Permanent Supportive Housing

HUD NAIHC Virtual Training

Monday, March 6, 2023
11a.m. – 5p.m. ET | 9a.m. – 3p.m. MT

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What will be covered today?

- Arrivals and Introductions (9:00am-9:15am MT)

- Part I (9:30am-11:00am MT)
  - What is Supportive Housing?
  - Services Philosophy and Model

- Lunch on your own (11:30am-12:00pm MT)

- Part II (12:00pm-3pm MT)
  - Supportive Housing Development
  - Funding Options - LIHTC
  - Best Practices in Trauma-informed Care/Design
  - Adjourn

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Introductions

Who is with us?

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A cost-effective, outcome-driven and more humane solution to ending homelessness for families and individuals struggling with addiction, mental health and/or other disabilities who lack the social support, resources or ability to sustain and maintain housing without supportive services and subsidized housing.

Photo by Ivy Vainio

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Permanent
Supportive Housing

- Permanent
- Affordable
- Independent
- Services

Photo by Ivy Vainio

A comprehensive housing continuum is part of a healthy community!

Emergency Shelters ➡ Supportive Housing ➡ Transitional Housing ➡ Subsidized Housing ➡ Independent Rental ➡ Home Ownership

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Supportive Housing

- Multi-disciplinary housing involves Tribal Council, housing authority, human services, behavioral health and planning
- Affordable, rental housing with intensive supportive services on and off site
- Can be a single site building, mixed income and/or mixed use
- Uses existing "mainstream resources" and capitalizes on tribes existing human services infrastructure

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Supportive Housing

- Enables families to live independently, with improved health and greater participation in work and community

- Saves the tribe/community money by shifting resources from costly emergency services toward cost-effective, long-term solutions

Supportive Housing can break the cycle of homelessness

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Who Lives Here?

Families & Individuals who are:

- Homeless, including those living on the streets and in shelters
- Living in overcrowded conditions and/or couch-surfing
- Being discharged from prison or other systems of care
- Living in places not meant for human habitation, i.e., cars, garages, abandoned buildings, etc.
- Adults and elderly and living on their own (singles)
- Veterans
- Youth/young adults aging out of foster care

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Who Lives Here?

Families & Individuals who have:

- Experienced various past traumas, including Adverse Childhood Experiences

- Serious chemical dependency and/or mental health issues who need supportive services to maintain stable housing

- Frequently utilized emergency services in the community because they lack stable housing

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Benefits of Supportive Housing

- Reduces stress caused by doubled-up and overcrowding
- Reduces use of crisis and institutional services
- Produces better outcomes than the more expensive crisis care system
- Significantly reduces recidivism rates
- Ends cycles of homelessness

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Supportive Housing Generates
Significant Cost Savings to Public Systems

- Increasing research including 6 different states and cities has shown PSH associated with reductions in:

  - Emergency Shelter Use
  - Hospitalization
  - Incarceration
  - Other Social Costs (detox, policing, courts, emergency/crisis services, etc.)

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Tribal/Community Benefits

- ER visits reduced 57%
- Emergency detox services down 85%
- Incarceration rates down 50%
- 50% Increase in earned income of residents
- 40% Rise in rate of employment among tenants when employment services are provided
- More than 80% of residents stay housed for at least one year

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Positive Effects

- Research has shown supportive housing has a positive effect on:
  - School attendance
  - Employment retention
  - Improved physical and mental health
  - Housing stability
  - Reduced substance use

Supportive Housing Improves Lives!

Photo by Ivy Vainio

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Supportive Housing is NOT

**Shelter
Group Home
Transitional Housing
Residential Care Facility
Treatment Center**

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Guiding Principles

- Housing is a human right
- Housing First
- Harm Reduction
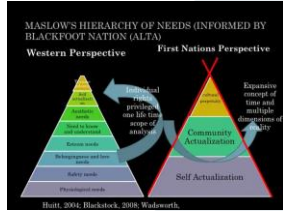- Trauma informed

Photo by Ivy Vainio

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Housing provides a foundation

Housing First an approach that offers permanent, affordable housing as quickly as possible for individuals and families experiencing homelessness, **then provides** supportive services and connections to the community-based supports [that] people need to keep their housing.

Housing provides a **foundation** from which a person or family can access the services and supports they need to achieve stability, begin the recovery process, and pursue personal goals.

MASLOW'S HIERARCHY OF NEEDS (INFORMED BY BLACKFOOT NATION (ALTA)

Western Perspective — First Nations Perspective

Huitt, 2004; Blackstock, 2008; Wadsworth,

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Five Principles of Housing First

- Unconditional housing
- Self-determination
- Harm-reduction and recovery
- Client-driven supports
- Social integration and Community building

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Services are the key

Photo by Ivy Vainio

- **Targeted**: Based on populations served
- **Flexible**: Responsive to residents' needs
- **Voluntary**: Participation is not a condition of residency
- **Independent**: Focus is on housing stability

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Harm Reduction

Reduce the adverse health, social and economic consequences of the use of legal and illegal drugs (including alcohol) without necessarily reducing drug consumption. Harm reduction benefits people who use drugs and alcohol, their families and the community

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Harm Reduction

- is pragmatic
- respect individuality
- focuses on risks and prioritizes goals
- recognizes that drugs and alcohol consumption exists on a continuum
- is tolerant and accepting
- is about empowerment
- is not the opposite of quitting

Harm reduction is common sense!

Photo by Ivy Vainio

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Harm Reduction in Supportive Housing

- Use Motivational Interviewing
- Incorporate strengths-based programming – no one likes to be reminded of their challenges
- Don't try to catch people doing things unless it's an immediate safety issue – it will eliminate trust
- Keep asking yourself are we really allowing the tenant to make their own choices?
- Understand the impact of trauma and its relationship with harmful behaviors

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Elements of Harm Reduction in Supportive Housing

1. Harm reduction recognizes abstinence and/or changed behavior as an ideal outcome, but accepts [celebrates] alternatives that reduce harm
2. Harm reduction promotes low-threshold access to services as an alternative to traditional high threshold approaches
3. Drug use is a coping mechanism for other issues
4. Quality of life and well being measure success, not reduction in use or behaviors
5. The individual sets his/her own goals with the service provider
6. There are many different harm reduction services and plans

The Goal Is <u>Any</u> Positive Step

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Examples of Harm Reduction

- Sunscreen
- Condoms
- Seat Belts
- Bicycle Helmets
- Designated Drivers
- Blood Alcohol Levels
- Nicotine Patches/Gum
- Needle Exchange
- Blood Pressure Medication
- Cholesterol Medication

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Service Models & Philosophies

- Comprehensive
- Tenant-Driven Philosophy
- Focus on Housing Stability
- Effective Engagement Strategies
- Staffing and Supervision
- Service Partners and Linkages
- Cultural Competency

Collaborative relationship with Property Management is critical!

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Examples of Services

- Counseling
- Health & mental health services
- Alcohol & substance use services
- Independent living skills
- Money management
- Community-building activities
- Employment training & job placement
- Mentoring
- Benefits Acquisition
- Children/Family Services
- Get Creative!

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Tenant Centered Services

- Individualized – not "cookie cutter"

- Individuals involved in the design, development, and implementation of **their** plans – Empowerment

- Strengths-based approach to goal setting

- Assessments and service plans updated regularly

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PSH Projects in Indian Country

- Ute Mountain Ute- 11 units
- Red Cliff -24 units
- Boise Forte- 28 units
- Fond du Lac- 2x project 10 units veteran- 24 units family
- White Earth-2x projects- 44 units
- Conifer Estates Bemidji (partnership with Leech Lake and Red Lake)- 20 units
- Park Place Apartments Bemidji (partnership with Red Lake and Leach Lake) - 40 units
- St. Regis Mohawk- 2x projects 18 units
- Gimaajii Mino Bimaadizimin - 29 units
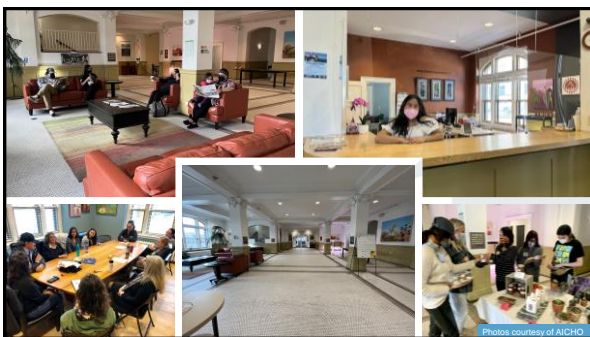- Anishinabe Wakiagun - 45 units
- Ho-Chunk -15 units

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Gimaajii Mino Bimaadizimin
We Are, All of Us Together, Beginning a Good Life

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Community Spaces

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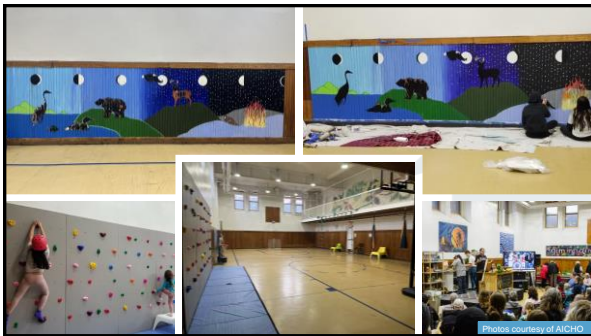
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Childrens' Program

- After school programming
- Support for strengthening parent and child relationships
- Trauma-informed services
- Cultural engagement opportunities to learn traditional teachings and skills
- Sense of belonging

Photo by Ivy Vainio

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Urban Gardens

- Nutritious food for tenants
- Connecting and healing with nature
- Family activities
- Opportunities to learn how to garden

Photos courtesy of AICHO

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Photos courtesy of AICHO

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Indigenous First Gift Shop

- Support Indigenous artists and entrepreneurs
- Investments in Indigenous communities, reservations, and businesses
- Involvement in local economy
- 80% of profit made goes to vendors
- Focus on holistic healing

Photos courtesy of AICHO

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Cultural Arts Engagement

- Collective traditional healing
- Sense of belonging
- Preservation of culture and language
- Showcase Indigenous art

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POLL

How would you describe your level of understanding and feelings about PSH at this point?

- Great, I really understand it and love the model!
- Pretty good, I think it would work in our community.
- I'm not totally sold yet but perhaps I can get there with more information.
- I have a lot of concerns about the model.

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30-minute Break

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The Development Process

- No Standard Model or Terminology

- Tasks are Interdependent

- Timing is Critical

- Multiple Players

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The Development Process

- Supportive Housing takes a long time to develop

- This is a complex process involving multiple partners across disciplines

- Three separate budgets are involved

- Funding sources can be complicated

Photo by Ivy Vainio

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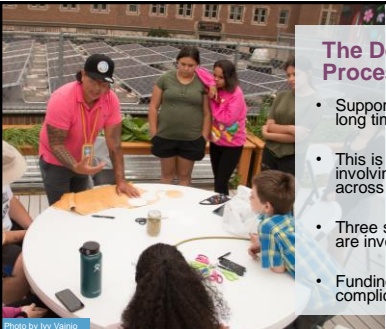## Five Phases of Development

1. Enthusiasm

2. Disaster

3. Blame and recrimination, including:
   - Hand wringing
   - Hair pulling
   - Begging

4. Punishment of the innocent

5. Credit-taking by the uninvolved

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Five Phases of Development

1. Concept

2. Feasibility

3. Deal making

4. Construction

5. Operations

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Development team

Supportive housing brings together 3 very different disciplines:

- **Development**
- **Support Services**
- **Property Management**

Variety of partners needed to make project a success

Photo courtesy of AICHO

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Responsibilities

- **Owner and/or Sponsor**: legally responsible for project, driving force behind the project
- **Developer:** delivery of complete, functional project ready for occupancy
  - **Architect:** part of development team, brought on to design property
- **Property Manager**: real estate management and operations for completed project
- **Service Provider(s)**: design and implementation of the supportive services plan and evaluation

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Case Study: Morning Star Apartments

- A Permanent Supportive Housing Community in Ronan, Montana
- A Confederated Salish and Kootenai Tribes Owned Project

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Project Overview

- Acquisition and substantial rehab of an old motel on the Flathead Indian reservation.
- 14 units of permanent supportive housing, 1 caretaker unit, 1 unit converted to a staff office, small service space for lease up and/or tele-mental health/probation hearings, and one laundry room.
- Focus population is people who are homeless and have been or are leaving incarceration who are at very high risk or have COVID.
- Services on site and referrals processes in place to off site health, behavioral health, employment and other services the Tribes provide.
- Salish & Kootenai Housing Authority provide project-based Section 8 vouchers, so units are subsidized: no-one pays more than 30% of their income for rent.
- Tribes committed funding for Tribal Public Defenders Office to hire 1 full time case manager and 1 caretaker who will live on site.
- Housing is not time-limited, and services will be provided using the Housing First/ Trauma Informed Care model.

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Project Team

Owner/Developer	Confederated Salish and Kootenai Tribes (CSKT)
Voucher Administrator	Salish and Kootenai Housing Authority (SKHA)
Service Provider	CSKT Tribal Public Defenders Office
Property Manager	Outside Local PM Company – Be Smart

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Before

After

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Development Budget

$1.8 million total - Includes:
- Acquisition of the building
- Rehab of the building
- Appraisal, inspections, environmentals
- Architect and engineering fees
- IT
- Furnishing and supplies
- Housing and supportive housing consultants

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Project Documents Created

- MOU between CSKT and the Defenders Office which includes roles and responsibilities
- Residential Selection Plan
- Services Plan
- Operating and Supportive Services Budgets
- MOU between SKHA and CSKT
- Morning Star Application
- Vulnerability Index – Prioritization
- Morning Star Lease Agreement, Pet Agreement, and Fair Housing Verification
- Position Descriptions for Services Coordinator and Caretaker

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CSKT Homelessness Task Force

- Met weekly to develop the Tribes' first permanent supportive housing program
- Included employees from the following CSKT departments/organizations:
  - SKHA
  - Economic Development Office
  - Tribal Lands
  - Department of Human Resource Development
  - Tribal Health
  - Tribal Public Defenders Office
  - Tribal Council
  - Tribal Council Support
  - Two former SKHA executive directors
- The program would not have been developed without this group's effort

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Funding Options for Permanent Supportive Housing Development

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But how do I pay for it?

- Low Income Housing Tax Credits (LIHTC)
- Federal Home Loan Bank Affordable Housing Program (FHLB AHP)
- Indian Housing Block Grant Program (IHBG)
- Housing Trust Fund (Federal and State)
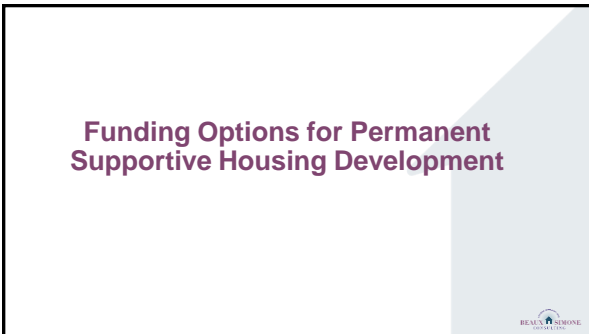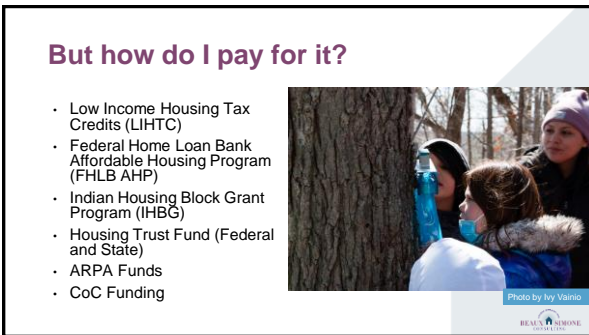- ARPA Funds
- CoC Funding

Photo by Ivy Vainio

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Low Income Housing Tax Credit (LIHTC) Program Overview

- Dollar-for-dollar tax credit for affordable housing investments.
- Created under the Tax Reform Act of 1986
- Gives incentives for the utilization of private equity in the development of affordable housing.
- Each state has a specific number of tax credits allotted to it based on population. A state housing finance agency controls the distribution of these credits.
- LIHTC provides funding for the development costs of low-income housing by allowing an investor to take a federal tax credit equal to a percentage of the cost incurred for development of the low-income units in a rental housing project.
- State Housing Finance Agencies (HFA) allocate credits through a competitive process to projects that best meet HFA priorities.
- Development capital is raised by "syndicating" the credit to an investor or, more commonly, a group of investors.

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Low-Income Housing Tax Credits (LIHTCs)

- Allocated to State agencies
- Qualified Allocation Plan (QAP):
  - Required annually prepared by the state housing agency
  - Incorporates constituent Input via testimony/public hearings
  - Sets Program priorities and summarizes modifications

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The Federal "9%" Housing Tax Credit (HTC) Program

- Designed to finance up to 70% of qualified development costs
- For decades been the principal engine for the financing of low-income housing in the United States
- HTCs function like grants
- Return to investors comes from the credits they take against their federal income tax liability over a ten-year period.

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The Federal "9%" Housing Tax Credit (HTC) Program

- Allocation process, administered by state housing agencies.
- Highly competitive.
- Also, some states' criteria give preference to urban developments and disadvantage tribes.

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Indian Housing Block Grant (IHBG)

- Rental housing programs
- Dwelling cost and equipment limits
- Rents and leases
- Homebuyer programs
- Homeowner rehabilitation programs
- Housing services

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IHBG – Types of Housing

Unit Type:

- Single Family units
- Multifamily units
- SRO units (Single Room Occupancy)
- Attached units – duplexes, tri-plexes
  - Supportive Housing

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3/6/2023

Indian Community Development Block Grant (ICDBG)

- Objective is "development of viable Indian and Alaska native communities, including decent housing, a suitable living environment, and economic opportunities, principally for persons of **low and moderate income**" (i.e., < 80% of area median income). 24 CFR 1003.2

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Eligible ICDBG uses:

- Acquisition of real property

- Housing rehabilitation (to be discussed in housing section)

- Infrastructure projects including streets, roads, water and sewer projects

- Public facilities and improvements (e.g. shelters for the homeless; convalescent homes, clinics, nursing homes; temporary housing)

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Supportive Housing for Vets (Tribal HUD VASH)

- Provided a total of $5.9 million to 26 tribes for rental assistance for homeless American Indian or those at risk of homelessness and living on or off tribal lands (within the authorized tribal/tribally designated housing entities (TDHEs) service areas.

- Grants ranged from $123,288 to $391,740. VA provides case management and supportive services.

- HUD rental assistance which may be tenant-based or project-based, is generally subject to all requirements of the NAHASDA and its regulations.

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Operating Subsidies in PSH

- 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

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Developing your Supportive Services Plan and Budget

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Questions to Consider

- What are you 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?

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Financing Supportive Housing

Traditional Affordable Housing

Supportive Housing

Capital   Operating

Capital   Operating

Services

The most difficult and →
least stable to finance as
residents have complex

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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

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Temperature Check

- That was a LOT of information

- How is your temperature now?

- Questions?

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Trauma Informed Care

Trauma has no boundaries… [and] is an almost universal experience of people with mental and substance use disorders.

"I'm right there in the room, and no one even acknowledges me."

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What Does Trauma Look Like

Intense stress that overwhelms our biological psychological and social coping capacity.

- Activates survival responses

- Shuts down non-essential tasks

- Impedes rational thinking

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It's not: WHY ARE YOU DOING THIS.

It's: what happened to you in the past to cause you to react this way?

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What is a Trauma-Informed Organization?

According to SAMHSA, a program, organization, or system that is trauma-informed when it:

- *Realizes* the widespread impact of trauma and understands potential paths for recovery;
- *Recognizes* the signs and symptoms of trauma in clients, families, staff, and others involved with the system;
- *Responds* by fully integrating knowledge about trauma into policies, procedures, and practices; and
- *Seeks* to actively resist re-traumatization.

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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

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TRAUMA-INFORMED DESIGN FRAMEWORK

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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.

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Trauma Informed Design

- Welcome Desk/Lobby Area
- Open Stairwells
- Clear lines of sight
- Open doorways (no doors)
- No bars in showers/closets
- Glass windows in offices
- Warmer colors – Earth tones
- Bringing in elements from the outside
- Biophilia – connection to nature, indoors and out

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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

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Muckleshoot PSH

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

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NESIKA ILLAHEE "OUR PLACE"

Portland, Oregon   **Naya Family Center**

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Apsaalooke Warrior Apartments

Owner/Sponsor/Developer – Apsaalooke Nation Housing Authority

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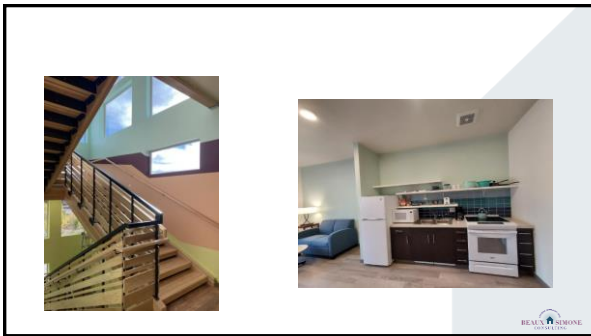

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Apsaalooke Warrior Apartments

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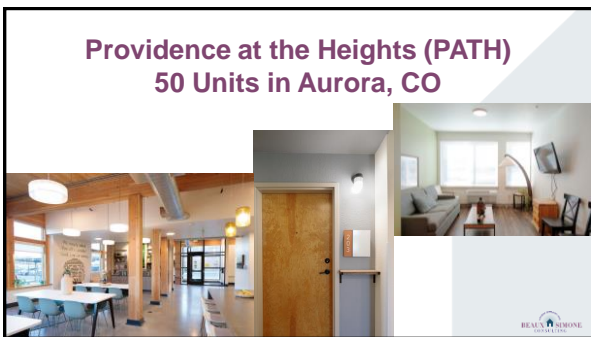### Laurel House
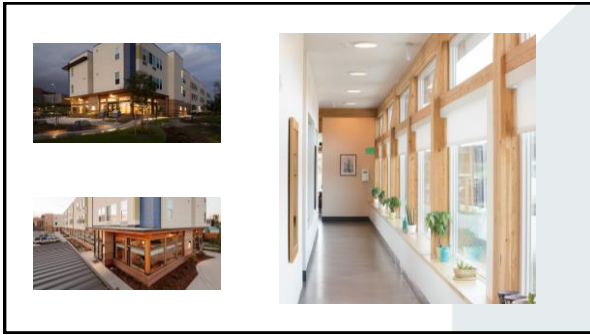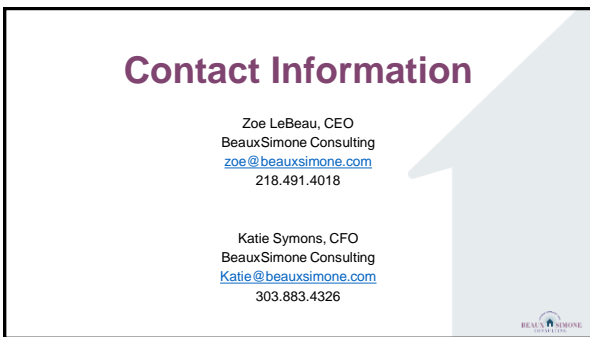

- Grand Junction, CO
- 36 units for youth

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ESPERO APARTMENTS

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Providence at the Heights (PATH)
50 Units in Aurora, CO

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Providence at the Heights

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