

Enterprise is a leading advocate for the Section 4 Capacity Building for Community Development and Affordable Housing program. Over the last 20 years, Enterprise has distributed over \$125 million to more than 1,250 community development organizations throughout the country. Section 4 strengthens the nation's lower-income urban and rural communities by bolstering local nonprofit community developers.

Since Congress authorized the program in 1993, Section 4 has been the sole HUD program specifically designed for nonprofit capacity building. Section 4 is an important, unique and efficient program that leverages significant private capital using minimal federal dollars. This program creates jobs, supports small businesses, builds housing and strengthens communities.

Capacity building develops core skills that strengthen the ability of organizations to implement HUD programs, raise capital for community development and affordable housing projects, coordinate on cross-programmatic, place-based approaches and facilitate knowledge sharing. Capacity building remains a key part of HUD's Strategic Plan for FY2010-2015.

### **Spotlight on Section 4 Grantee: Cathedral Square Corporation**

Across their 24 living communities, Cathedral Square Corporation (CSC) works to ensure that both seniors and individuals with special needs have a safe, affordable place to call home. Since 1977, they have bolstered affordable housing in Vermont with services and long-term care options. Cathedral Square seeks to provide a range of independent, shared and assisted living options so that individuals can select the living environment best suited for them. Cathedral Square is a state-wide leader in cross-disciplinary resident services and actively works to help organizations across the field improve their service practices.



### **Local challenge**

The baby boomer generation is transitioning into retirement age across the United States. By 2017, one in three Vermonters will be over the age of 55, and there is a growing need for in-home services to help these individuals remain in their homes and age in place. Seniors returning from hospital care or facing chronic health conditions are especially vulnerable. Without appropriate support, these seniors might be forced to leave their homes and communities to live in more costly assisted living or nursing home facilities.

Aware of this situation in communities throughout Vermont, Cathedral Square partnered with a number of aging services providers and funders to pilot a Support and Services at Home (SASH) program in 2009. The SASH program utilizes affordable housing as a platform for coordinating cross-sector health care and supportive services to seniors living in the housing properties and surrounding neighborhoods. The interdisciplinary SASH team is comprised of a coordinator and wellness nurse based at an affordable housing property, and representatives from a network of community-based service providers.

The pilot proved to be a model program for allowing seniors in the community to remain independent and age in place, as the frequency of hospital visits, falls, nutritional risk and returns to nursing homes declined significantly during the first year of the pilot. However, Cathedral Square needed new sources of funding and support in order to bring the program to scale.

## How Section 4 funds were used

In 2012, Enterprise Community Partners provided a \$50,000 Section 4 grant to Cathedral Square to carry out training for internal CSC SASH staff, collect program data and educate the public to inform seniors near SASH locations – or hubs – about the program. Later in the year, Enterprise followed up with another \$50,000 Section 4 grant to cover the costs of hiring and training a new development project manager to oversee program design and create a site assessment system to evaluate whether a property provides a safe, healthy environment for seniors.

Once the program was underway, Cathedral Square received a \$65,000 Section 4 grant from Enterprise to further implement the SASH model, establish their data measurement capacity, provide further education about integrated care to housing nonprofits serving as SASH hubs, hold trainings and webinars across implementation topics for SASH staff and service partners, and hire a staff person to oversee and deliver technical assistance to hubs and organizations seeking to launch a SASH program.

## How Section 4 funds enhanced capacity of organization

Section 4 was critical in scaling the SASH model from a pilot to a sustainable program. With the help of the initial rounds of Section 4 funding, Cathedral Square established 23 SASH hubs, reached out to 2,300 low-income Vermonters and ensured that adequate service provision will continue to be a part of their work in affordable housing preservation. Since 2012, SASH has continued to grow and was operating in 93 SASH hubs statewide as of October 2013. Specifically, Section 4 funding from Enterprise allowed Cathedral Square to:

- Develop an innovative model of care.

- Participate in the state's Central Clinical Registry – a tool for recording participant assessments and communicating their results with primary care providers – and provide training to ensure its effective implementation.
- Provide staff trainings on IT, wellness assessments, privacy and confidentiality, healthy living, security, motivational interviewing and aging well.
- Staff the SASH program with a technical assistance coordinator and development program manager.
- Become a leader in self-sustaining technical assistance work to nonprofit senior service providers, and forge intimate community connections across the state by having SASH staff embedded in multiple communities and local nonprofit organizations.

Increased capacity and coordination across the SASH program has already led to notable improvements in communication and care management among nonprofit housing organizations and supportive service providers throughout the state. Consequently, more efficient and effective care is being provided for the growing population of seniors in Vermont. Additionally, by "training the trainers" of SASH hubs, capacity building funds have led to a magnified impact in the community. To this end, Cathedral Square continues to be a leader in cross-disciplinary service provision in Vermont, developing a replicable model that paves the way for sustainable partnerships between affordable housing and healthcare providers.



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