



Permanent Supportive Housing
HUD NAIHC Virtual Training

Thursday, December 17, 2020
 12:00p.m. – 5:00p.m. EST

This virtual training is sponsored by the
 U.S. Department of Housing & Urban Development's Office of Native American Programs and the
 National American Indian Housing Council





TODAY'S AGENDA — Day 2

12:00pm - 2:00pm EST
Services in Supportive Housing

- Examples of culturally relevant services
- Examples of staff
- Secure Front Door Entrance / Front Desk Staff
- Funding Services in Supportive Housing (% of cash flow, developer's fee, Medicaid/3rd party billing)
- Roles of Service staff and Relationship with Property Manager
- Break for 1 hour

3:00pm - 5:00pm EST
Property Management and Operations

- How property management differs in PSH
- Financing Operations in Supportive Housing (housing choice vouchers, VASH, NAHASDA, etc.)
- Roles of Property Manager and Relationship with Service Providers
- Case Study
- Questions and Discussion

Reflections from 1st Training Day

Any Ah-Ha moments?

Outstanding questions?

Services: All Systems Considered



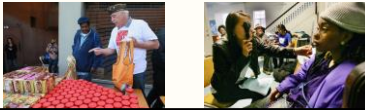
Service Approach (Review)



- **Targeted** based on populations served
- **Flexible** in responding to comprehensive resident needs
- **Voluntary** with participation not being a condition of residency
- **Independent** focus specifically on housing stability

Service Types (not limited to ...)

- Counseling
- Health and mental health services
- Alcohol and substance use services
- Independent living skills
- Money management / Budgeting
- Community-building activities
- Vocational counseling and job placement



Tenant Centered Services

- Offer meaningful choice
- Input from tenants used to design services options
- Services designed to meet likely needs of tenancy
- Culturally relevant and appropriate services
- Services “start where tenants are at”

Support is offered from initial engagement and continues after move-in – Ideally by the same person or group to help foster rapport and establish a professional helping relationship



Examples of Staff

- Front Desk Manager & Staff
- Psychiatrists
- Care Managers
- Therapists
- Mentors
- Peer Specialists
- Leasing Assistant
- Maintenance Technician
- Regional Property Manager
- Program Manager



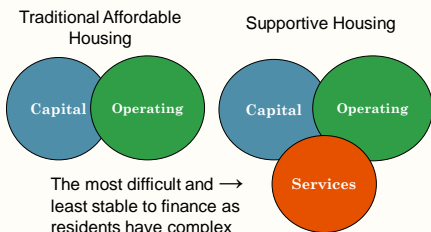
Developing your Supportive Services Plan and Budget



Questions to Consider

- What are your current funding sources and how do they fit with supportive housing? Anticipated challenges?
- What new sources are you planning to target for supportive housing service funding?
- What services do you need to provide but unsure of funding availability?
- Support staff / case manager ratio and appropriate rate of pay?

Financing Supportive Housing



Service Budgeting Basics

- Services Budget is separate from Project/Development budget and separate from Operations budget
- Most Funding sources will require clear separation of these three budgets
- Projected expenses should match projected revenues
- The service plan will inform the service budget



Service Budgeting Basics

- Services Plan reflects goals of housing and includes your budget assumptions:
 - What is your tenant to staff ratio?
 - Is this reasonable in terms of service provision? In terms of cost?
 - What services will be offered on site vs. in the community?
 - What types of client service costs do we include? (i.e. transportation)

Sample Supportive Services Plan and Budget

Best Practices: Supportive Services



- Monthly Staff Meetings; include a training piece at each meeting (either from the manual or general, i.e. hoarding)
- Bi-Weekly Case management meetings
- Great Conversations with clients
- Harm reduction methods with clients
- Annual Staff Retreats
- Open-door policy with staff
- Increased case management at move-in and rough times
- Work in teams
- Constant contact with news outlets

Service Staff Roles



- Responding to crisis
- Assistance with budgeting, paying rent
- Access to employment
- Tenant involvement
- Medication monitoring and management
- Medical and health services
- Children's services
- Counseling and support in achieving self-identified goals
- Assistance in meeting lease obligations and complying with house rules
- Referrals to other services or programs
- Conflict-resolution training
- Coordination with Property Management

Property Management Roles



- Tenant lease qualification review and household rent calculation
- Reasonable Accommodation
- Tenant file maintenance and record keeping
- Lease enforcement, rent collection, late rent letters and eviction process
- Guidelines for rent collection including coordination with support services




Property Management Roles

- Responding to crisis
- Coordination with support services
- Incident report documentation and follow-up
- Supervising property
- Management and maintenance staff
- Managing the 'next available unit' process
- Reporting to owners and other funding partners
- Financial management and payment of operating expenses
- Communicating with neighbors and community

Areas of Overlap

- Intake: Tenant Selection and Interviewing
- Orientation of New Tenants
- Rent Payment and Arrears
- Dealing with Disruptive Behaviors
- Responding to Crisis / Procedures in Crisis
- Tenant Grievance Procedures
- Tenant Council
- Community Building
- Neighborhood Outreach and Communications



Property Management and Services Working Together

Goal: Keep people housed while protecting the financial and physical well being of tenants, the community, and the building.

Best Practices for Services and PM Working Together

Everyone should know the basic program outcomes and indicators

- Housing outcomes
- Other service outcomes

▫ From the three below identify the priority for the complex:

- Financial
- Services
- Property



(HINT: All are the priority! ☺)

Embracing Good Tension

- Respect different roles of each partner
- Understand all roles are necessary and important for a well-managed building
- Acknowledge and use built-in tension between roles and functions to ensure stability and a sound asset
- If you do not have some tension someone is not doing their job!



Stressors

- Different values/views on lease violations
 - Housekeeping
 - Behavior
 - Drug use
 - Alcohol use
 - Household supervision
 - Overnight guests / visitors
 - Evictions
- Maintenance
- Unit turn over

Strategies to Improving Housing Outcomes

- Housing plans
- Good communication
- Keeping perspective / Don't take things personally
- Incentives
- Creating reasonable rules
 - No late fees
 - Choices instead of "must do's"
- Laughing and having some fun!

Great Relationships

How do we measure the success of our relationship

- Are we communicating?
- Are we operating within the fiscal goals of the property?
- Are we in compliance with program funders?
- Are we housing people?
- Are we having successful outcomes?

Communication Plan

- Clear lines of authority and decision making in situations of disagreement
- Policies and Procedures are updated and understood
- Staff communicates at the right time and in the right way
- Information flow is prompt and protects tenants
- Actions are documented
- To do lists and who's responsible at each meeting



Principles into Practice

- Develop a mechanism to involve front-line staff when crafting policies and procedures
- Have a written procedure for resolving disagreements
- Make sure agency policies are in active use
- Look for client/tenant impact as you evaluate procedures



Coordinating Roles

- Maintaining good, regular, "institutionalized" communication
- Shared focus on housing stability
- Understanding and appreciating each partners' roles
- Shared understanding of tenants' needs
- Creating and implementing policies that meet needs of tenants
- Accountability
- Confidentiality



Break for Lunch

See you back here at 3pm EST

Property Management in Supportive Housing



In supportive housing, long-term success of buildings and the communities in which they exist, require a level of comprehensive practices above and beyond conventional property management functions.

Property Management in Supportive Housing



- These extra dimensions respond to tenant needs as they relate to fundamental tasks
- Important in all stages of development
- Property management staff should have input about what gets built, how the project will be run, and an understanding of the services to be provided

Affordable Housing Property Management

- Management company makes all decisions regarding tenant leasing and compliance with affordability requirements, monitoring lease compliance, assessing violations and conducting evictions.
- Management company manages vacancy rate, rent collection, bill payment, providing financial and property condition reports to stakeholders, etc.
- Management company works with residents to make payment plans.



Supportive Housing Property Management

- Collaboration between property manager and service providers regarding lease violations and evictions.
- Regularly scheduled meetings between lead service providers and property management staff to go over rent rolls, impending issues, etc.
- Working together to come up with creative solutions for keeping people housed and the buildings feasible.
- Service providers involved with payment plans, and housing retention plans.
- Property management company "screens people in" rather than screening them out

Tenant Selection Criteria/Plan

Develop a TSP

- Road map select target population
- Don't want to make changes often
- Clarifies roles and responsibilities in the selection process
- Clarifies who you will and will not rent to.
- Neutral tool

Supportive Services model must reflect needs of the target population



Important Property Management Principles

- Clear and objective written communication
- Professional communication & attitude during the decision-making process
- Professional boundaries with residents – no "favors"
- Keeping the lines of communication from breaking down, in good times and bad
- Providing detailed information to owners, service providers, lawyers, law enforcement, and others as necessary and approved



Important Property Management Principles

- It is your job to protect each tenant's right to privacy
- Protect tenants from information being disclosed which could potentially be used against them
- Encourage trusting relationships with and among residents
- Only share information that allows another person to do their job, AND there is a release of information signed by resident



Funding your Operations

How the heck do we pay for this??



Operating Budgets 101

- Income and Expenses
- Operating Subsidy/Operating Source
- Operating Sources - provide subsidies to cover the gap between the costs of operating the building (e.g., utilities, maintenance, etc.) and what the tenants can afford to pay in rent

Operating Budgets 101

- For a project to "pencil out" (have expenses equal income), a supportive housing project needs an ongoing source of funding to supplement tenant rents.
- Such funding streams are known as operating subsidies, rent subsidies, or rental assistance



Operating Budget Considerations

- Management Fee - % or per door fee
- Office Supplies & Expenses
- Legal – evictions, etc.
- Accounting - tax filings, audit, reporting to investors
- Staff / Payroll Costs
- Utilities

Operating Expenses

- Maintenance and Repair
- Administration
- Property Management
- Utilities
- Taxes and Insurance
- Contribution to Reserves: replacement and operating



Questions to Consider

- Does the budget include all of the revenue that the owner/sponsor can reasonably expect to collect as income?
- Does the budget include all of the costs that the owner/sponsor will incur to properly maintain and manage a successful project?

Other Questions to Consider

- Is the budget accurate?
 - What are the underlying assumptions in projecting the revenue and operating costs, and are they reasonable
- Is it realistic over time?
 - Does the budget address the continuing costs of operating the project, and have the revenue and expense assumptions been trended

Sample Operations Budget - Revenue

Rents (Annually)					
		# of Units			
1-bedroom rents			\$ 35,160.00	Laundry	\$ -
				Other Vending	\$ -
				Income	\$ -
				HOA Fees	\$ -
2-bedroom rents	\$586	5	\$ 91,200.00	Late Charge	\$ -0
				Other Income	\$ -
					\$ -
3-bedroom rents	\$760	10	\$ 114,240.00	Total revenues	295,602.00
4-bedroom rents	\$952	10	\$ 70,560.00		
Gross Rents	\$1,176	5	311,160		
Budgeted vacancy		5%	(\$ 15,558.00)		
Total Rents			\$ 295,602.00		

Sample Budget - Expenses

Management Fee	\$ 58,000.00		
Audit/Accounting	\$ 2,000.00		
Compliance	\$		
Legal	\$ 1,000.00		
Advertising	\$ 2,000.00		
Office Supplies	\$ 800.00		
Postage	\$ 1,200.00		
Telephone	\$ 1,800.00		
Elevator			
Maintenance Services	\$ 7,000.00	Total Revenues:	\$295,602.00
Main/Leasing Supplies	\$ 7,000.00		
Paint And Decor - Interior	\$ 2,000.00	Total Operating Expenses:	\$171,640.00
Unit Turnover	\$ 6,200.00		
Janitorial Supplies	\$		
Heating & Air Cond Repairs	\$ 2,000.00	Surplus:	\$123,962.00
Exteriorizing	\$ 1,000.00		
Fire Protection/Safety	\$ 2,270.00		
Smoke Removal	\$ 3,000.00		
On-Site Manager	\$ 98,000.00		
Maintenance Wages	\$ 15,000.00		
Insurance and Benefits	\$ 6,000.00		
Electricity	\$ 25,000.00		
Natural Gas	\$ 4,000.00		
Water	\$ 3,150.00		
Sewer	\$ 6,900.00	Total operating expenses:	\$171,640.00
Garbage/Acid/Rebubbish	\$ 4,000.00		
Taxes	\$ 8,600.00		
Insurance - Property And Lib	\$14,810.00		

Operating Subsidies

- Project Based Housing Choice Vouchers
- HUD-Continuum of Care PSH Vouchers
- IHBG/NAHASDA-as a project-based voucher or operating subsidy
- Housing Trust Fund
- HUD VASH and Tribal HUD-VASH

Unique Operating Costs in Supportive Housing

- Additional PM staff time to work with services providers
- Potentially more turn overs, warning and eviction letters
- Additional security needs
- Staff training time for harm reduction, mental illness, etc.



Lease Agreement

- Formalizes Rights and Responsibilities of both the Landlord and Tenant
- Legally Enforceable
- States clear expectations:
 - Rent payment
 - Income requirements
 - Security Deposit provisions
 - Unit entry
 - Proper care and use of unit



Let's discuss House Rules

- They should not duplicate what's already in the lease: rent payment, visitors, etc. - this makes the lease "weaker" and starts to make service providers responsible for property management functions
- They should not be illegal or unenforceable (i.e. no kids on the playground without an adult)
- Should not be reactionary, or make rules for the whole building in order to address an issue with one tenant (instead of directly addressing the issue with that tenant)
- Do you need a house rule or a housing retention plan?
- **Be aware of fair housing but know that you can be sued at any time for any reason**

If you must have Rules . . .

- Rules should mirror the philosophy and intent of the supportive housing community
- Each rule should have a clear purpose
- Rules should be specific, enforceable, and legal
- Have a mechanism for tenant input when house rules are written or revised: Let tenants initiate new house rules, giving them a sense of ownership
- Can be an effective way to deal with an "epidemic" of a certain issue, usually time specific
- Keep rules simple and not too many at one time

Non-Payment of Rent



- Respond to missed payments promptly
- Explore payment pledges or other creative solutions
- Issue written notices informing the tenant of delinquency
- Notify service provider: This is an opportunity to re-engage the tenant

Lease Violations

- Notices of lease violations should be in writing and provided to the tenant promptly
- Provide facts - avoid personal statements and opinions
- Clearly identify the lease provision or house rule that was violated
- State the consequences of violation and potential consequences of future violations
- Copies of all notices should be provided to support services



Housing Retention

- When is a housing retention conference appropriate?
- What is the goal and desired outcomes?
- Who should be there?
- Document any outcomes or agreements



Evictions

- Should be the last resort
- Costly – can take a long time and waste organizational resources
- Create other housing problems and can lead to long-term homelessness
- Problem-solving before eviction is preferable
- If you do need to "evict" a resident, the preference is to get people to sign voluntary termination/revision of lease forms



Reasons to Evict

- Non-payment of rent with no resolution
- Illegal behavior, including drug sales: on the property or to other tenants
- Extreme violence toward staff or other residents
- Others?



Meth Detectors

- Global Meth Solutions
<https://www.globalmethsolutions.com.au/shop>

Not Reasons for Eviction

- Messy apartment/lack of housekeeping skills
- Relapse or ongoing chemical use
- Non-compliance with mental health or other medications
- Yelling or swearing at staff after having a bad day
- Refusing to follow prescribed case plan or meet with staff
- Adding "abuser" to the lease

Next Steps

- Technical Assistance Opportunities – contact your ONAP office
- Additional Trainings – check www.NAIHC.net for more information

Additional Resources

1. Videos:
- No Losers (New San Marco: Duluth, MN) <https://youtu.be/ETGd2EP4z70>
 - AICHO (Duluth, MN) https://www.youtube.com/watch?v=bz2YjRXilzY&feature=emb_l
 - How Childhood Trauma affects health across a lifetime: <https://www.youtube.com/watch?v=95ovLJ3dsNk>
 - Everything you think you know about Addiction is wrong: https://www.ted.com/talks/johann_hari_everything_you_think_you_know_about_addiction_is_wrong?language=en

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