

Resident Services and Affordable Housing: The Social Return On Investment

Bon Secours Community Works

Bon Secours Community Works (BSCW) works to enrich West Baltimore communities with programs, services, and affordable housing that contribute to the long-term economic and social viability of neighborhoods.

Bon Secours Community Works Service Areas



Youth and Family Services



Economic Development



Housing & Community Development

2,500 people served annually

800 housing units

75 staff

14 service locations

Youth and Family Services

Programs Include:

- Early Head Start (EHS)
- Community Schools
- Youth Employment and Entrepreneurship Program (YEEP)
- Women, Infants & Children (WIC) Partner
- After School Programs



3 community schools

Expanding to serve 64 EHS families

30 YEEP participants

Economic Development

Programs Include:

- Healthcare Career Training
- Clean & Green Workforce Training
- Returning Citizens Program
- Financial and Employment Services
- Food Access & Urban Farming



100+ Health Care Training graduates

4.0% recidivism rate

300+ tax clients

85 families delivered food weekly

Housing & Community Development



Affordable Housing Units	
Seniors/Disabled	530
Low-Income/ Affordable	270
Total Housing Units	800



- ▶ Another 200+ units in the pipeline
- ▶ \$7.15 million resident and Section 8 rental payments collected annually
- ▶ Manages construction/renovation/operations of service delivery sites and open space locations.
- ▶ Works to reduce blight and improve vacant lots in West Baltimore by partnering with the community as part of the Anchor Neighborhoods Work Group

What is SROI Analysis?

- Framework for valuing the broader social, economic, and environmental benefits generated by a program
- Concerned with the social impact of a program
 - Values outcomes (i.e., benefits and changes) that matter to all relevant stakeholders (i.e., directly affected by the program)
- Uses impact or logic model to identify causal relationships between program inputs, activities, outputs, and outcomes across all relevant stakeholders

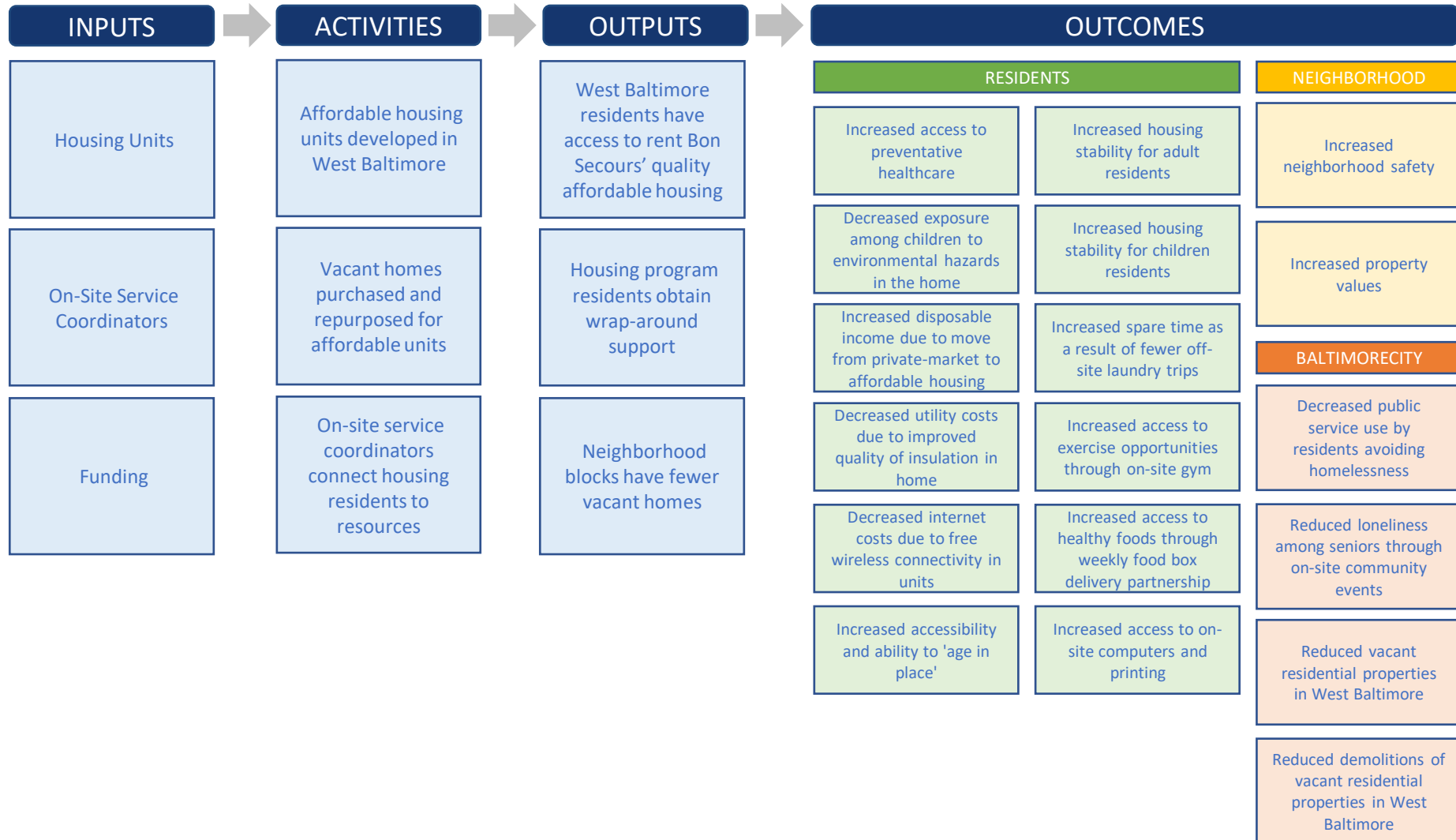


What is SROI Analysis?

- Assigns monetary rates to all outcomes, even those that otherwise lack acknowledged market value
- Compares program value to resources used to implement it
 - Values for each outcome aggregated and compared to total investment
 - SROI ratio = (Present value of social benefits) \div (Input costs invested)



Housing Program – Logic Model



Housing Program – Logic Model



INPUTS

Housing Units

On-Site Service Coordinators

Funding

Three key input quantities for SROI :

- 1. Number of housing units**
 - 800 units in total
 - 58 formerly vacant residential properties
- 2. On-site service coordinators**
 - 6.5 service coordinators across 9 properties
- 3. Total funds invested**
 - \$7.15 million operating expenses for FY23



Housing Program – Logic Model



ACTIVITIES

Affordable housing units developed in West Baltimore

Vacant homes purchased and repurposed for affordable units

On-site service coordinators connect housing residents to resources

Three activities to achieve affordable housing program's objectives:

1. Affordable housing units developed in West Baltimore
2. Vacant homes purchased and repurposed
3. On-site service coordinators connect housing residents to resources



Housing Program – Logic Model



OUTPUTS

Low- income persons in West Baltimore have access to rent Bon Secours' quality affordable housing

Housing program residents obtain wrap-around support

Neighborhood blocks have fewer vacant homes

Three primary outputs or direct products resulting from affordable housing program's inputs and activities:

1. Individuals & families have access to quality affordable housing
2. Residents obtain wrap-around support
3. Neighborhood blocks have fewer vacant homes



Housing Program – Logic Model



OUTCOMES

RESIDENTS

NEIGHBORHOOD

CITY GOVERNMENT

Outcomes across three stakeholder groups:

1. Residents
2. Neighborhood
3. City Government

Each outcome was assigned a measurement indicator and financial proxy to quantify gross effect, impact and social value



Housing Program – Logic Model



OUTCOMES

RESIDENTS	
Increased access to preventative healthcare	Increased housing stability for adult residents
Decreased exposure among children to environmental hazards in the home	Increased housing stability for children residents
Increased disposable income due to move from private-market to affordable housing	Increased spare time as a result of fewer off-site laundry trips
Decreased utility costs due to improved quality of insulation in home	Increased access to exercise opportunities through on-site gym
Decreased internet costs due to free wireless connectivity in units	Increased access to healthy foods through weekly food box delivery partnership

Residents

- Increased access to preventative healthcare and reduced exposure to hazards in home → Improved health
- Reduction in rent and utilities → Higher disposable income
- Increased housing stability
- Seniors and persons with disabilities: Increased accessibility and opportunity to age-in-place
- On-site amenities → Reduced time and financial burdens



Housing Program – Logic Model



OUTCOMES

NEIGHBORHOOD

Increased
neighborhood
safety

Increased
property
values

West Baltimore Neighborhoods

- Benefits from reduced number of vacant properties
- Increased neighborhood safety
- Increased property values



Housing Program – Logic Model



OUTCOMES

CITY GOVERNMENT

Decreased public service use by residents avoiding homelessness	Reduced loneliness among seniors through on-site community events
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Reduced vacant residential properties in West Baltimore	Reduced demolitions of vacant residential properties in West Baltimore
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City Government of Baltimore

- Benefit from a reduced use of public social services
- Reduced rates of homelessness
- Reduced loneliness among seniors
- Reduced demolitions of vacant residential properties in West Baltimore



Gross vs Net Effects

- Gross effects → monetary value of outcomes
- Net effects → gross effects minus deadweight, displacement, attribution and drop-off
 - Deadweight – proportion of the outcome that would have happened even without the program
 - Displacement – how much the positive outcomes from the program simply displaced other negative outcomes elsewhere
 - Attribution – how much can be attributed to the program versus other factors
 - Drop-off – diminishing program effects over time



Calculating The SROI Ratio

- Gross effects → \$12.8 million (range \$3.9 to \$25.6)
- Net effects → \$9.3 million (range \$3.5 to \$12.3)
- Yearly operating expenses → \$7.15 million

Gross SROI Ratio: \$1.79 for every \$1 invested

Net SROI Ratio: \$1.30 for every \$1 invested



