



## Permanent Supportive Housing HUD NAIHC Virtual Training

Thursday, September 1, 2022  
11:00a.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





This material is based on work supported by funding under an award from the U.S. Department of Housing and Urban Development. The substance and findings of the work are distributed in the public. Neither the United States Government, nor any of its employees, makes any warranty, express or implied, or assumes any legal liability or responsibility for the accuracy, completeness, or usefulness of any information, including that contained in this document, or the results of any use of the information. It is recommended that you consult the original source for any specific information. Public domain. In accordance with 17 USC 105, copyright protection is hereby abandoned. No trademark, trade name, or service mark is intended to be used in violation of any applicable laws, regulations, or policies. All other trademarks, trade names, or service marks are the property of their respective owners.

---

---

---

---

---

---

---

---

### TODAY'S AGENDA – Day 2

**11:00am - 1:00pm EST**  
**Property Management and Operations | Funding Services**

- Property Management in PSH
- Operations Funding
- Tenant Selection Plan and Criteria
- How Property Management and Culturally Relevant Services Come Together
- Services Funding

**1:00pm – 2:00pm EST – Break for Lunch**

**2:00pm - 5:00pm EST**  
**Trauma-Informed & Culturally Relevant Design | Community Engagement**

- Trauma-Informed and Culturally Informed Design in PSH
- Community Engagement
- Questions and Discussion

---

---

---

---

---

---

---

---

Introductions / Expectations / Hopes

**HELLO**  
My name is

PLEASE TYPE INTO THE CHAT BOX:  
1. Your name, role, and your Tribe or organization?  
2. What are you hoping to gain from this 2-day training?

---

---

---

---

---

---

---

---




---

---

---

---

---

---

---

---

BeauxSimone Consulting: Who we are



- Over 40 years of collective experience working with Tribes, rural and urban communities
- Experience in direct homeless services and affordable housing
- TA providers for HUD and NAIHC

---

---

---

---

---

---

---

---

### Reflections from Day 1 Training

**Any Ah-Ha moments?**

**Outstanding questions?**

---

---

---

---

---

---

---

---

### 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

---

---

---

---

---

---

---

---

### Property Management in Supportive Housing

- 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.




---

---

---

---

---

---

---

---

### Property Management in Supportive Housing

- 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

---

---

---

---

---

---

---

---

### 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




---

---

---

---

---

---

---

---

### 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



---

---

---

---

---

---

---

---

### Tenant Selection Criteria or Plan (TSP)

#### Develop a TSP

- Road map to select the population you will focus on
- 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 focus population

---

---

---

---

---

---

---

---

### Move In Plan for Tenants



---

---

---

---

---

---

---

---

### Tenant Orientation

**Moving is an unsettling experience for us all. Anything that can help people feel welcome and help ease the transition will be greatly appreciated.**

**An orientation package (or 1-pager) might include:**

- Map of the neighborhood and public transportation
- Information about services and events in the building
- Information about where and when to pay rent, get mail, check messages, file work orders, etc.
- A tenant "buddy" assignment to help answer questions
- A walking tour of the building and/or neighborhood
- A welcome package with household supplies

---

---

---

---

---

---

---

---

### Staff Orientation

**It is also helpful to create an Operations Manual that can be used by all Front-Line Staff. This might include:**

- Overview of the Building
- Policies and Practices
- Map of Building with unit numbers and access maps
- Emergency Protocol
- Phone numbers of staff (Property Management and Services)
- Phone numbers of Human Services/Tribal Departments
- Tenant Retention Plans

---

---

---

---

---

---

---

---

### 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

---

---

---

---

---

---

---

---



**Operating Subsidies**

- Project Based Housing Choice Vouchers
- IHBG/NAHASDA-as a project-based voucher or operating subsidy
- Rental assistance from Continuum of Care (CoC)
- Housing Trust Fund
- HUD VASH and Tribal HUD VASH

---

---

---

---

---

---

---

---

**Operating Subsidies**

- Vouchers (Project vs. Tenant Based)
  - Administered through local Public Housing Agency (PHA)
  - Project Based & Tenant Based Housing Vouchers
  - Voucher can be used for LIHTC New Construction Units, Private Landlord Units
  - Section 8 requirements are identical to many Tribal Housing Authority qualification requirements if the Tribal HA has adopted Section 8 rules for their IHBG program.

---

---

---

---

---

---

---

---

**Operating Subsidies**

- Tribal HUD VASH (THVASH)
  - Rental assistance and support for Native Veterans who are homeless or at risk of homelessness living on a reservation or within an authorized service area.
  - Subsidy can be used for Non-CAS Units, LIHTC New Construction Units, Private Landlord Units
  - Administered by TDHE that has been awarded THVASH funds
  - Subsidy can be used to assist with rental payments up to 110% of Fair Market Rent (FMR)

---

---

---

---

---

---

---

---



### Property Management and Services Staff Working Together



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

---

---

---

---

---

---

---

---

### Best Practices for Services and Property Management 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! ☺)

---

---

---

---

---

---

---

---

### Lease Agreement

- Formalizes Rights and Responsibilities of both the Landlord and Tenant
- Legally Enforceable
- States clear expectations:
  - Rent payment
  - Income requirements
  - Deposit provisions (if applicable- Security, Pet, etc.)
  - Unit entry
  - Proper care and use of unit
  - Guests/Visitors, if applicable



---

---

---

---

---

---

---

---

### Non-Payment of Rent



- Respond to missed payments promptly (both PM and Services)
- 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




---

---

---

---

---

---

---

---

### 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

---

---

---

---

---

---

---

---

### 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/recission 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
- Other reasons will need to be considered on a case-by-case basis




---

---

---

---

---

---

---

---

### 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

---

---

---

---

---

---

---

---

### 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




---

---

---

---

---

---

---

---

### Sample Tenant Retention Plan (Handout)

#### Supportive Housing Tenant Retention Plan

This tenant retention plan will be put into place in response to issues with following the terms of the lease at XXX Apartments. The terms of this tenant retention plan are developed as a team including property management, service providers (as applicable) and the adult tenant(s) legally listed on the lease. This plan will serve as a guide for issues that put the tenant's housing in danger. The goal for all XXX Housing is to avoid eviction whenever possible.

Please describe the lease violations and dates:

- 
- 
- 

Please describe actions taken by services to date to engage resident and address needs:

- 
- 
- 

Please add additional information here as needed:

A Tenant Retention Meeting was held to address these issues and construct a plan with the input of the tenant, property management and service providers. Please add tasks or actions agreed to in this meeting with dates and timeframes as applicable.

---

---

---

---

---

---

---

---

### Service Approach (Review)

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

- Program Manager
- Front Desk Staff
- Care/Case Managers
- Clinical Therapists / Social Workers
- Mentors
- Peer Specialists
- Property Manager
- Maintenance Technician




---

---

---

---

---

---

---

---

### Front Desk Staff

- Staffed 24/7
- May be a combination of services and property management staff
- Three shifts, ideally
- "Eyes and Ears" of the building
- Trained in basic De-escalation techniques, Mental Health First Aid, CPR, Overdose prevention
- Reports out to PM and Services, keeps a good communication log
- Checks visitors in/out




---

---

---

---

---

---

---

---

### Best Practices: Supportive Services



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

---

---

---

---

---

---

---

---






### Service Staff Roles

- Responding to crisis
- Assistance with budgeting, paying rent
- Access to employment
- Tenant involvement
- Medical and health services (or referrals to)
- 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 Accommodations
- 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

- Coordination with support services
- Incident report documentation and follow-up
- Supervising property
- Overseeing 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 as needed

---

---

---

---

---

---

---

---

---

---

### Areas of Overlap

- Intake: Outreach to Tenants and assisting with applications
- 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

---

---

---

---

---

---

---

---

### 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 Retention 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 the relationship between PM and Services?

- 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

---

---

---

---

---

---

---

---

### 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?

---

---

---

---

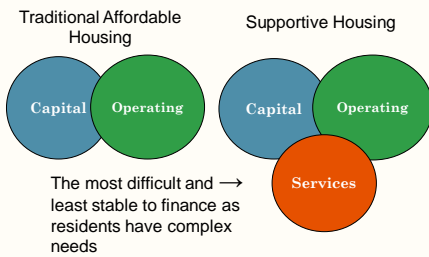
---

---

---

---

### 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

---

---

---

---

---

---

---

---

### Sample Services Budget – 30 units

Services Staffing			
Job Functions	Job Titles	% FTE	Annual Cost
Overall management/coordination	Program Director	25.00%	\$13,750
Case management	Resident Services Coordinator	1.50%	\$60,000
Peer Support	Peer Navigator/Support	1.00%	\$36,000
Front desk staff	Front Welcome Desk	3.00%	\$72,000
Other: describe			
Subtotal, Personnel Costs			\$184,750
Fringe Benefits			\$38,350
Subtotal, Personnel Costs			\$223,100
Other Services Program Costs			Annual Cost
Client financial assistance			\$20,000
Client transportation			\$20,000
Food/refreshments for client events			\$10,000
Other: Supplies for community activities			\$3,000
Other: Stipends for professional services (art therapy)			\$6,500
Other: describe			
Subtotal, Other Program Costs			\$59,500

---

---

---

---

---

---

---

---

### Sample Services Budget Cont.

Other Direct Services Costs and Indirect/Overhead Services Costs (pro- rate for this project)						Annual Cost
Office rent						
Utilities - electricity, heating fuel, phone, internet						
Equipment and equipment maintenance						\$1,000
Office supplies and postage						
Mileage and parking (staff)						\$1,000
Training and development						\$3,000
Insurance (not including insurance within employee benefits)						
Accounting						\$1,000
Audit						\$1,000
Legal						\$1,000
Other - describe						
Other - describe						
Other - describe						
Subtotal, Other Costs						\$8,000
<b>Total Annual Services Budget</b>						<b>\$289,200</b>

---

---

---

---

---

---

---

---

---

---

### Sample Sources

Sources	Year 1	Year 2	Year 3	Year 4	Year 5
Inflation rate: 3%	<b>289,200</b>	<b>\$297,876</b>	<b>\$306,812</b>	<b>\$316,017</b>	<b>\$325,497</b>
% of Developer's Fee	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00
Cash Flow	\$25,000.00	\$27,000.00	\$29,000.00	\$31,000.00	\$33,000.00
Medicaid	\$80,000.00	\$90,000.00	\$100,000.00	\$110,000.00	\$120,000.00
IHBG/ CoC/ Admini- stration of Native American SED Grant, Other funding sources	\$134,200.00	\$130,876.00	\$127,812.28	\$125,016.65	\$122,497.15
<b>Total Annual Sources Forecast</b>	<b>\$289,200.00</b>	<b>\$297,876.00</b>	<b>\$306,812.28</b>	<b>\$316,016.65</b>	<b>\$325,497.15</b>
Surplus/Deficit by Year	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

---

---

---

---

---

---

---

---

---

---

### Lunch Break!

See you back here in ONE (1) Hour

- 2:00pm EST for our afternoon session

---

---

---

---

---

---

---

---

---

---

**Trauma-Informed Design**

Read [HERE](#) for more about TID and implementing a TID approach in shelters and housing

Implementing a Four-Phased  
**Trauma Informed Design Process**  
Promoting Physical Health, Mental Health, and Well-Being Through Trauma-Informed Design

---

---

---

---

---

---

---

---

**What is Trauma-Informed Design?**

- We feel we have a responsibility to not just design housing, but to design housing that promotes healing and well-being.
- For as damaging as trauma can be, healing and recovery are possible.
- Through a holistic, culturally relevant and trauma-informed approach to design, we create buildings and communities that contribute to prevention of further trauma and healing from past traumas.
- We prioritize the physical and mental health and well-being of residents and the larger community.

---

---

---

---

---

---

---

---

**Trauma-Informed Design Framework**

HOPE  
ENVIRONMENTAL CONTEXT  
CONNECTION  
JOY  
PEACE OF MIND  
SAFETY  
EMPOWERMENT  
COMFORT  
COMMUNITY  
CHOICE

---

---

---

---

---

---

---

---



### Trauma Informed Design Elements



- Welcome Desk/Lobby Area
- Open Stairwells
- Clear lines of sight
- Cutouts in bedroom walls
- No bars in showers/closets
- Safe Outdoor Sleeping Courtyard
- Glass windows in offices
- Warmer colors – Earth tones
- Bringing in elements from the outside

---

---

---

---

---

---

---

---

### Trauma-Informed Design Buildings



---

---

---

---

---

---

---

---

### Muckleshoot PSH (Preliminary Drawings)

- 50 units – 20-1BR; 20-2BR; 10-3BR
- Common space – 16,118 sq. ft.



---

---

---

---

---

---

---

---

**Arroyo Village: Denver, CO**  
 Trauma-informed shelter, 35 units of PSH & 95 units of workforce housing

- Trauma Informed Courtyard
  - Includes patio, raised garden beds, privacy and security
  - Warm, welcoming colors
- Trauma Informed Lobby
  - Welcome Desk
  - Art
  - Seating Area




---

---

---

---

---

---

---

---




---

---

---


---

---

---

---

---



**Sail River Longhouse**  
 Makah Reservation, Neah Bay, WA

- Safe and secure Front Door Entrance
- Lobby with open space for sitting, standing by fire, offices
- Trauma-Informed, secure courtyard
- Entrance into individual apartments from Courtyard, Balconies

---

---

---

---

---

---

---

---

Makah PSH



---

---

---

---

---

---

---

---



---

---

---

---

---

---

---

---



---

---

---

---

---

---

---

---

### Apsaalooke Warrior Apartments

Owner/Sponsor/Developer – Apsaalooke Nation Housing Authority

Focus Population – Veterans Housing: 15 units on the Crow Reservation



---

---

---

---

---

---

---

---

### Apsaalooke Warrior Apartments



---

---

---

---

---

---

---

---

### Providence at the Heights (PATH) Aurora, CO – 50 units



---

---

---

---

---

---

---

---

Providence at the Heights



---

---

---

---

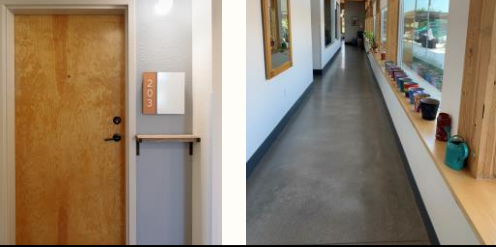
---

---

---

---

Providence at the Heights



---

---

---

---

---

---

---

---

Providence at the Heights



---

---

---

---

---

---

---

---

### Laurel House: Grand Junction, CO



---

---

---

---

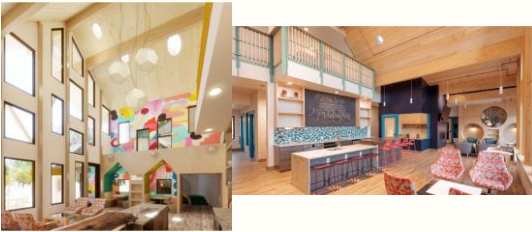
---

---

---

---

### Laurel House: 36 units of housing for youth



---

---

---

---

---

---

---

---

### Trauma-Informed Design in Apartments

- Soundproof apartment walls (allows for privacy)
- In the unit design, a break in the wall between living room and bedroom allow for residents to see into the other rooms to ensure no one else is there.
- Large windows overlooking communal spaces and courtyards
- Wide hallways
- Artwork in common spaces
- Clear lines of sight between staff at the welcome desk and residents and guests entering the building



---

---

---

---

---

---

---

---



## Community Engagement

Community Dynamics at play and how to navigate Tribal Politics and non-Tribal Politics




---

---

---

---

---

---

---

---

## Understanding the Area, the Community and its history

**Key Audiences –**  
Neighbors who live near the planned supportive housing location are your number one audience.



**Messengers –**  
Ideally the lead messenger is known and trusted in the community – perhaps Elders – who are effective public speakers and someone who will continue to be engaged and available after the supportive housing building is completed and tenants have moved in.

---

---

---

---

---

---

---

---

The development process for supportive housing apartment buildings varies from project to project. Variables include:

- whether construction will be for a new building or the renovation of an existing building,
- if the appropriate zoning is in place or new approvals are needed,
- the ability to secure needed funding, and so on.

*The process may take anywhere from 18 months to 4 years or more, though often the process takes about 2-3 years.*

BUILDING DEVELOPMENT			
Concept 6 months - 1 year	Feasibility 3 - 9 months	Planning 8 - 12 months	Construction Approx. 12 months
BUILDING OPERATION			
Lease Up 4 - 12 weeks	Acclimation 2 months - 1 year	Stabilization 6 months - 1 year	Long-term Operation Ongoing

---

---

---

---

---

---

---

---

### Sharing Facts – Addressing Misconceptions

The days of Big Community Meetings in larger (urban) areas are gone

Better to hold small “coffee chats” or Open Houses with “stations” where people can learn the facts about the project and offer feedback

Use language that people will understand  
Stay away from “industry talk” and acronyms

---

---

---

---

---

---

---

---

### Comments you May Hear

- Decreases in Property Values
- Traffic Impacts
- Loss of Privacy
- Perceived changes to the “Essential Nature” of the neighborhood
- Increase in Crime
- “The Field of Dreams” (If you build it, they will come)
- Different perspectives about the social safety net, the nature of homelessness, capitalism, and humanity.
- “Those people” don’t belong here.



---

---

---

---

---

---

---

---

### MYTHS BUSTERS

“Multiple research studies show that homeless people don’t often migrate, and that those who do move to new areas because they’re searching for work, have family there, or for other reasons completely unrelated to the availability of services. [In a national study, the Veterans Administration](#) found that homeless in-migration roughly balanced out-migration — with no increase in homeless populations for places with more services.”

---

---

---

---

---

---

---

---



### When and How to Respond to Nay-Sayers

There will always be people in the NIMBY (Not In My Back Yard) camp

- Don't waste too much time on these people - EDUCATE with facts, don't get into arguing matches (this just fuels the fire)
- You will never satisfy everyone

Generally, a website/webpage is recommended for a place to send people for FAQs about the building, timeline and updates

- Have consistent messaging and talking points

---

---

---

---

---

---

---

---

### What is on the table for discussion (and what is Not)

**AREAS THAT MAY BE OPEN TO NEIGHBOR INPUT:**

- External Building Design and Landscaping
- External Building / Neighborhood Maintenance

**AREAS NOT OPEN TO NEIGHBOR INPUT:**

Tenant Selection  
 Lease Terms  
 On-site Support Services  
 Long-term Building Stability  
 Rules inside the building

---

---

---

---

---

---

---

---

### Outreach / Canvassing

- Important to walk the community (if it is off reservation) and understand who the players are and what is in the neighborhood (Residential? Commercial? Schools? Churches?)
- Are there active Neighborhood Organizations you can speak with?
- Reaching out to the nearest and most interested neighbors and key leaders for one-on-one discussions is the recommended way to start the conversation. Your "messengers" can help with this.
  - This includes Tribal Councils, City Councils if off reservation, other elected officials and anyone who is an "influencer" in the neighborhood

---

---

---

---

---

---

---

---

### Community Meetings / Open Houses

- Publicize needs assessment if your Tribe has done one and get community buy-in/build rapport
- Hear public comments and concerns
- Determine what information community wants to share (and may not be on the survey)
- Participatory activities (e.g., resource mapping, visioning exercises)
- Audience polling




---

---

---

---

---

---

---

---

### Direct Community Engagement



- Community Meetings
- Coffee Meetings
- Open Houses
- Request Word of Mouth Support or "Project Ambassadors"
- Participation in Local Meetings (e.g., Elders' lunches)

---

---

---

---

---

---

---

---

### Community PR / Marketing

Public Relations Committee should consider all available channels (social media, web pages, school, radio, newsletter, etc.) to promote awareness and participation




---

---

---

---

---

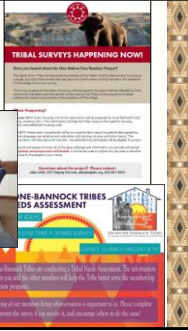
---

---

---

### PR, Education and Outreach

What methods and materials will work for your community?



---

---

---

---

---

---

---

---

### Incentives and Raffle Drawings / Prizes

- Gift baskets
- Gift cards
- Raffle drawings
- Contributions from Tribal Enterprises



---

---

---

---

---

---

---

---

### Questions and Discussion

---

---

---

---

---

---

---

---

**Next Steps**

- Technical Assistance Opportunities – contact your ONAP office
- Additional Trainings – check [www.NAIHC.net](http://www.NAIHC.net) for more information

---

---

---

---

---

---

---

---

**Contact Information**

Zoe LeBeau, CEO  
BeauxSimone Consulting  
[zoe@beauxsimone.com](mailto:zoe@beauxsimone.com)  
218.491.4018

Katie Symons, CFO  
BeauxSimone Consulting  
[Katie@beauxsimone.com](mailto:Katie@beauxsimone.com)  
303.883.4326

---

---

---

---

---

---

---

---