitate holistic and open discussions on topics like affordability, amenities and support, and community.

In discussing the "pros" of various models, participants favored housing that offered on site support services and employment opportunities for residents with disabilities. They also liked models that were centrally located and offered engagement with the community at large. Finally, it came as no surprise to us as Bay Area residents that the most popular models were affordable and located near public transit.

In discussing the cons, many participants dismissed certain models based primarily on cost and segregation. Some of the more unpopular models relied on extremely high rents to operate, and thus lacked scalability and accessibility as they were only available to a certain high income population. Other unpopular models were not inclusive, which participants felt compromised diversity in the community and isolated and segregated people with disabilities.

In discussing existing models, certain themes and subsequent discussions emerged again and again:

Mixing Populations: It is often suggested that people with disabilities can be housed with other populations needing supportive housing, such as homeless individuals or seniors. Some participants applauded the mixed population idea, as they believed the opportunity to get roofs over the heads of as many folks as possible was the best solution to the housing crisis in the Bay Area. Others expressed hesitation at the idea of mixing units for people with disabilities alongside formerly homeless individuals, citing safety concerns and differing supportive service needs. The issue of senior and disability also often arises; our stakeholders determined that this mix should be done carefully and with an eye towards the value of a multigenerational community versus recognizing that housing preferences and best-practices may change for people of different ages.

Models to Explore

Model A is a community with 62 units. Rents are $3,000-$4,500 a month. The property includes a mix of one bedroom and two bedroom units. Founded by a group of parents and community leaders, the project opened after eight years of predevelopment and construction. All units are for individuals with autism and other developmental disabilities. There is a service provider on-site for residents. Amenities include a gym, movie theater, and community garden. Support staff plan programs in the community every weekend. The building hosts community events where they invite businesses, volunteer groups, and others into the community.

Model B is an existing apartment building that allows William, who has Down Syndrome, to use a rental-assistance subsidy. A service provider helped him find his apartment and he has lived there for two years. To his knowledge, he is the only person in his building with a disability, but he doesn't know any of his neighbors in general. He has some staff to support him, but is mostly independent. No staff live on site. The building is close to a bus line that William can take to work every day. He uses the gym located in his neighborhood where he uses the gym and basketball court.

Model C is a small residential building built with $12 million dollars from philanthropists and local foundations. The building houses individuals with I/DD and staff. There is an art studio and farm to table restaurant on site; both of which employ residents with disabilities. A stable on site offers therapeutic recreation through horseback riding programs. Every summer the community hosts a fundraising event that allows the managing nonprofit to fund continued expenses. The community is a replication of a similar project in Virginia and it is part of a network of multiple communities similar in size and operating structure.

Model D is a project funded by tax credits and some local subsidy. The building is 100% affordable housing. A third of the units are set aside for permanent supportive housing for formerly homeless individuals, another third is set aside for veterans, and the final third is set aside for individuals with I/DD. A service coordinator on-site connects residents to various medical, social, and community services. The building is brand new and is 100% LEED certified with amenities including a garden and lounge. The units are a mix of studios, 1-bedrooms, and some 3-bedrooms.

Model E is a high-rise owned by a REIT. The building is located close to transit. There's a lounge, grills, outdoor dining, work pods, a gym, and multimedia room. Rents are $3,000-$4,500 a month. The property includes a mix of one bedroom and two bedroom units. Some of the units are occupied by people with disabilities. Rents include some on-site support services for individuals with disabilities.

Model F is a Life Plan Community, also known as a Continuing Care Retirement Community (CCRC), that provides residents with independent living as well and other individually designed care on-site. Model E houses both seniors and individuals with I/DD. The building is 70% high-end senior housing, 20% individuals of all ages with I/DD, and 10% low income seniors. All units are the same regardless of resident income. Units are all 1-bedroom. Some seniors who live in the market rate units have adult children who live in the affordable units for people with disabilities.

Inclusion: Looking at the six models, we often discussed the question: "Is this model inclusive?" Is a model inclusive if it is disability specific, but located in a central part of downtown and close to transit and community features? Is a model inclusive if one person with a disability lives in a building where nobody else has a disability? Is a model inclusive if it is disability specific, but has hired staff without disabilities on site at all times? Participants had diverse definitions of inclusivity, but most rejected models that were clearly segregated and preferred models that had some element of inclusion in their values and operating approach.

Support and Services: Many people cited the extreme diversity of support needs within the disability community, and how this diversity means there will never be a one size fits all solution to the disability housing crisis. In particular, parents and self advocates had strong opinions about what absolutely would and would not work support-wise in a housing model.

Housing Best-Practices: The activity revealed that best-practices and appealing housing types are relatively universal. Often the key elements team members noted as a positive or negative (affordability, location, amenities, size, etc) were the same factors that should be considered in all housing development. What makes a development "good" or "bad" does not have to be, and perhaps should not be, disability specific.

Legend:
- Which is the MOST important problem to address?
- Which is the SECOND MOST important problem to address?
- Which is the THIRD MOST important problem to address?
- Which is the LEAST important problem to address?

Categories (top to bottom):
- Lack of funding and/or subsidy for disability housing
- Lack of housing supply for people with disabilities
- Lack of awareness around disability housing and related issues
- Isolation of people with disabilities
- Diversity within disability (I/DD, disability mental health, autism,
- Scarce resources for affordable housing in general (not only for people with
- Lack of strong community partnerships or cross-sector collaboration
- Continued use of institutional and/or disability specific models
- The lack of incentive for developers to create housing specifically for
- Increasingly segregated and fragmented communities across the Bay Area

Breaking Down The Problem

The day after the workshop, we sent participants an email survey that asked them to rank the most and least important factors to consider when thinking about the disability housing crisis. These factors were a summary of points made during the workshops and the problem statements participants created in small groups.

We were not surprised to find a large focus on lack of supply, funding, and subsidy. These are the more obvious and quantifiable elements of this issue—the technical problems. Issues around disability specific housing models or the isolation of people with disabilities points to a lack of focus on some of the underlying problem elements that require more complex and multilayered solutions. In follow up conversations with participants, some said this answer was driven by the assumption that inclusive models were a given because of The Kelsey's emphasis on inclusion. Others said that inclusion was important but not as important as supply generally.

When we compiled the survey results of the three workshop teams, a three-prong problem statement emerged:

Housing Access: People with disabilities do not have access to adequate, affordable and inclusive housing in the community. Existing models often do not address the diverse needs, incomes, and preferences of the disability community. Funding is needed to develop new models and communities, and subsidize housing for individuals with disabilities with extremely low incomes.

Stakeholder Alignment: There is a lack of a unified approach among stakeholders across sectors and industries to address the shortage of both disability housing and affordable housing generally. Disability housing is often siloed from other housing and community development issues. Funding requirements often make it challenging to combine different partners, models, and populations.

Awareness and Isolation: Community members, public leaders, and resource holders are not aware of the housing needs and related challenges that people with disabilities face. Housing models too often segregate and isolate people with disabilities, reinforcing a lack of visibility and awareness.

Different participants prioritized these three pieces differently, but that each piece is equally important to solving the disability housing challenge. The issue of access puts the focus on developing units and advocating for funding and resources. Alignment challenges make us want to build stronger relationships to engage other housers in these efforts and create solutions that better leverage different partners and resources. When we think about issues of awareness, we might look to initiating campaigns that raise the profile of disability housing needs, fight common misconceptions, and/or work against more isolating approaches to disability housing. Workshop 1 made it clear that the disability housing crisis is full of adaptive challenges that will require creative, multifaceted and cross sector approaches.

Workshop 2: Aligning Resources

To address the three prong problem statement as defined by participants in Workshop 1, we wanted to encourage participants to think creatively about innovative new solutions to the disability housing crisis. To do so, we thought it would be most constructive to bring in folks from *outside* of the disability sector, and invited a variety of cross sector specialists, or what we termed "hosts." They worked with stakeholder teams to explore what strategies and resources, both traditional and nontraditional, could be leveraged to promote disability inclusive housing. Hosts included lending experts from foundations and large banks, communications specialists, affordable housers, market rate developers, and city and county employees.

How Might We?

To prepare our hosts for the types of questions they might consider working through with participants, we sent them a document entitled "How Might We," which offered of questions designed to help groups of participants think through key opportunities and challenges within their field, as related to disability inclusive housing. Each was framed around Workshop 1 problem statements, which hosts also received.

Host Insights

"I find these discussions very interesting because there's still a part of my brain that works on the development side and likes to think of those entrepreneurial ways to come up with new sources and figure out deals."
Jeff Bennett, Wells Fargo

"I have deep experience in trying to bring together a very wide range of stakeholders that have really specific, different dogs in the fight but want to come together to find a common solution, and maybe are approaching things differently but want to reach the same audience. We want to combine resources to makes sure that we're being as effective as possible"
Caroline Hughes Stevens, Be Clear Communications

"The nexus between venture capital and housing is that we're a double bottom line venture capital firm, meaning we're investing in companies that will increase in value but also have social and environmental impacts in the city sectors and regions in which we invest. If we don't address the housing crisis within California, then we're just gonna be in a bigger mess. So, there's a lot of interesting models out there in terms of whether it's policy or incentives."
Lisa Hagerman, DBL Ventures

"I think the other piece is really around partnership across the organizations that we fund. It's very easy to silo movements like the immigrants' rights movement and the LGBT rights movement, but we need think— what's there in common? We need to figure out the intersectional places where they can collaborate, where they can learn from each other, and where they can really propel each other's work as social justice movements and in an interconnected way."
Christine Wang, Haas Jr. Fund

Housing Access:

-How might we better leverage existing market rate and affordable housing pipelines to include units for people with disabilities?

-How might we innovate new mechanisms for market rate developers to participate in disability housing development while still meeting their financial goals?

-How might we fund disability inclusive housing models beyond traditional subsidy or funding sources?

-How might we leverage impact investing models and other market-driven approaches to create inclusive housing models?

Stakeholder Alignment:

-How might we better link I/DD with other housing vulnerable populations to build a more inclusive pipeline and leverage shared subsidies?

-How might we leverage philanthropy funding to de-risk new housing models and demonstrate the role of subsidy?
-How might we address the diversity of needs within disability?

-How might we create systems change where organizations with aligned missions

share resources and collaborate for change, instead of creating competition and a subsequent scarcity mindset?

Awareness and Isolation:

-How might we better communicate the challenge of disability housing?

-How might we ensure disability housing is at the table in conversations about housing, policy, community development, philanthropy, and beyond?

-How might we promote housing models that support people with disabilities to be connected to and visible within their communities?

-How might we better integrate disability-related issues around housing and services into other existing city, county, and regional systems and organizations?

Identifying Interventions

With the specifically tailored How Might We questions in mind, we set up hosts at individual tables and had small, cross sector groups of participants rotate through. This structure allowed for intimate, detailed discussion among a variety of stakeholders. Participants were not only given the opportunity to ask hosts questions from their own perspectives and experiences, but were able to listen to the types of questions that participants in their group were asking from their own perspectives and experiences. To record all of the ideas and questions, we had hosts take notes from each small group on a worksheet, and offered a large blank poster on each table for hosts and participants to write down notes from the conversation. By creating this collaborative, ongoing series of notes on the large poster, the next group could rotate in, see what previous groups had written, and then ask questions or build on existing ideas.

After the workshop, we collected all notes from hosts and participants. Our team then distilled all of the interventions discussed into ten distinct interventions. Next, we sent a survey to all hosts and participants and asked them select which interventions they would most want to see The Kelsey and/or others take action on. Interventions were presented in random order for participants to vote on.

The interventions bolded were the most popular as voted upon by survey respondents. Read more in *Planning for Solutions*.

1. **Create a new public funding source for I/DD inclusive housing (such as a housing bond, subsidy source or tax incentive)**

2. **Pilot a housing development that is mixed ability and mixed income inclusive in the Bay Area.**

3. **Build a coalition of people of people to create a new advocacy and awareness campaign that supports new disability housing models, funding sources, and inclusive development opportunities.**

4. **Dedicated housing advocate at each Regional Center to help advocate for new housing and support projects in the region.**

5. Toolkit for market rate and affordable housing developers on how to make housing developments inclusive of individuals with I/DD.

6. Inclusionary zoning requirement that mandates all projects have a set aside for people with I/DD.

7. Certification or standard for inclusivity (similar to LEED certification).

8. Create a new private funding source for I/DD inclusive housing (such as an investment fund, accelerator fund, or debt product).

9. Create a new philanthropic funding source for I/DD inclusive housing (such as a foundation or new grant making tool).

10. Train a team of spokespeople/advocates of people with and without I/DD to lead statewide or regional advocacy for people with I/DD.

- Public Funding (1)
- Pilot Inclusive Community (2)
- New Coalition (3)
- Dedicated Regional Center Housing Advocate (4)
- Development Toolkit (5)
- Inclusionary Requirement (6)
- Inclusivity Standard (7)
- Private Funding (8)

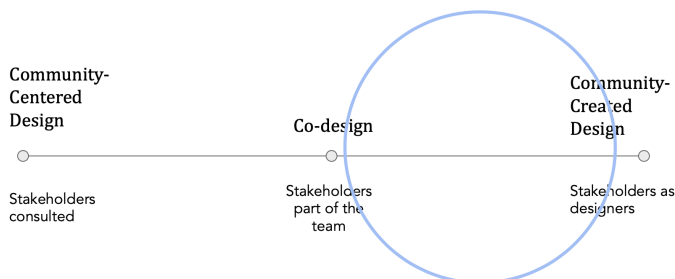*There were zero votes for interventions 9 and 10*

Workshop 3: Designing for Inclusive Community

In our final workshop, we sought to define key design elements, housing models, and community values that support inclusive housing. To do so, we joined forces with Tania Anaissie, a lecturer at Stanford's design school who helped us utilize design thinking to structure the workshop and then co-facilitated the workshop with us in San Francisco.

We were thrilled to have Senator Scott Wiener kick off the workshop with opening remarks about the importance of affordable housing in building diverse and sustainable communities. Senator Wiener's commitment to inclusion and equality in the Bay Area is inspiring, and his legislative staff have been great partners in our advocacy work at the state level.

Design Thinking in Inclusive Housing

Why utilize design thinking in housing? Too often, products or systems are presented for final approval to individuals with disabilities at the end of the design process, as a way of "checking the box." We wanted to include individuals from the very beginning of the design process. As Tania put it: "Systems produce what they were designed to produce." If we can involve as many cross sector individuals, with and without disabilities, as possible in the design of inclusive communities, we can ensure that these communities serve the widest range of needs and preferences possible.

Community-
Centered
Design

Co-design

Community-
Created
Design

Stakeholders
consulted

Stakeholders
part of the
team

Stakeholders as
designers

Use Cases

For the first half of the day, we divided the roughly 100 participants into small groups of 5-10 individuals and designated a "use case" within the group.

These "uses cases" were pre-designated Bay Area residents with specific and diverse housing needs and preferences. Use cases included older adults, teachers, parents with young children, individuals with developmental and physical disabilities, students, long term Bay Area residents, people new to the region, and people working in tech.

Aligned with our mission and workshop emphasis on inclusion, we were sure to designate use cases with and without disabilities. Interestingly, some workshop participants were uncomfortable designing for individuals without disabilities. They felt that if a person with disabilities was in the group, inclusive design meant designing for people with disabilities only. The point we sought to make by designating use cases both with and without disabilities is that we *all* have specific and unique needs in our housing. Disability housing does not need to be specialized because at the end of the day, housing is housing. Levels of support for individuals may differ, and some people may need more or less support to live in and retain housing, but what people want from their housing—a welcoming, safe environment, access to green space, and natural light—are universal. We intended to demonstrate this by selecting use cases of all incomes, backgrounds, and abilities. We also wanted to remind participants that people with and without disabilities were of equal value as both designers and users. People with disabilities shouldn't simply be designed 'for' by people without disabilities. Rather, people with disabilities can design for people without disabilities, and vice versa. Inclusive housing starts with inclusive design approaches.

To think holistically through housing preferences and needs, each use case went through four 'layers' of design: the private space, the shared space, the public space, and design principles.

Public, Shared, and Private Spaces

Individuals spend their day across different spaces, and each of those spaces contribute to their personal and community life. To design inclusive communities, we need to think about interventions across all of those spaces. For this workshop, and much of our design work at The Kelsey, we used the concepts of public (my city, my neighborhood), shared (my building, my community), and private (my home, my family) spaces. What people define as public, shared, or private spaces may vary by individual or by housing type, but anchoring approaches to design through these layers of community helps us think more intentionally about how we design for inclusion, connection, and thriving community life. Here we provide four profiles of real workshop participants to highlight the diversity of preferences and support in our communities:

Melissa* is in her 60's and lives in affordable housing in downtown San Francisco. She uses a rent voucher, but is constantly scared of eviction because she does not get along with her landlord. She appreciates that wrap around services are provided with her building.

> *Private:* She enjoys having a 1 bedroom unit rather than a studio, which she says is rare in affordable housing.
> *Shared:* Melissa notes that there are cliques within her building and that she sometimes feels lonely and unwelcome.
> *Public:* She says the streets are hard to navigate in her neighborhood because of homeless encampments.

Mark is in his 40's and lives in a 3 bedroom apartment in San Francisco with his wife and two young children. While he makes a good salary, he is concerned about his ability to stay in San Francisco. Most of his friends have moved, or are planning to move back to their home towns because of affordability.

> *Private:* His apartment is rent controlled.

> *Shared:* Mark appreciates that his building has an elevator and attractive views of the city.
> *Public:* He loves being within walking distance of local amenities including playgrounds, restaurants, and public transportation.

Nelly is in her 20's and lives in a first floor apartment in Antioch. She notes that her neighborhood is in an unsafe area and wishes that she lived in a building that was more community friendly and had better mobility options. She also receives supportive living services, and expresses a desire for private time and private space.

> *Private:* Nelly uses a wheelchair and is happy that her kitchen fits her wheelchair, but notes that while her bathroom is technically ADA accessible, it is small and difficult to move around.
> *Shared:* Nelly's apartment building has been broken into three times, forcing her to get an alarm system.
> *Public:* Her apartment is isolated from community amenities and she needs to take Paratransit to get groceries and run errands.

Whitney is in her 30's and just moved to Oakland from New York City. She misses the diversity of New York, as she feels her new neighborhood is homogenous with young families, but is excited about having more space and more greenery.

> *Private:* Whitney and her partner found their rental on Craigslist and picked it without viewing it first due to the competitive nature of renting in the Bay Area.
> *Shared:* Whitney loves that her community is so disability friendly and has been excited by the connections she has made in the disability world in such a short time.
> *Public:* She loves that her neighborhood is quiet, green, and smells good.

All names have been changed for privacy.

DESIGN PRINCIPLES
- To look cared for + well maintained
- To have independence + autonomy
- To avoid having to travel far to get to the things I need and like to do.

Design Principles

After using the concepts of private, shared, and public spaces to get use cases thinking about all three elements of their housing, we asked them to rank what they value most in housing. We gave use cases a list of "suggested values" and also the option to create their own values. These values ranged from safety to diversity to connection, and we encouraged people to think about what they like and do not like about their current living situation. Groups then worked with their use case to identify which three of the following design principles were most important to them. Beyond those listed below, use cases were able to create their own principles using the format "To _____ [verb] _____[noun]". Of the design principles provided to workshop participants, the most popular ones are bolded below.

> **To feel safe to move around my community**
> To include people who are different from me
> To look cared for and well maintained
> To offer options about how I spend my time
> To invite community healing
> To avoid having to travel far to get to things I need and like to do
> To connect with people who I have things in common with
> **To feel welcomed and invited to engage**
> **To foster connection across difference**
> To offer different experiences every day
> To feel known and seen by others
> **To have independence and autonomy**

To support people in times of need

When we looked at the data of people's individual design principle rankings, we saw an overwhelming preference for safety, followed closely by a strong desire for independence. We also saw a desire for diversity. People want to have new experiences and live with people different from themselves. Finally, we noted a desire for connection. People reported feeling lonely and in some cases, unwelcome, in their current living situations and want to live in communities where they feel valued.

From the Individual to the Community

In the afternoon, we took discussions of private, shared, and public space and design principles and values to the next level by asking participants to think outside of the personalized realm of the individual and think about how to combine diverse preferences and needs into singular unit designs, building concepts, community plans, and strategies for developing the 'most inclusive city'. While the morning was spent in intense focus on one person, we wanted the afternoon to consider how to take specific person-centered designs and apply them to a broader, diverse community.

One of the challenges in disability housing design is that by using only individuals with disabilities as the sole uses cases, we create more institutional and medical models. By having use cases with and without disabilities, we were able to design for the

widest margin possible. This approach allowed us to anchor in core values of thoughtful design, good housing, and strong community with an eye towards how people with disabilities were included and supported. Public, shared, and private design notes from use cases were grouped in different parts of the room. People were then asked to pick a realm—private, shared, or public—and note the themes across the individual use cases for that realm. Based on those themes, they were instructed to work individually or with partners to design a new approach, space, strategy, or concept for the private, shared, or public space. Below, we highlight and discuss some of these designs:
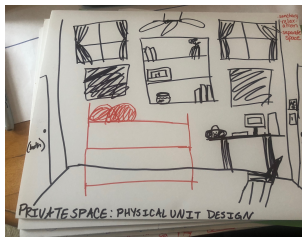
This private space features many of the amenities we saw desired for private spaces. A ceiling fan allows for temperature control, while two large windows provide desired natural light in the space.
Adequate shelving is available for the resident to display keepsakes and photographs, while a desk provides a workspace. A computer and boombox are displayed, symbolizing the desire for this space to be one of leisure and relaxation.


This shared space features amenities like a smoothie bar and performing arts stage, but also highlights popular values in shared spaces: connection and gathering. The many chairs, tables, and stools and specification that the space is flexible show a desire to use shared space for congregating, relaxing, and inclusive connection.

This illustration of public space shows an emphasis on greenery and flow between spaces. The space is full of trees and plants and offers a playground and performing arts stage. It is located next to public transit and accessible for all, as highlighted by the use of wheelchair-friendly decomposed granite on the path. It utilizes circular features and designers called it the "Town Circle" rather than the traditional "Town Square."
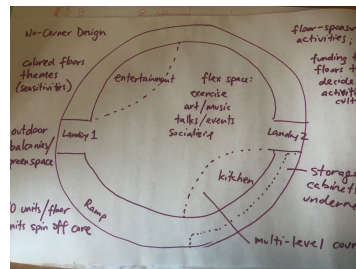
This unique shared space design features a circular building. This design asks designers, quite literally, to think outside the box and challenge existing norms surrounding floor plans, layouts, and spaces. Like the other shared space design above, this one notes the need for flexibility in the space. The desire for flexible space was repeated over and over again in designs for public and private space, showing that our workshop participants did not want static things, but designs that can respond to and evolve with the needs and preferences of residents.

We concluded the workshop by giving participants the chance to test their designs with experts in housing policy, transit, real estate, and construction. Participants presented their designs to:

Jeff Buckley: Senior Advisor on Housing Policy, Office of Mayor London Breed

Erin Colton: Director of Construction, Habitat for Humanity

Susie Criscimagna: Associate Director, Real Estate Development, Eden Housing

Gillian Gillet: Transportation Coordinator, San Francisco Department of Public Works

Will Goodman: Vice President, Strada Investment Group

The diverse panelists with unique areas of expertise were able to speak to the feasibility of designs, what designs and ideas had been tested, how these ideas fared, and what interventions would need to take place for some of the features of these designs to come to life in our communities.

After examining all data and drawings and listening to the group presentations to the panelists, we noted three dominant themes from the activity:

Flexibility: Our stakeholders frequently designed spaces that were flexible and multi-use in nature, such as shared community gardens, kitchens, and gathering spaces. When we think of interventions in disability inclusive housing, we should design with flexibility in mind: funding sources that are flexible to different housing types or service needs, the ability to innovate and try new models, and the inclusion of multi-use spaces within communities.

Connection: This workshop showed us that people desire housing that fosters connection, be it through shared spaces or on-site programming. Additionally, we know that people want opportunities to connect with fellow inclusion minded individuals and participate together in the advocacy process. The takeaway here is that new strategies shouldn't simply house people, but should think about how that housing fosters new connections, both within buildings and in the community at large.
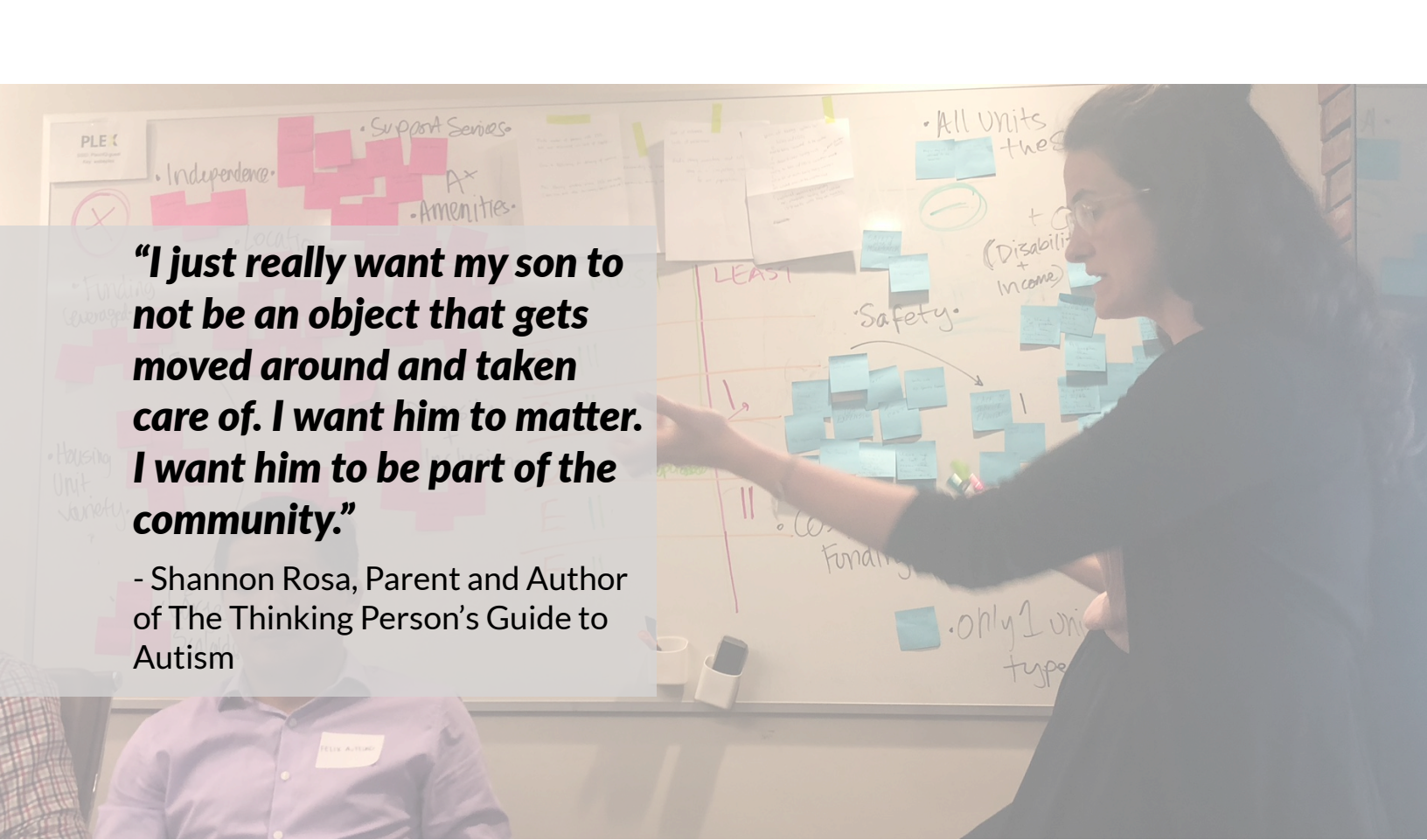
Creativity: Our stakeholders often designed and drew spaces that were circular, had multiple layers, or featured other elements not typically seen in design. This demonstrated to us that people are willing to think outside of the box in disability housing, and therefore funders, policymakers, and housers should be thinking outside of the box as well.

Why Design Thinking Matters in Disability Inclusive Housing

Design thinking achieves two goals —it opens our minds to what's possible free from constraints, and ensures that we think about needs at the margins. Expanding our designs beyond the status quo and ensuring we've considered those often overlooked are essential in inclusive housing.

We often design disability housing constrained by what exists now —institutional, outdated, or medical models. We make minor modifications on these existing models rather than designing something new based on what people actually desire or need. In other cases, we "fit" people with disabilities into housing that clearly was never designed for them in the first place. We add a ramp, distribute a housing voucher, set aside a unit, widen a doorway, or drop in some other quick fix that gets the job done, but fails to address the underlying issue that we are not designing housing that adequately reflects the full range of needs in our society. Taking a human centered design approach means we're able to more thoughtfully create space for all people.

What's most important is the ways in which people with disabilities — alongside family members, architects, service providers, and policy makers — are themselves active, meaningful contributors to the design process. They are designers and use cases. People with disabilities aren't designed *for*, they are designed *with*. This expands concepts of what's possible and ensures we utilize the most progressive and innovative design approaches.

> "I just really want my son to not be an object that gets moved around and taken care of. I want him to matter. I want him to be part of the community."
>
> - Shannon Rosa, Parent and Author of The Thinking Person's Guide to Autism

Frameworks for Inclusive Housing

In disability housing, we tend to jump directly to the product features. What does the unit look like? How is it funded? What is the building floor plan? Where is it located? While these are important questions, it is equally important that we think about the underlying frameworks that can, and must, define our interventions. When studying existing developments, exploring strategies, or sifting through the work done by participants in a workshop, we realized that certain approaches to inclusion could not be captured solely in a building feature, design, policy strategy or funding stream. We realized there were larger theoretical frameworks that were not project specific, but could be applied to a variety of approaches and locations.

In this section, we present four frameworks that we hope will be used by developers, policymakers, advocates, and community leaders as they advocate for disability inclusive housing, develop new communities, advocate for policies, and explore strategies for scalable residential solutions.

Access, Choice, Care

"If you've met one person with autism, you've met one person with autism," according to Dr. Stephen Shore, who penned the popular phrase more than a decade ago. Simply having the same diagnosis, or even the same broad "disability" label, doesn't necessarily mean people have the same characteristics, needs, or desires.

We understand this difference intuitively and put it into practice at the direct service level regularly. In special education, there is repeated focus on differentiation and individualization, where teachers deliver instruction and supports to students based on their personalized needs and learning styles. In adult services, we talk often about person-centered planning, where we acknowledge that what's right for one person isn't right for another, and look for ways to ensure individuals are supported to make their own decisions and custom tailor programs. People with disabilities are supported to create their own IEPs or IPPs, Individualized Education and Program Plans, respectively. Over and over again we emphasize the well-agreed upon fact that in disability, as in all things, a one size definition does not capture all and a one size intervention does not fit all.

While individualization is ideal, it can be a challenging and cumbersome framework when making policy and strategy decisions on a macro level. It is hard to create frameworks that capture the diversity within a population or policy area. The simple fact remains that we cannot make policies that align perfectly with every single individual's personal preferences. This issue of including a spectrum of people within specific social movements is obviously not unique to disability, we see it in gender, sexuality, and racial equity movements across the country. Yet while other social movements have often made the decision to work to expand the umbrella and encourage intersectionality, too often our community of individuals with disabilities and allies makes the choice to segment, at best, or splinter, at worst.

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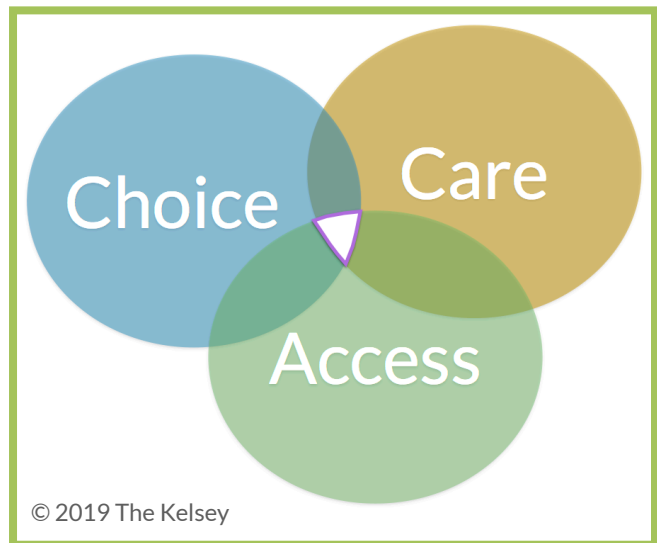
Instead of figuring out how to create policy and programs that address the spectrum of disability, we resort to language that directly, or in coded terms, separates people with disabilities by diagnosis, level of need, ability, and preference (not to mention income, race, and geography). We separate self-advocates from families and service providers from allies. We create distinctions between "high functioning" and "high needs."

The Kelsey proposes a new framework—one that captures the diversity within our community and also builds a clear structure for policy design, decision-making, and strategy: **Access, Choice, Care.** In the simplest terms, we define: *access* as the ability for individuals to participate in, engage with, move in, and contribute to all elements of society; *choice* as the ability for individuals to have options and make independent decisions; and *care* as the need for provision of specific supports, services, and protections for individuals with disabilities. Throughout history, different disability movements, policies, court cases, and programs have been designed with *one* of these three elements—care, choice, or access— as their focal point.

Instead of unequivocally choosing or emphasizing one of these principles—access, choice or care— The Kelsey believes we should consider them in a Venn diagram framework. In this model, we are forced to think about how decisions based on one of these focus areas undermines or supports the others. How can we meet the needs and challenges faced by people with disabilities through care (or support)? How can we promote access for people with disabilities to communities,

experiences, spaces, and beyond? How can we support choice, autonomy, and the right to risks of these individuals? Most importantly, how can we do all three at once? If we take time to plan, design, and implement intentionally, it is possible.

Let's take housing as an example. In considering housing for individuals with disabilities, our instinct might be to design a setting focused on care for individuals with disabilities. We'd like to create a setting with highly skilled staff, specialized supports, and protections to ensure people are safe. But, in doing so, we must be conscious to not emphasize care to the extent that we never let an individual experience the natural and appropriate risks of independent living. Community living means having diverse relationships, going through normal mishaps of independence, and perhaps even being at risk for some harm. We can put protections in place to mitigate risk and harm, but we may not be able to eliminate these threats entirely without infringing on choice and access. Saying that people with disabilities need highly specialized care-focused settings may also undermine their access to the housing market generally, reinforcing a belief that this population needs something so special that they couldn't possibly access it in "mainstream housing"— a dangerous assertion. Focusing on care to an extent that takes away personal choice, isolates a person from the community, or implies access isn't safe or possible means that we have gone too far.

On the contrary, an access approach might say people with disabilities should access the general housing market "just like anyone else," with no specialization. That framework fails to acknowledge the specific issues within housing that limit choices for people with disabilities or put their care at risk. There are some real issues, specific to disability, that impact housing and those issues cannot be ignored in favor of non-specialized access. People with disabilities are disenfranchised through direct discrimination and affordability barriers. This means that we need to remedy access issues in order to give people real choices in the market. Further, some people with disabilities have specific care needs that can and

should be taken into consideration in the housing they are able to access. Access without an understanding of care and choice is not true access.

Fortunately, The Kelsey believes there is a "sweet spot'" between these three principles. For every policy, program, and regulation related to disability, we should be strategic and thoughtful in thinking about how to approach them separately and collectively. We can work through the below, from top to bottom and then again from bottom to top:
- **Access:** Do we remove the barriers? Does this support access for people with disabilities into all kinds of spaces, communities, experiences, and relationships?
- **Choice:** Do we allow options? Does this allow individuals with disabilities to make real choices about how they want to live their lives and experience the world?
- **Care:** Do we provide the supports? Does this recognize the support needs of an individual and mitigate risk to the fullest extent possible?

The order of the three elements is deliberate. When we start with an access lens—assuming anything is physically possible—we can then layer in choices among housing options and specific care needs, and end up with more robust and progressive programs and policies. Our work has showed us that it is much more difficult to start from a care lens and then layer in access and choice in meaningful ways. If we feel at first design that the care needs haven't been addressed at that point, we can more easily layer those into our program or policy, and reconsider the framework questions from care, to choice, to access and back again.
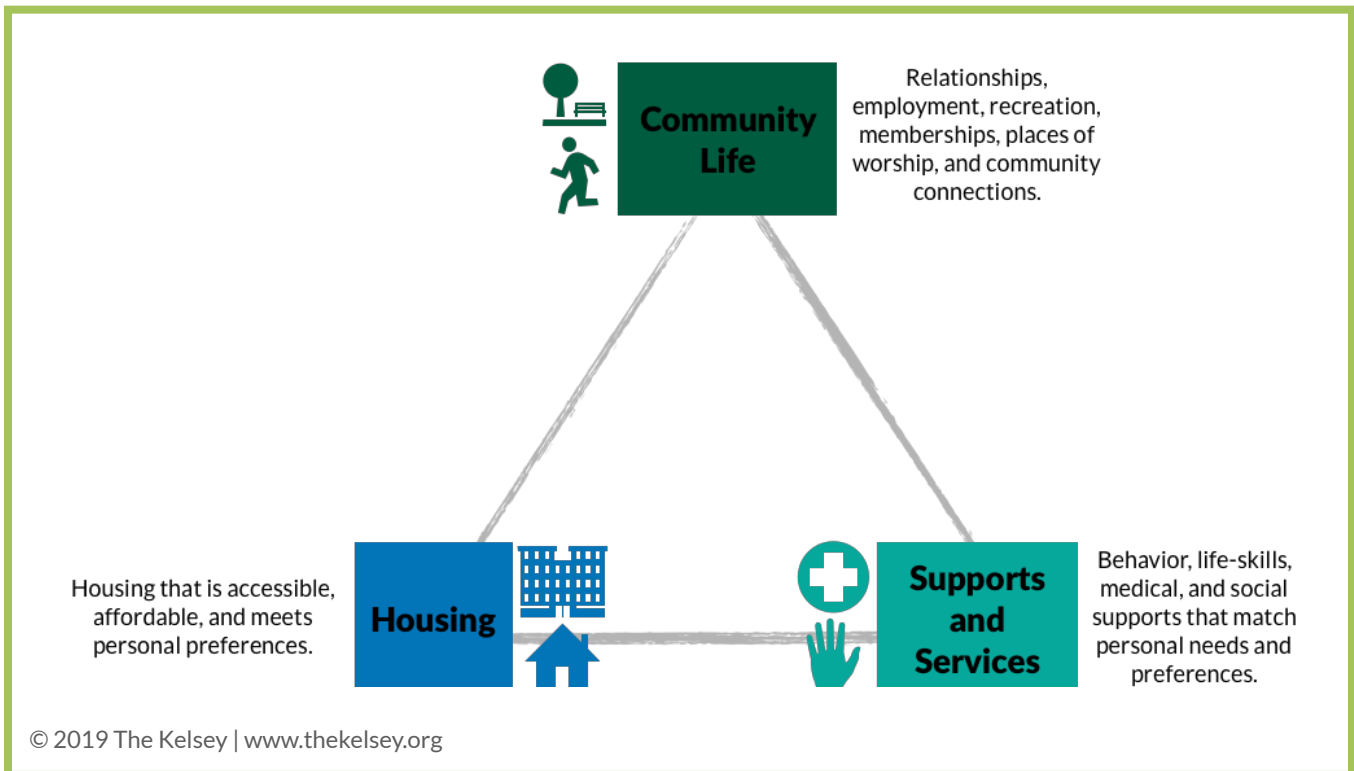
Disability is the largest minority group in the United States. It intersects with all races, locations, genders, incomes, and ages. It should be among the most powerful political constituencies, strategic social movements, and important public issues of our time. Frameworks that provide common language and remind our community of shared values and strategies are needed to push important progressive solutions forward.

The Triangle of Community Living

At The Kelsey, we believe that to design truly inclusive communities, we must think about a triangle of community living that looks at the fundamental building blocks of housing and supportive services and how those two things support full community life.

Conversations around disability inclusive housing often center on discussions of physical housing types and supports and services. Best practices and regulations recognize that both elements—housing and services—are essential for individuals with disabilities and should be delivered independently of one another. Regulations like the Home and Community Based Services Settings Rule recognize the challenges posed when the same agency or individual provides (or controls) housing *and* services for a person with a disabilities. If an individual's service provider is also their landlord, it makes it very difficult and almost impossible for them to fire or change their support team without also putting their housing at risk.
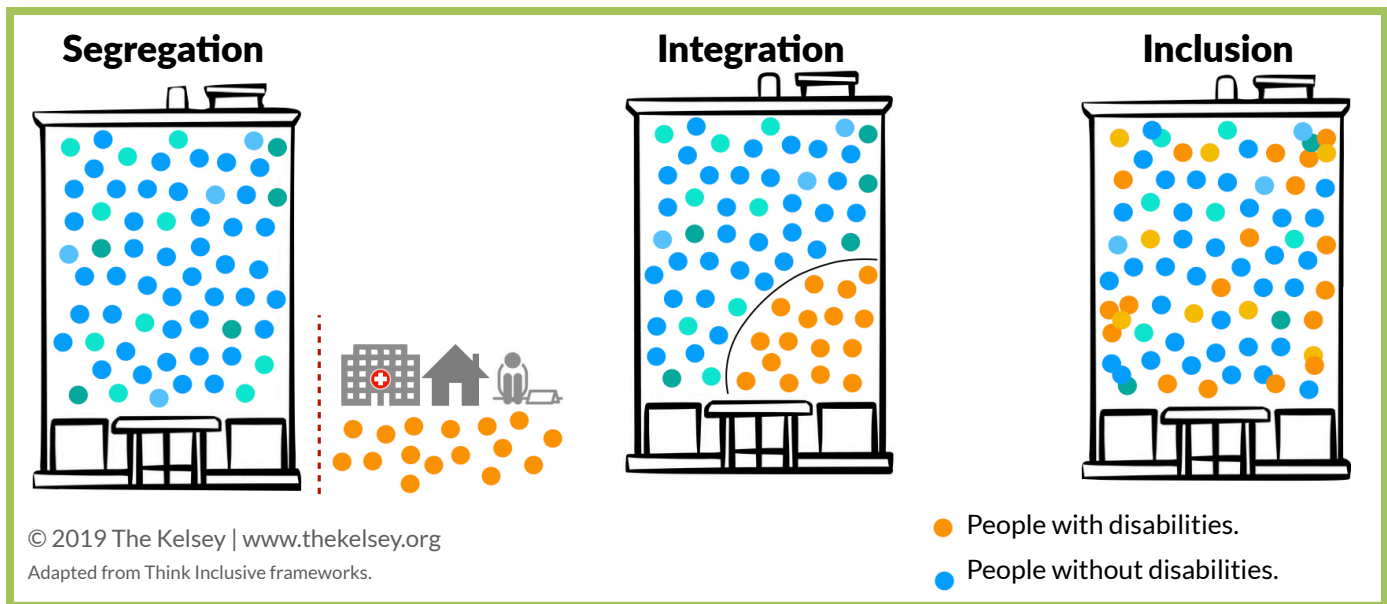
Decoupling housing and services means that people with disabilities have more choice and autonomy, and it allows programs to better address the diversity across disability through support individualization. Our workshops and research reinforced the idea that housing is relatively universal in terms of preference and need. In other words, physical housing is physical housing. Disability housing (the physical space) isn't drastically different from other housing, and it doesn't require a ton of individualization person to person. Most people—with and without disabilities—value the same basic principles in where they want to live. For example, our workshop data showed that all participants desired somewhere clean and safe, with natural light and access to green space. Where we see differences is not in physical housing preferences, but in service needs. It is clear that service needs and preferences are incredibly individualized, and vary distinctly from person to person. Recognizing and understanding the distinction between housing preferences and services needs, we should develop housing and services independently.

Community Life — Relationships, employment, recreation, memberships, places of worship, and community connections.

Housing — Housing that is accessible, affordable, and meets personal preferences.

Supports and Services — Behavior, life-skills, medical, and social supports that match personal needs and preferences.

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This independent but simultaneous development means that we can achieve scale with more universal housing interventions while keeping services robust and personalized.

While housing and supportive services elements are fundamental, we believe that these two elements are actually necessary to support a crucial third element: community life. The Kelsey's view is that a disability inclusive housing project is not just about the physical space or the supportive services, but about how those two things work in tandem to allow people to experience thriving community life. If we stop and think about it, this isn't a disability-specific issue. All people need a place to live alongside certain services and programs that are specific to their needs and interests. People enjoy different physical spaces and need different types of supports, but what is universal is how the combination of physical space and services enable a larger external community life.

If we build housing and develop services without thinking about community life—key facets like relationships, employment, recreation, spirituality, and connection—there will never be true inclusion and autonomy for individuals with disabilities. We express this idea through a triangle visual, in which accessible and affordable housing and individualized supports and services provide the foundation that allows for thriving community life. Affordable and diverse housing coupled with robust services and supports isn't the end, but a means to an end. Community life is the end goal we should be working towards for all people.

Segregation   Integration   Inclusion

● People with disabilities.
● People without disabilities.

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Adapted from Think Inclusive frameworks.

Inclusion vs Integration

Education with students for disabilities, while not perfect, has advanced farther in respects to inclusion than housing and adult services and programs. Policies like Least Restrictive Environment (LRE) have required consideration of how to support student learning in the most inclusive setting while recognizing that that setting may look different for different students. The increasing focus on having all teachers certified in special education points to efforts to ensure all teachers serve and support students with disability, not just a select few. Individualized Education Programs (IEPs) have brought students with disabilities and their families together with educators and therapists to define the programs that serve that specific child best and evolve over time as the students do. There are applications from inclusive education that can and should be applied to our approaches in disability inclusive housing.

Education frameworks and approaches can also help us consider the differences between segregation, integration, and inclusion. In 2012, Think Inclusive shared a graphic depicting images showing the differences between exclusion, segregation, integration, and inclusion with simple dots and circles. We thought a similar tool could be created for disability housing, with our own graphic. For simplicity, we showed large apartment buildings, but these principles could be applied to many different housing types.

On the left we see segregation, an unfortunate reality still today. People with disabilities are forced to live in isolated settings, only provided with housing options that segregate them from non-disabled individuals. Others, particularly with more medical needs or behavior supports, are relegated to hospital and institutional settings. Rather than design and fund programs that ensure people can receive the services they need in the community, our systems force people to live where those services are available and alongside people with similar needs. This segregated approach is a continued relic of decades of medical model approaches to disability and is directly in opposition to the principles of ADA and *Olmsted*. Finally, many individuals with disabilities experience homelessness. It's estimated that 40% of the population experiencing homelessness has a disability. This is driven by a combination of factors including housing affordability, direct discrimination, and lack of appropriate supportive services.

Integration is where many of our approaches today in disability housing, and housing broadly, tend to land. As we've worked to build more community-based housing opportunities for people with disabilities, sometimes we only go so far as integrating that physical housing into other physical housing. This means housing is physically in the same place, but the community is not truly inclusive. We hear from some individuals with disabilities that although they live in the

community, they don't feel connected to their neighbors—they don't have shared experiences or relationships with those around them; they experience loneliness, isolation, and even experience bias or discrimination. We know that people without disabilities experience these same feelings in their housing—there is a universal yearning for more inclusive and connected communities.

Approaches in integrated housing for people with disabilities sometimes also classify all people with disabilities as the same, treating the diverse community of people with disabilities as "one community." This thinking favors approaches where we "stick" all people with disabilities in the same housing type or service program. Again, we achieve the goal of community-based housing in proximity and design, but do so in a way that fails to recognize, accommodate, or support a diversity of individual needs in housing design, type of living setup, or service needs.

To the right we see the ideal community of inclusive living—a truly inclusive community. While segregation and integration depicted people with disabilities as all the same orange dots, we now see a representation of different shades of orange. Truly inclusive models recognize the diversity within disability, and the ways that diversity impacts what people desire in their housing and community.

In this inclusive depiction, we see people with disabilities fully mixed in community with people without disabilities. We also note different clusters or groupings; inclusive housing approaches recognize and support that within a community people may group themselves in various ways. People with disabilities may choose to live with a roommate either with or without disabilities. Some may live in a shared living arrangement with staff, or decide to live in a shared arrangement with others with disabilities. Some may live with a family member. Others may prefer to live alone. How and with whom people live varies and should be supported. It's not easily shown in the graphic here, but a truly inclusive community also includes strategies to connect individuals, help neighbors

feel valued and part of a community, and doesn't splinter into segregated communities within housing.

The goal of housing policy and new interventions should be truly inclusive models that mix housing for people of all abilities. Design and housing experiences should be the same quality for people, regardless of ability, and there should be thoughtful effort to foster interaction, understanding, and connection across residents. Inclusive housing is defined by the: 1) mix of tenants, 2) the recognition and accommodation of diversity in design, program and services; and 3) the connections fostered across individuals to create true community.

Planning an Inclusive Pipeline

Housing development and disability services are both independently complex and highly regulated fields—they often require specific expertise, significant capital, and robust organizational infrastructure. Naturally, in disability housing, we think often at the intersection of these two fields. Working simultaneously with developers, community leaders, and service providers, we realized that there are diverse subject matter experts who are positioned to leverage their respective core competencies and experience to enable disability-inclusive housing.

Instead of promoting the development of disability housing pipelines or disability-inclusive housing pipelines, perhaps we should promote strategies that make the general housing pipeline more inclusive across all incomes, housing types, locations, and disabilities. To do so, it's helpful to break down the current housing pipeline and examine how each step in the process would need to be adjusted to be more disability inclusive. Below is a breakdown of the steps in housing development, with the addition of disability inclusion. Depicted in green are disability focused activities, depicted in blue are real estate focused activities, and advocacy and organizing work is depicted in purple. Looking at the outline, it is clear that a disability inclusive housing pipeline and a housing pipeline overall aren't dissimilar—housing is housing, and making it disability inclusive shouldn't radically change the pipeline.

However, some considerations in affordability, design, and service are required. Specifically, affordability and services needs are the most pressing to address. Affordability needs of those with disabilities at the lowest income make sourcing capital for projects challenging and unique. Service needs, while individualized and met by outside providers, must be better acknowledged and supported in housing development and operational structures.

Phase & Area Real Estate Disability Advocacy	Community Organizing	Technical Assistance	Capital Placement	Design, Entitle, and Build	Operations (General)	Operations (Inclusion)	Direct Supports and Services	Systems Change, Research, and Field Building
Activity	Educate community and key partners about the need. Organize key partners.	Financial modeling. Program design. Terms and structures. Tenant mix selection.	Funding for projects including private investment, debt products, public subsidy, and philanthropy.	General development and construction management. Design and architecture. Project and task-specific consultants.	Property and asset management.	Inclusion and community services.	Independent living services. Behavior supports. Medical supports. Employment and community connections.	Larger scale policy advocacy. Disseminate best practices. Thought leadership. Field building.
Disability Inclusive Needs	*Include disability in housing advocacy and part of equity and diversity work, Organize and mobilize the disability community.*	*Identify ideal inclusive tenant mixes, funding models, and partnership structures.*	*Funding incentives and tools for disability inclusive housing.*	*Universal design strategies.*		*Recognizing service and access needs in housing operations, Supporting inclusion and connection.*	*Disability support service entities and funding.*	

Inclusion can be supported at each step of the housing development pipeline, and there are certain inflection points where new, distinct interventions are required for disability inclusion.

- **Capital Placement:** Provide funding that allows housing to include those with the lowest incomes, particularly for those who rely on SSI for income. Support funding that incentivizes disability housing and makes affordable and mixed income projects more feasible if they include disability housing.
- **Operations (Inclusion):** New building operation strategies that are responsive to service and accessibility needs of residents. Programming that reduces isolation, promotes support, and fosters inclusion.
- **Systems Change:** Better organization within the diverse stakeholders in the disability community and links to related sectors. Support scaling of best-practices that promote an inclusive pipeline. Define common messaging and best practices.

It is worth noting that strong leaders and organizations are needed at all steps along the pipeline. But, the steps with the red "needed inclusive interventions" above them is where leaders and organizations must implement new structures and policies to make the existing pipeline fully inclusive.

> *"We need to get legislators to understand that we exist, and we have a voice and we are here—we're not just somebody that you can ignore and go on to do other things. We should go to our legislators and tell them that we deserve as much attention as they pay to other people, to other groups."*
>
> -Isaac Haney Owens, Golden Gate Regional Board Member

Planning for Solutions

On pages 26, we explained how our stakeholder teams generated actionable interventions that can be implemented to increase housing opportunities for individuals with intellectual and developmental disabilities in the Bay Area and beyond. Below we outline and expand on these interventions. The Kelsey is currently acting and will act on some of them in the future, but we break down these interventions and their unique challenges and opportunities in hopes that other individuals and organizations will recognize where they are positioned to lead and take action.

10 Interventions

Create a new public funding source for I/DD inclusive housing.

Currently, there is no permanent public funding source in place to create housing for individuals with I/DD in California. Many individuals in the disability community and housing sector believe that a lack of public funding is the number one reason developers do not develop housing for individuals with I/DD.

A new fund is needed to finance the capital costs, including acquisition, design, construction, rehabilitation, or preservation, of permanent supportive housing for the target population in order to maximize affordable integrated community living opportunities for people with I/DD and other disabilities. As funding is developed, it should be designed to address the following:

> *Inclusion:* Support projects that include units for adults with I/DD in inclusive settings, in line with best-practices, desires of individuals with disabilities, and federal regulation. Many note 25% as an appropriate percentage. Funding supports the development of projects where people with disabilities are fully included alongside others.

> *Services:* Subsidy for housing development and operations should leverage the existing robust service delivery system in California for adults with I/DD. As self-determination grows or service delivery systems evolve in various ways, housing development should be responsive to those systems changes.

> *Leveraging:* Funds should be leveraged alongside other state sources, tax credits, private investment, and parent resources where possible and make adjustments for smaller projects where it may be infeasible to use the federal and state low-income housing tax credit program.

> *Mixed Income:* There is a high need for housing for people at the lowest income, — those who rely on Supplemental Security Income (SSI) for income and make less than 20% of Area Median Income (AMI). However, there are other working individuals with I/DD (40-80% AMI) or those with family resources whose housing needs should also be considered.

Pilot a mixed ability, mixed income housing development.

There is a clear need for affordable housing across the country. People with I/DD are specifically and systematically disadvantaged because of lower incomes, support needs, and access considerations. There was a repeated ask from workshop participants for someone to create a community where inclusion was at the building's core values and strategies. As we discovered in Workshop 1: Scoping the Problem, participants felt that many existing disability housing models isolated and segregated people with disabilities from their communities. Additionally, many cited the importance of diversity in housing and felt diversity was severely compromised when housing models segregated residents with disabilities. People also spoke to the need for a housing community to recognize the unique service needs of individuals with a range of disabilities. Even when services come from outside providers, many participants asked for housing that recognizes support needs in building designs and operations.

Finally, there was a strong interest in housing models that served people with I/DD across a range of incomes—from those who rely on Supplemental Security Income (SSI) to those working lower or middle income jobs, to those with high individual or family resources.

Based on workshop feedback, a mixed ability, mixed income pilot development would be designed from its inception to include and support people with I/DD around their housing

affordability, accessibility, and service needs. Pilots can include different features, exist in different locations, and be developed through a range of partnerships but all should have inclusivity and a range of affordability as a core strategies.

Build an advocacy coalition of people of people with and without I/DD.

Advocates with and without disabilities can be mobilized to support awareness around the issues in I/DD housing and elevate policy platforms for new solutions. It's important to consider how I/DD housing and advocacy works in tandem with the broader disability housing and disability advocacy communities, as well as broader housing advocacy. We must consider when an I/DD specific focus is needed, and when we need to take a broader disability and/or housing approach. This advocacy work should not be exclusively led by people with I/DD and their families, but should have allies outside of the disability community as well.

In the last five years, several pro-development advocacy groups, or YIMBY (Yes In My Backyard) groups have emerged in response to California's affordable housing crisis. The goal of these groups is simple: to build more of every kind of housing. The leadership and membership of these pro-development groups is notably young, with the majority of YIMBY advocates falling into the millennial age bracket (ages 18-35).

Workshop participants were interested in harnessing existing millennial fueled, equity minded energy in affordable housing and creating a new formal coalition for inclusive communities. This coalition would advocate at both local and state levels for the inclusion of individuals with intellectual and developmental disabilities in housing. Members of this coalition would include cross sector individuals with and without disabilities and would help insert disability housing into larger conversations around affordability, supportive housing, and real estate development throughout the state.

A new coalition would support the case for inclusive housing and note that the disability housing challenge is not just a crisis to be solved or a burden to addressed, but an an opportunity to build better, more inclusive communities that benefit all people.

Dedicated housing advocate at each Regional Center to help advocate for new housing and support projects in the region.

Many regional centers are partners in the Department of Developmental Services' Community Placement Plan (CCP) program and subsequently offer Community Placement services. These services are designed to transition individuals residing in the state's developmental centers (DCs) into the community and provide housing for individuals who would otherwise be placed in a DC. The CPP provides funding to the regional centers for the development of a variety of resources, including residential development, transportation, day services, and mental health and crisis services. Regional centers can also use CPP funds to develop safe, affordable housing. CCP funding does not currently fund the role of housing specialists or dedicated housing advocates to find community based housing for regional center clients.

While there is no formal funding for a housing specialist position within regional centers' core staffing formulas, some centers nonetheless have created housing specialist roles. There is hope that new measures, such as the recently released rates study and the policy of self determination, have illuminated the need for housing support in the regional centers. In the meantime, regional center case managers work with individuals and families to find community based housing if possible.

Create a toolkit for market rate and affordable housing developers on how to make housing developments inclusive of individuals with I/DD.

Many housing developers, both affordable and market rate, aren't aware of the housing needs for people with I/DD and/or don't know the necessary strategies to develop and operate housing inclusive of this community. They may make assumptions that favor more institutional models. They may assume that a housing developer must also be the entity to fund and deliver services. They may believe it's more expensive to design or operate housing for this community.

Before we approach developers with asks and projects, we need to start by introducing them to the disability housing challenge and ensure that they have a clear understanding of needs and preferences within the community. Simple tools can be created to educate individuals on the need, define best-practices, and summarize key state and federal policies. Specific to the housing need, toolkits can be used to support in inclusive pipeline by providing design guidelines, defining best practices, and summarizing operations strategies. Toolkits can be developed in partnership with practitioners and experts like architects or service providers and should be created with and vetted by individuals with disabilities. Strategies within the toolkits should be created to capture the diversity within the disability community and updated as policies and best-practices evolve.

Inclusionary zoning requirement that mandates all projects have a set aside for people with I/DD.

Inclusionary zoning is a local zoning ordinance or land use policy that either requires or encourages housing developers to include a specified percentage of low and/or moderate-income housing in new residential developments.

Critics of inclusionary zoning argue that it slows the development process through additional requirements or increased costs. They advocate for strategies that increase housing supply overall and therefore make housing more affordable and accessible to a range of individuals. Other critics note that inclusionary zoning for specific populations creates a battle for limited resources. They believe it either excludes other housing vulnerable populations from developments or pits communities against one another.

Some workshop participants, however, argued for the creation of inclusionary zoning requirements that would mandate all projects have a set aside for residents with I/DD. In the same way housing in certain jurisdictions needs to include affordable housing, they believe it should also require inclusion of housing for people with IDD and/or other disabilities. Some participants believe that doing so could immediately ensure all housing is inclusive and expand the number of units available.

Inclusionary zoning is a complex issue that should be explored carefully with housers, policymakers, and advocates.

Certification or standard for inclusivity (similar to LEED certification)

Developed by the U.S. Green Building Council, LEED (Leadership in Energy and Environmental Design) certification provides building owners and operators with a framework for identifying and implementing green building design, construction, operations and maintenance. Since the implementation of LEED, more than 40,000 commercial and institutional projects have been certified worldwide, with 51,000 projects in the pipeline for certification. Buildings that carry certification labels such as ENERGY STAR, LEED, and others are not only a marketing advantage, but are increasingly becoming a mainstream expectation.

Some workshop participants advocated for the creation of an "Inclusion Certification" that would serve as third-party verification that a building or community was designed and built as a fully inclusive community.

Verification could be linked to whether the building is Universally Designed, includes a range of affordability, has strategies that respond to service needs, or supports connection and engagement within the community. Standards should be developed with input from those living in (or seeking to live in) inclusive communities as well as key practitioners in the field. Having a standard for inclusivity would not only facilitate more developments by providing a concise and clear guidelines, but would also likely bring awareness to the need for and benefits of inclusive design overall.

Create a new private funding source for I/DD inclusive housing

Mixed income projects that include people with disabilities could leverage a mix of sources. In order to serve those in highest need with the lowest incomes, public and philanthropic sources will be required. However, there is also a role for private sources. These could include market sources like impact investment tools or housing accelerator funds and concessionary sources like CDFI funds or Program Related Investments. Private sources could incentivize inclusion as more sustainable, market-driven returns can be found in mixed housing models that aren't exclusively for people with disabilities or those with lower incomes. Additionally, our workshop participants spoke to the need to invest in and incubate new businesses and technologies that address the need for better designed homes, more robust services, and more innovative programs that serve people with disabilities.

Create a new philanthropic source for I/DD inclusive housing.

Throughout our organizing process, we were struck by how few foundations and philanthropists make disability inclusion a priority. Even foundations with highly intersectional issue focuses (housing, poverty, equity, health, economic opportunity, etc) explicitly exclude disability from their strategy and grant making. According to the Foundation Center, despite the fact that nearly 20% of Americans identify as having a disability, only 2-4% of foundation grants in the United States go towards disability causes. Furthermore, these grants often go exclusively to care or research. Philanthropic funding is essential to pilot new solutions and advance progressive, equity minded solutions in disability housing.

There is space for foundations and philanthropists to have an explicit focus on disability inclusion and access issues. Additionally, foundations must add a disability lens to their existing work. Disability-focused philanthropy should avoid paternalistic, medical models and instead prioritize inclusive, community-based approaches that serve individuals with a range of disabilities. Advocates with disabilities and family members are helpful partners to inform philanthropic approaches.

> *"I'm inspired by this organization's permission to think outside the box, to dream big, to cross the different disciplines and sectors, from private to public to families to organizations, housing to services, to try to think of something new to deal with the crisis that we have now, and to build something that will benefit the disability community and benefit all of us. It's dreaming big. I want to be part of that dream."*
>
> - Meri Lane, Parent

Envisioning our Inclusive Future

Over the past fifty years, housing for people with disabilities went from an issue that communities ignored, to a population that people institutionalized, to a present-day challenge needing solutions on a local and national level. But, we actually think it's more. Rather than a problem to be solved, we think housing for people with disabilities is an opportunity. It's an opportunity to create more connected and supportive communities that benefit all people. It's an opportunity to ensure our cities and towns benefit from the contributions of people with disabilities. It's an opportunity to ensure neighborhoods are truly diverse —across income, race, background, *and* ability. Diverse communities are safer, creative, more resilient, and have more robust economic futures.

People with disabilities have a range of support needs and a diversity of disabilities that are too varied to capture in any one category. That being said, we heard time and time again through our our workshop process that what people desire in

their housing and community isn't actually that unique. Similar preferences in housing emerged not only across people with disabilities, but across all people. People want community, but they want to have choices about how and when they participate in their community. People want to be respected as capable individuals, but also know that they have support available when needed. People desire a range of housing types and designs, but all desire somewhere well-designed and safe, somewhere they are comfortable in and proud of. We need to consider what elements—support needs, accessibility, and affordability—need to be addressed to make housing welcoming to people with disabilities. Additionally, we must realize that housing need not be overly specialized nor segregated to be supportive and inclusive.

Financing disability inclusive housing is the greatest challenge we face. If we were building housing only for high income individuals and families, financing projects would be relatively simple. But, if we want to ensure that individuals with I/DD who rely only on SSI or work minimum wage jobs have access to housing, we need to address some challenging financial underwriting. Across the country, people with disabilities would need to spend exorbitant amounts to afford community-based housing. For example, in the San Francisco Bay Area, people with disabilities relying solely on SSI would need to spend 217% of their entire income on an apartment. One solution to this financing challenge is more public funding for inclusive housing, but that funding may be years off and still wouldn't fund the entire need regionally or nationally. It's essential that we unlock new financial tools, leverage public funding alongside private and philanthropic resources, and define strategies to serve more people with limited resources in ways that do not compromise quality or choices. Continued rigorous financial analysis and innovative financing structures will be needed to meet the growing need for inclusive communities.

As the United States grapples with soaring housing costs from coast to coast, we need disability-focused housing advocates and organizations more than ever. The need for inclusive housing is so overlooked and underserved that we need voices and leaders who specifically elevate this issue and serve this community. However, The Kelsey's vision for the future is that one day we won't need specific disability housing organizations, developers, and advocates because *all* housing will be inclusive and all developments will be designed to include people with disabilities. We imagine a world where all housing is physically accessible, has a culture of support and connection, and is affordable to people with a range of incomes. Ultimately, our dream is that no disability-specific interventions are required in developing housing. The goal of disability inclusive housing developers should be to put ourselves out of business. This happens by creating financing tools, operating strategies, partnership models, and best-practices that all housing advocates, funders, developers, and operators can utilize and scale to create homes.

We believe it's possible. With new housing models, innovative financing tools, and stronger advocacy efforts, we can build a future where all communities are inclusive and all people thrive regardless of ability or background. The need is clear and the resources are available. Leaders across all sectors can move the needle on this issue in measurable and impactful ways by elevating the issue, committing resources, leveraging organizational expertise, seeding innovation, testing new approaches and collaborating to share what works. *Together we can do more.*

Appendices

Key Terms and Acronyms

The Achieving a Better Life Experience Act (ABLE): A 2014 act that encourages and assists individuals to save "private funds for the purpose of supporting individuals with disabilities" and helps ensure that funds can be saved tax-free to "supplement, but not supplant" federal benefits.

Affordable Care Act (ACA): The ACA expanded Medicaid eligibility for people with disabilities and added "Community First Choice" option which allows individuals to receive long term supportive services in their homes or communities rather than in institutions.

Americans with Disabilities Act (ADA): The ADA is a civil rights law that prohibits discrimination against individuals with disabilities in all areas of public life, including schools, transportation, jobs, and all private and public open to the general public. It guarantees equal opportunity for

individuals with disabilities in employment, public accomodations, transportation, state and local government services, and telecommunications.

Area Median Income (AMI): The Area Median Income is the midpoint of a region's income distribution--half of families in a region earn more than the median and half earn less than the median. In regards to housing policy, income thresholds set relative to the area median income, eg, 20% AMI, 50%, 80% AMI—identify which households are eligible to live in income-restricted housing units and the affordability of housing units to low-income households.

Below Market Rate (BMR): BMR units are single family homes, townhouses, condominiums, or apartments that are sold at below market rate prices to income qualified families or individuals.

Department of Developmental Services (DDS): The California Department of Developmental Services is the agency through which the State of California provides supports and services to to individuals with developmental disabilities. These disabilities include intellectual disability, cerebral palsy, epilepsy, autism, and related conditions. Services are provided through state-operated developmental centers and community facilities, and contracts with 21 nonprofit regional centers. The regional centers serve as a local resource to help find and access the services and supports available to individuals with developmental disabilities and their families.

Developmental disability: This term refers to a severe and chronic disability that is attributable to a mental or physical impairment that begins before an individual reaches adulthood. These disabilities include but are not limited to intellectual disability, cerebral palsy, down syndrome, epilepsy, autism, and disabling conditions closely related to intellectual disability or requiring similar treatment. (CDC)

Home and Community Based Services Rule (HCBS): According to CMS (Centers for Medicare & Medicaid Services), the rule is meant to ensure that Medicaid's home and community-based services programs in residential and non-residential settings provide full access to the benefits of community living and offer services in the most integrated settings. In practice, the rule gives states more flexibility on how they are able to use federal Medicaid funds to pay for home and community based services to meet the needs of Medicaid enrollees, particularly seniors and individuals with disabilities.

Inclusion: The inclusion of people with disabilities involves practices and policies designed to identify and remove barriers such as physical, communication, and attitudinal, that hamper individuals' ability to have full participation in society, the same as people without disabilities. Inclusion involves: getting fair treatment from others (nondiscrimination); making products, communications, and the physical environment more usable by as many people as possible (universal design); modifying items, procedures, or systems to enable a person with a disability to use them to the maximum extent possible (reasonable accommodations); and eliminating the belief that people with disabilities are unhealthy or less capable of doing things (stigma, stereotypes). (CDC)

Independent Living Services (ILS): Services vendorized through regional centers that facilitate independent living for individuals with disabilities.

The Lanterman Developmental Disabilities Act: A California law that gives individuals with disabilities the right to services and supports that enable them to live independent lives. The act declares that persons with developmental disabilities have the same legal rights and responsibilities guaranteed all other people by state and federal laws, and charges the regional center system with the advocacy for and protection of these rights.

Medicaid: Medicaid serves as the primary funding source for in-home supportive services or other heath, services, medical needs, or care needs of individuals with disabilities.   Medicaid is an "entitlement." That means if someone is found to

be eligible for Medicaid, then that person must receive Medicaid services. An important Medicaid waivers is the Home and community-based services (HCBS) waiver provide opportunities for Medicaid beneficiaries to receive services in their own home or community rather than institutions or other isolated settings. (CMS)

Olmstead: *Olmstead v. LC*, colloquially referenced as "Olmstead," is a 1999 United States Supreme Court ruling that the segregation of persons with disabilities constitutes discrimination in violation of title II of the Americans with Disabilities Act. The ruling included two statements on the dangers of institutional living: 1) "institutional placement of persons who can handle and benefit from community settings perpetuates unwarranted assumptions that persons so isolated are incapable of or unworthy of participating in community life" and 2) "confinement in an institution severely diminishes the everyday life activities of individuals, including family relations, social contacts, work options, economic independence, educational advancement, and cultural enrichment."

Regional Center System: Regional centers are nonprofit private corporations that contract with the Department of Developmental Services to provide or coordinate services and supports for individuals with developmental disabilities. They have offices throughout California to provide local resources to help find and access supports available to individuals and their families.

SB-35: A 2017 California law that intends to address housing affordability by expediting approvals for certain new housing projects in jurisdictions that are not meeting their housing needs. Each region's housing need is determined every five to eight years through the Regional Housing Needs Allocation (RHNA) process. Once the need is determined, cities and counties must show that they have zoned enough land for housing to accommodate families and individuals at all income levels. These plans, known as housing elements, must be submitted to HCD for approval and incorporated into the city's or county's general plan. If cities/counties have not met their housing need, they are subject to SB 35.

The Self Determination Program: Instituted in California in 2014, the self determination program will provide each regional center client and their family within an individual budget to allow for more control over selecting their services and supports. Participants may pick their services, and pick which providers deliver these services while staying within their annual budget.

Supported Living Services (SLS): Supportive living services consist of a broad range of services available to adults with developmental disabilities who, through the Individual Program Plan (IPP) process, choose to live in homes or apartments they themselves lease or occupy in the community. To be eligible for SLS, an individual must lease or occupy their own home or apartment.

Supplemental Security Income (SSI): SSI is a federal income supplement program funded by general tax revenues (not Social Security taxes). It is designed to help aged, blind, and disabled people who have little or no income by providing cash to meet basic needs for food, clothing, and shelter. It is a $763 per month benefit. (SSA)

Together We Can Do More Goals and Timeline

We aimed to undergo an action-oriented project that further defined the model of mixed ability, mixed income housing but also took meaningful steps towards development of an inclusive housing community. The project combined coalition building, advocacy, design, and planning.

Key project goals included:

- Build awareness among key stakeholders of the issue of disability housing and the cross-sector solutions they can engage to address it.
- Solicit input from those stakeholders on what specific measurable challenges they have in this area (or barriers they've already reacher) and what specific actionable resources they can bring to the table, and what kind of projects the can and would partner on in the future.
- Get specific measurable or actionable commitment from some of those stakeholders to work on inclusive housing together or independently.
- Have at least 1 inclusive housing project ready to move forward in site acquisition and development at the completion of the 8 month process.

The project timeline was as follows:

January-March 2018: Project funding secured from the Chan Zuckerberg Initiative as part of their Justice and Opportunity focus area.

April 2018: Hired a project manager to direct Together We Can Do More initiative.

May-June 2018: Hosted Together We Can Do More Kick-Off Events around the Bay Area to introduce the project to prospective stakeholders. Also hosted awareness roundtables with various service providers and with diverse members of the community in the Bay Area.

June 2018: Hosted Workshop 1: Scoping the Problem in Silicon Valley, the East Bay, and San Francisco.

June-July 2018: Synthesized data from Workshop 1 and began to identify and invite prospective hosts for Workshop 2.

August 2018: Hosted Workshop 2: Aligning Resources in Silicon Valley, East Bay, and San Francisco

August 2018-September 2018: Synthesized data from Workshop 2. Began interviewing and meeting with various staff from Stanford's design school for Workshop 3: Designing for Inclusive Community.

October 2018: Presented workshop findings at the Lanterman Housing Coalition Fall Summit in Sacramento and received feedback from industry leaders. Signed purchase and sale agreement for site development in San Jose to pilot a mixed income, mixed ability community.

November 2018: Hosted Workshop 3: Designing for Inclusive Community, bringing all three teams of regional stakeholders together in San Francisco.

December 2018-April 2019: Authored and published report.

Workshop Participants

We are so grateful to the following individuals who dedicated their time and energy to our Together We Can Do More workshop series. These individuals came from all around the Bay Area and all different sectors, and we were blown away by their intellect, thoughtfulness, and creativity.

In addition to workshop participants listed below, The Kelsey engaged a total of 300 stakeholders in one-on-one meetings, community events, roundtables, and conference presentations.

Abigail Yim—Integrated Community Services

Abegail Insigne —The Center for Independence of Individuals with Disabilities San Mateo

Alan Lambert—Futures Explored

Alex Madrid—The Center for Independence of Individuals with Disabilities San Mateo

Annie Fryman—Office of Senator Scott Wiener

Amanda Pyle—Golden Gate Regional Center

Amy Beinart—Office of Supervisor Hillary Ronen

Amy Westling—ARCA

Anh Nyguen —City of Oakland

Anna Avoyan—Office of Senator Scott Wiener

Anna Salvador Rodriguez— SV@Home

Annie Fryman—Office of Senator Scott Wiener

Audura Sysum—Community Advocate

Barclay Lynn—Parent

Barbara Gualco—Mercy Housing

Barry Benda—Brilliant Corners

Benjamin McMullan—The Center for Independence of Individuals with Disabilities

Ben Miyaji—Community Advocate

Beth Goddard—Parent

Betsy Hicks—Parent

Bill Pickel—Brilliant Corners

Bob Ericson—Parent

Caroline Hughes Stevens—Be Clear Communications

Christine Fitzgerald—Silicon Valley Independent Living Center

Christine Wang—Evelyn and Walter Haas, Jr. Fund

Cuauhtemoc Martinez—Caminar

Dana Kuper—Town School for Boys

Darcy McCann—Community Advocate

Darin Lounds—Housing Consortium of the East Bay

David Grady—State Council on Developmental Disabilities

David Meyer—SV@Home

Denise Jacques—Community Advocate

Don Cornejo—Golden Gate Regional Center

Elizabeth Brady—Oakbrook Partners

Elizabeth Grisgby—Golden Gate Regional Center and The Kelsey Board Member

Emily Lesk—San Francisco Office of Economic and Workforce Development

Eric Mondragon—WRNS Studio

Evelyn Stivers— Housing Leadership Council of San Mateo County

Felix AuYeung—MidPen Housing

Fernanda Castelo—Community Advocate

Francis Fernandez—Community Advocate

Geoffrey Morgan—First Community Housing

Graeme Joeck—Chan Zuckerberg Initiative

Irma Velasquez—Parent

Irene Litherland—Parent

Isaac Haney-Owens—Golden Gate Regional Center

Jamie Doyle—Oculus Architects

Jarlene Choy—Office of Supervisor Norman Yee

Jason Parks—Futures Explored

Jason Vargas—East Bay Asian Local Development Corporation

Jeff Bennett—Wells Fargo

Jeffrey Darling—San Andreas Regional Center

Jen Low—Office of Supervisor Norman Yee

Jenna Kiive—Community Advocate

Jennifer Dresen—The Arc San Francisco

Jess Kessen—Designer

Jessica Rothschild—WRNS Studio

John Engstrom—Affordable First

John Gundersen—Bay Area Housing Corporation

Joseph Hidzick—Community Advocate

Joseph Moriarty—CBRE

Karen Brown—Parent

Kathy Lavicka—Sibling

Kerry Zimmerman—Irvine Company

Kevin Kitchingham—Mayor's Office of Housing, City and County of San Francisco

Kevin Schuster—Chan Zuckerberg Initiative

Kris McCann—Bay Area Housing Corporation

Ky Le—Office of Supportive Housing, County of Santa Clara

Lauren Humaydan—True Link Financial

Lauryn Agnew—Bay Area Impact Investing Initiative

Linda Stevens—Parent

Lisa Hagerman—DBL Partners

Lois Paster—Parent

Maddi Fleming—Urban Communities

Mae Pennington—Habitat for Humanity + Sibling

Mario Newton—Community Advocate

Matt Tarver-Wahlquist—The Arc San Francisco

Megan Anhalt—Strategy Consultant

Megan Tolway—The Creekside School

Meri Lane—Parent

Micaela Hellman-Tincher—Office of Supervisor Joe Simitian

Michael Santero—First Community Housing

Mukhail Srinivasan—Community Advocate

Nadine Makki—Housing Leadership Council of San Mateo County

Nickole Bouslog—Community Advocate

Nina Hido—Parent

Nina Spiegelman—Parent and Disability Voices United

Patrick Sagisi—DBL Partners

Rachel VanderVeen—City of San Jose

Ray Hodges—San Mateo Department of Housing

Rebecca Klein—Parent

Regina Riley—Bay Area Housing Corporation

Ross Stackhouse—Tidewater Capital

Rusha Latif—IDEO + Sibling

Sam Martz—Starcity

Sandi Soliday—Alameda County Public Health

Sara Ingram—Consultant

Sascha Bittner—Community Advocate

Serena Fields—Brilliant Corners

Shaina Li—Common

Shannon Rosa—Parent + Author of The Thinking Person's Guide to Autism

Sheraden Nicholau—State Council on Developmental Disabilities

Steve Robinson—Regional Center of the East Bay

Steven Shum—Corporation for Supportive Housing

Susan Henderson— The Disability Rights Education and Defense Fund

Tal Litwin—CivicSpark Opportunity Access Fellow with the City of Antioch

Teri House—Community Development Block Grant Consultant, City of Antioch

Thomas Gregory—Center for Independent Living

Tim Dunn—Mercy Housing

Tony DeSylva—Designer

Tracy Choi—San Mateo Department of Housing

Will Goodman—Strada and The Kelsey Board Member

Will Sanford—Futures Explored

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Author Biographies

Micaela Connery, Founder and CEO: Inspired by her cousin Kelsey, Micaela has been working on inclusion in communities her entire life. She has seen firsthand the housing crisis facing adults with developmental disabilities and their families. As a research fellow at the Harvard Joint Center for Housing Studies, she spent a year studying the issue in detail. The Kelsey exists to turn the challenge of disability housing into the opportunity of inclusive community.

Micaela completed her MPP at Harvard Kennedy School focusing on housing, disability inclusion, and community development. She was a Cheng Fellow at the Harvard Social Innovation and Change Initiative where she worked on designing The Kelsey. In 2017, she received her MBA as a Mitchell Scholar in the Smurfit School at University College Dublin. She completed her undergraduate studies at the University of Virginia. Prior to The Kelsey, Micaela was founder and CEO of Unified Theater.

Lindsay Johnson, Director of Policy and Partnerships: Born and raised in the San Francisco Bay Area, Lindsay was drawn to public interest work from a young age. Most recently, she worked for Tipping Point Community on their Chronic Homelessness Initiative where she managed a research project that examined how homeless individuals in San Francisco interact with the criminal justice system. Previously, she worked with adults and children with cognitive and physical disabilities at Higher Ground, a nonprofit that gives individuals with disabilities the opportunity to experience recreation and the outdoors without limitations. As an undergraduate, she worked for the San Francisco District Attorney's Office in the Community Justice Center, a collaborative court and social service center located in the Tenderloin. She graduated with degrees in Political Science and History from Yale University, where she served as President of the Yale chapter of Best Buddies International.