



Stewardship: Housing Your Residents for the Long Term

California Tribal Housing Accelerator
Academy

MORGAN DEAN

EVELYN IMMONEN

August 13, 2024



Purpose of the Training

Participants will learn what to do once you're awarded and even after your project is built—what we call stewardship. Compliance can be tricky to navigate for many tribes, and we'll use this time to answer your questions and review principles of stewardship to make your project a success for generations to come.





Who We Are

Enterprise Community Partners



Tonya Plummer

DIRECTOR
Tribal Nations



Morgan Dean

PROGRAM DIRECTOR



Evelyn Immonen

SENIOR PROGRAM OFFICER



Mission and Vision



OUR VISION

A country where home and community are steppingstones to more.

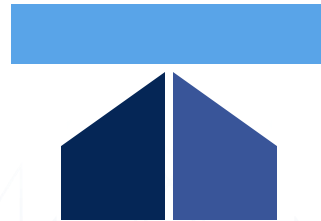
OUR MISSION

To make home and community places of pride, power and belonging, and platforms for resilience and upward mobility for all.



Increase Housing Supply

Preserve and produce good homes that people can afford



Advance Racial Equity

After decades of systematic racism in housing



Build Resilience & Upward Mobility

Support residents and strengthen communities to be resilient to the unpredictable

OUR APPROACH



Unmatched **breadth, scale and expertise** across the entire spectrum of affordable housing...



...creating a positive feedback loop that does it **all under one Enterprise roof.**

Today's Agenda

Using Current Resources to Gain Access to Additional Support

1. **Introduction** | 3 minutes
2. **Supportive Services** | 15 minutes
 - **Guest Speaker: Zoe LeBeau, Beaux Simone Consulting**
3. **Continuum of Care** | 20 minutes
 - **Guest Speakers: Chamisa Radford & Olga Mulherin, ICF**
4. **Preparing for Lease Up** | 20 minutes
 - **Guest Speaker: Lindsay Seay, Enterprise Community Partners**
5. **Q&A** | 3 minutes

SUPPORTIVE SERVICES



Addressing Homelessness

Supportive Services working within a Continuum of Care

- Many times, housing instability is a symptom of other challenges within a household. Common factors:
 - Trauma – previous & ongoing
 - Disconnect from dominant society’s knowledge and life skills
 - Mental health and addiction
 - Job skills & opportunities
 - Unexpected circumstances
 - Financial health & education
- Support services aim to address these factors leading to housing instability
 - Housing First: “let’s get a roof over your head, THEN address the root causes of your housing instability”
- Continuum of Care is the administrative structure that provides the framework for:
 1. A household to access services
 2. An organization to access resources for service provision
 3. Collaboration between organizations to maximize community impact

Speaker:

Zoe LeBeau

Beaux Simone Consulting

zoe@beauxsimone.com





All housing can benefit from Supportive Services

An overview

Tenant centered services

- Offer meaningful choice
- Use input from tenants to design services options
- Provide culturally relevant & appropriate services
- “Start where tenants are at”



Photo by Ivy Vainio

Services are the key

- Centered around populations served
- Flexible in responding to comprehensive resident needs
- Voluntary for the tenant not the staff, no one will lose their housing for not participating in
- Independent focus specifically on housing stability
- Individualize services that fit the needs of each resident



The keys to working services

- Services should be comprehensive, culturally relevant, and tenant-drive
- Services focus on Housing Stability
- Services must have effective engagement strategies, staffing and supervision, service partners and linkages and collaborative relationship with Property Management



Photo by Ivy Vainio

Photo by Ivy Vainio



Housing First Model

An overview



Housing First

- Housing is a human right.
- People do not need to be “housing ready.”
- Housing should never be used to coerce people into services they would otherwise not choose.
- Housing is a basic human need just like food, water and air.



5 Principles of Housing First

- Immediate access to permanent housing with no housing readiness requirements. ...
- Consumer choice and self-determination.
- Recovery orientation.
- Individualized and client-driven supports.
- Social and community integration.

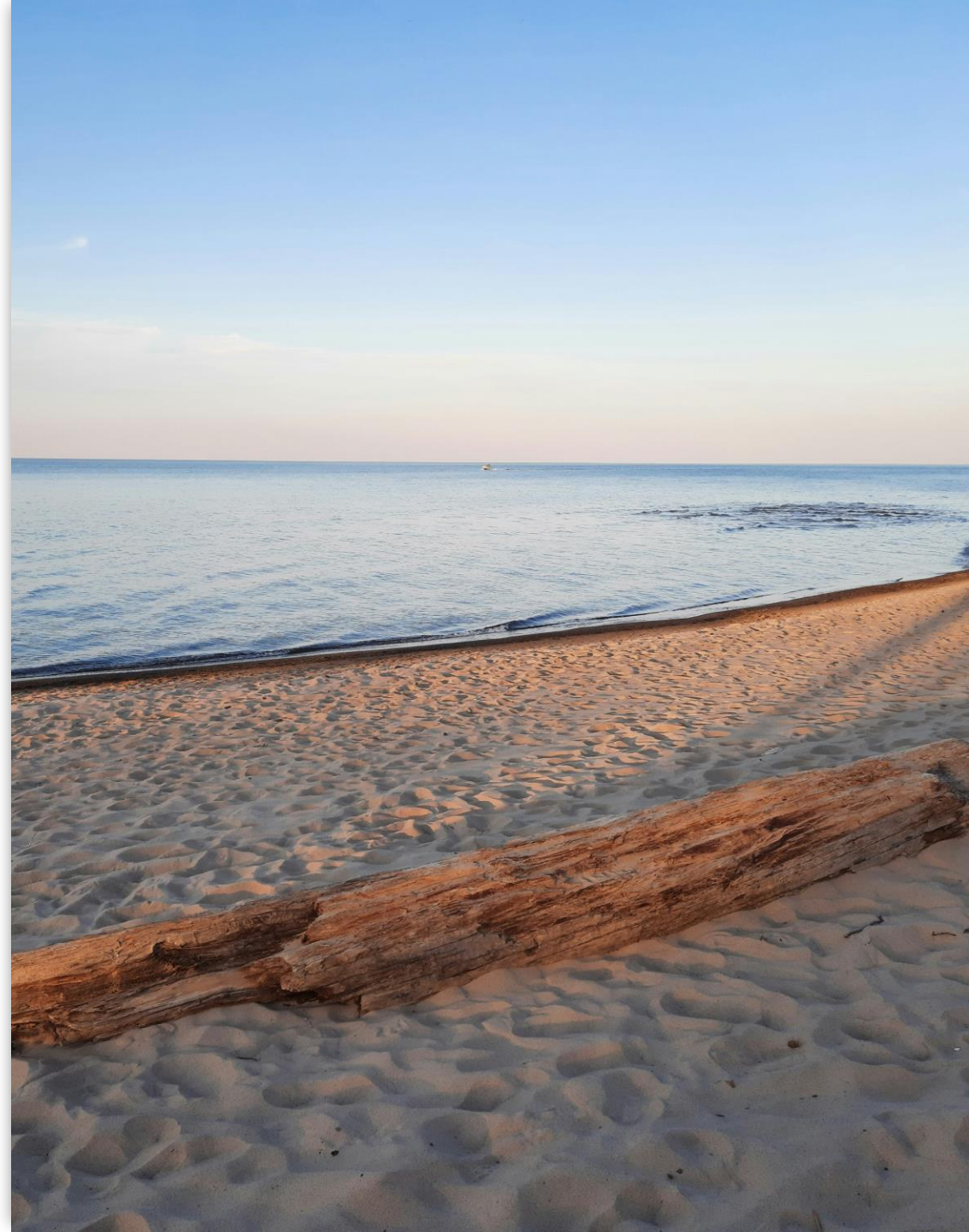
Photo by Ivy Vainio

Harm Reduction

- reduces the adverse health, social & economic consequences of the use of legal & illegal drugs and alcohol **without necessarily reducing consumption**
- benefits people who use, their families and the community.

Harm Reduction

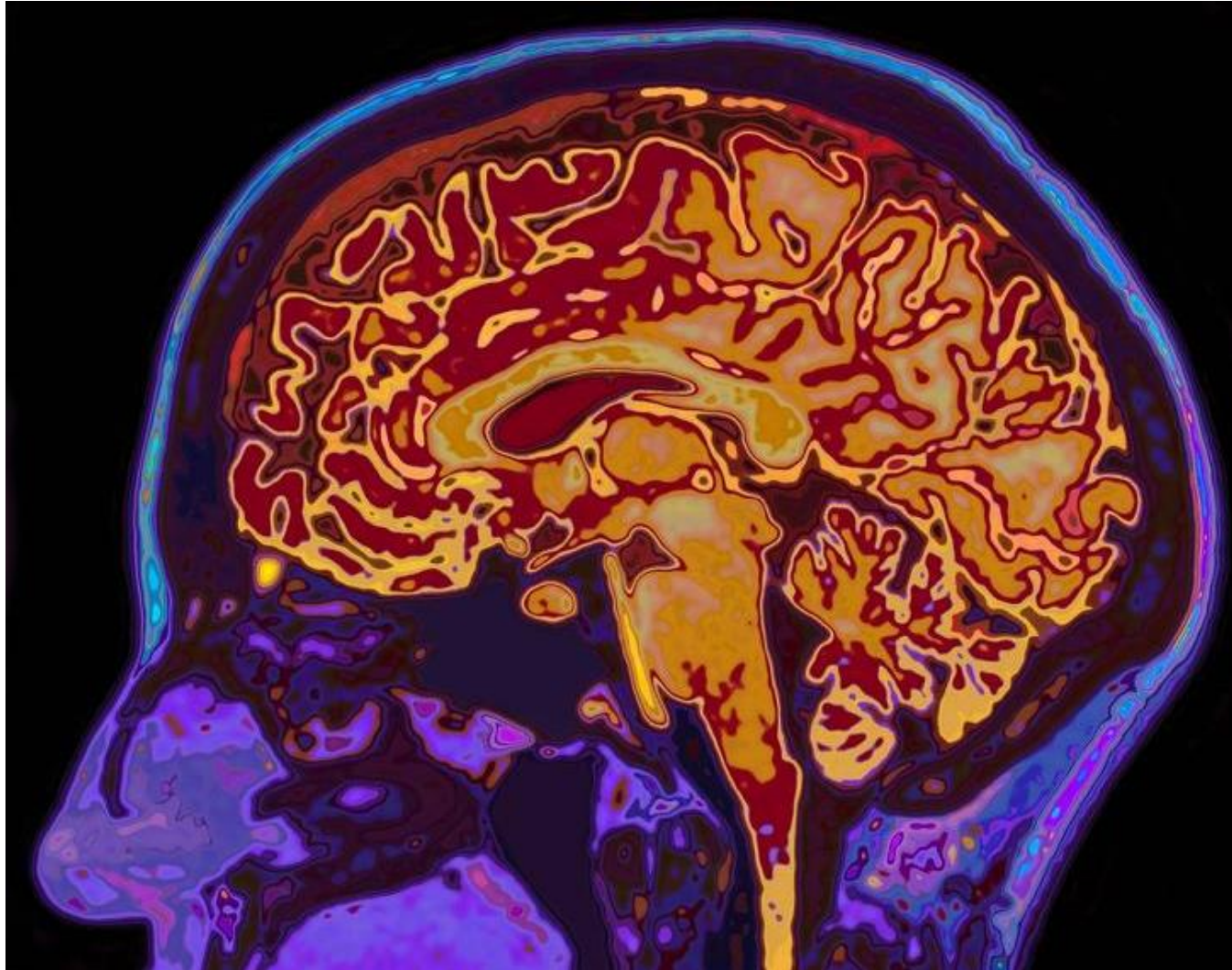
- Abstinence/behavior change are ideal outcomes, but alternatives that reduce harm are acceptable.
- Services are low barrier & accessible.
- Drug and alcohol use is a coping mechanism for other issues.
- Quality of life & well-being measure success, not reduction in use.
- The individual sets their own goals with the service provider.
- There are many different harm reduction services & plans.
- The goal is **any** positive step





Trauma- Informed Care

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



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

Trauma “wears a groove”

Trauma is not just an event that took place, but it is also the physiological changes in the brain, body, and mind.

It changes how we think, what we think about, and our capacity to think

The stress hormone released in the body of traumatized people take longer to return to baseline and spike quickly in response to stress



Trauma Fear Responses



Fight

- Expressing anger
- Yelling
- Lashing out



Flight

- Avoiding
- Fidgeting
- Pacing
- Panicking



Freeze

- Shutting down
- Holding breath
- Struggling with speech
- Tensing up muscles



Fawn

- Struggling with saying “no”
- People pleasing
- Putting others’ needs before your own



Faint

- Shutting down
- Loosening up of the muscles

Photo by Ivy Vainio

Culturally Relevant Services



Photos by Ivy



Photos by Ivy

Being A Good Relative

- Understanding Trauma
- Basic Needs
- Safe Space
- Showing Up
- Service Connecting
- Cultural Resourcing
- Self Care



CHECKPOINT

CONTINUUM OF CARE



THE HOUSING PIPELINE

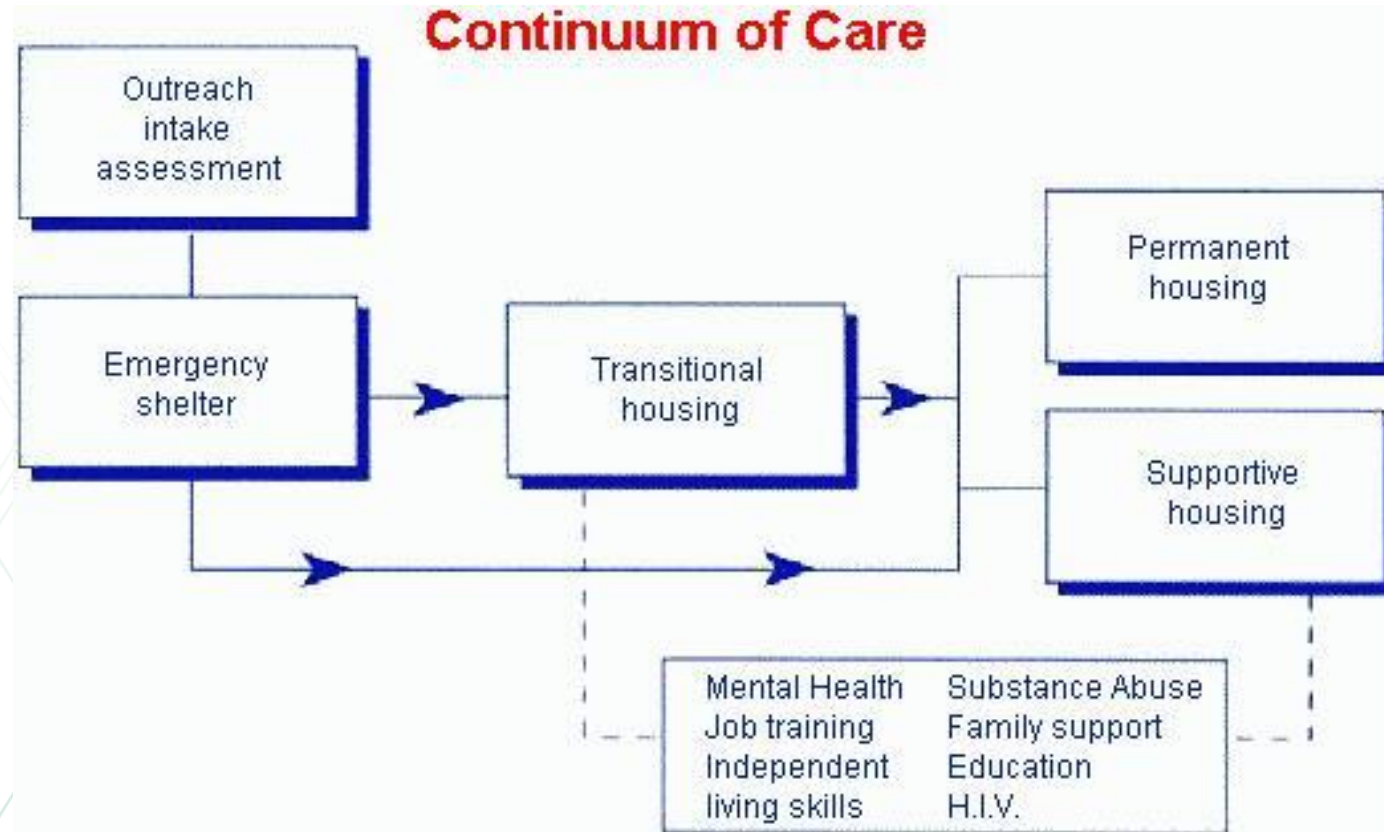
Each type of housing is vital to sustainable Community Development



INCOMES & THE HOUSING PIPELINE



Understanding the Pathway to Services



 **Speaker: ICF**



Olga Mulherin
ICF Deputy Director

Olga.Mulherin@icf.org



Chamisa Radford
Lead Tribal Training & TA
Specialist

Chamisa.Radford@icf.org

The Continuum of Care (CoC) Program



How can Tribes Benefit?

August 13, 2024



Overview



- Intro to the CoC Program
- CoC Program Resources for Tribal Communities
- Tribal Homelessness Network
- Continuum of Care Builds NOFO

CoC – What is it?



- CoC stands for *Continuum of Care*
- A regional or local planning body that coordinates housing and services funding for families and individuals (households) experiencing homelessness
- CoCs are expected to have a wide variety of groups at the table – from homeless service providers to law enforcement to school systems, and elected officials

CoC Purpose



- Promotes a communitywide commitment to end homelessness
- Provides funding for efforts to quickly rehouse individuals and families experiencing homelessness, while minimizing trauma and dislocation
- Promotes access to and effective use of mainstream programs by homeless individuals
- Promotes self-sufficiency among individuals and families experiencing homelessness

Eligible Activities



CoC Program Interim Rule – governing regulations

Acquisition, rehabilitation, new construction (*for transitional or permanent housing*)

Rent subsidies

Supportive services

Operating housing

Homeless Management Information System (HMIS)

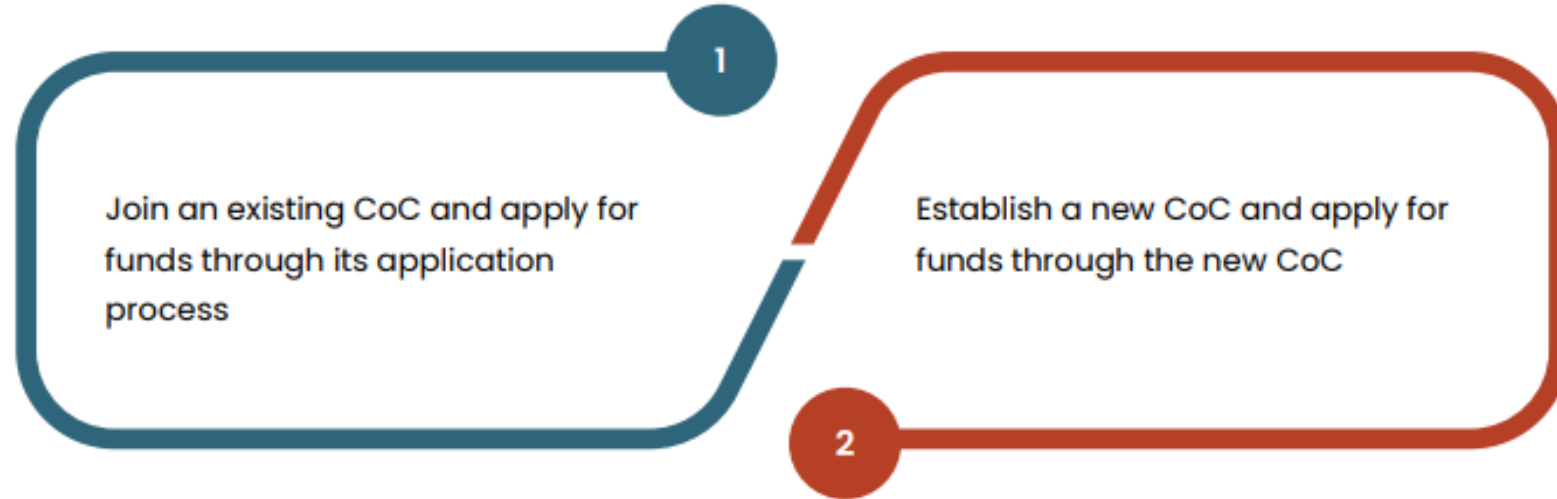
Project administration

Two Primary Options



Two paths towards one goal

Serving those experiencing homelessness and housing insecurity



CoC Program Resources for Tribes



The *CoC Program Series for Tribal Communities and Organizations New to the CoC Program* offers resources to Tribes, Tribally Designated Housing Entities (TDHEs), and Tribal communities to assess whether the CoC Program supports community priorities and activities.



CoC Program Resources for Tribes, cont.



1 Decision-Making Approach

Describes a decision-making approach that considers CoC Program activities, roles, and funding.

[View Resource](#)

2 Activities

Assesses community needs and priorities with CoC Program activities.

[View Resource](#)

3 Roles

Compares recipient and CoC roles and responsibilities.

[View Resource](#)

4 Funding

Describes potential funding amounts available through an existing CoC and a new CoC.

[View Resource](#)

5 Decision and Assessment

Poses a series of questions about participating in the CoC Program.

[View Resource](#)

6 Continue Your Path

Identifies next steps on the paths to join an existing CoC or establish a new CoC.

[View Resource](#)

Tribal Homelessness Network



Learn

learn more about the Continuum of Care (CoC) program,

Discuss

discuss the benefits and challenges to being a part of a CoC or establishing a new CoC,

Share

share resources and ideas about preventing and ending homelessness among Native people, and

Network

network with one another.

Tribal Homelessness Network, cont.



VIRTUAL 60-MINUTE SESSIONS
HOSTED BY ICF ON ZOOM.



QUARTERLY NETWORK, COMMUNITY
BUILDING, COC 101



TIMING, SCHEDULE, NUMBER OF
SESSIONS AND TOPICS ARE
DETERMINED BY THE PARTICIPANTS.

Tribal Homelessness Network



- Three sessions so far
- Good mix - already partnering, interested and completely new
- Good participation, but would like to get the word out



Upcoming THN Sessions



Session Description	Date
CoC 101 Training: This 2-part training session will provide an overview of the CoC Program.	Part 1: August 20, 2024 4:00 – 5:00 pm ET
	Part 2: August 22, 2024 4:00 – 5:00 pm ET
Quarterly THN – How to Access CoC Funding	September 23, 2024 1:00 – 2:30 pm ET
Building Communities: Opportunity for participants learn about each other and share examples of the work they are undertaking to combat homelessness.	October 23, 2024 1:00- 2:00 pm ET
Training: What are the Challenges of Being a CoC-implementation?	November 20, 2024 1:00 – 2:00 pm ET
Quarterly THN – What Could a Tribally Developed CoC Look Like?	December 11, 2024 1:00 – 2:30 pm ET

Contact Us at:
THN@icf.com

CoC Builds NOFO



Continuum of Care (CoC) Builds NOFO



Provides one-time funds for acquisition, rehab, or new construction



The applications must be submitted by CoC Collaborative



The CoC can submit only one application if there are no Tribes or Tribally Designated Housing Entity applications.



The CoC can submit two applications if the CoC includes a Tribe's or TDHE's application for new Permanent Supportive Housing units on Tribal land



Deadline: November 21, 2024



Links for Additional Information

- [CoC: Continuum of Care Program](#)
 - [CoC Virtual Binders](#)
- [CoC Program Resources for Tribal Communities](#)
- [CoC Program Toolkit](#)
- [CoC Program Eligibility Requirements](#)



Thank you!



Please contact us with questions and comments at:

THN@icf.com



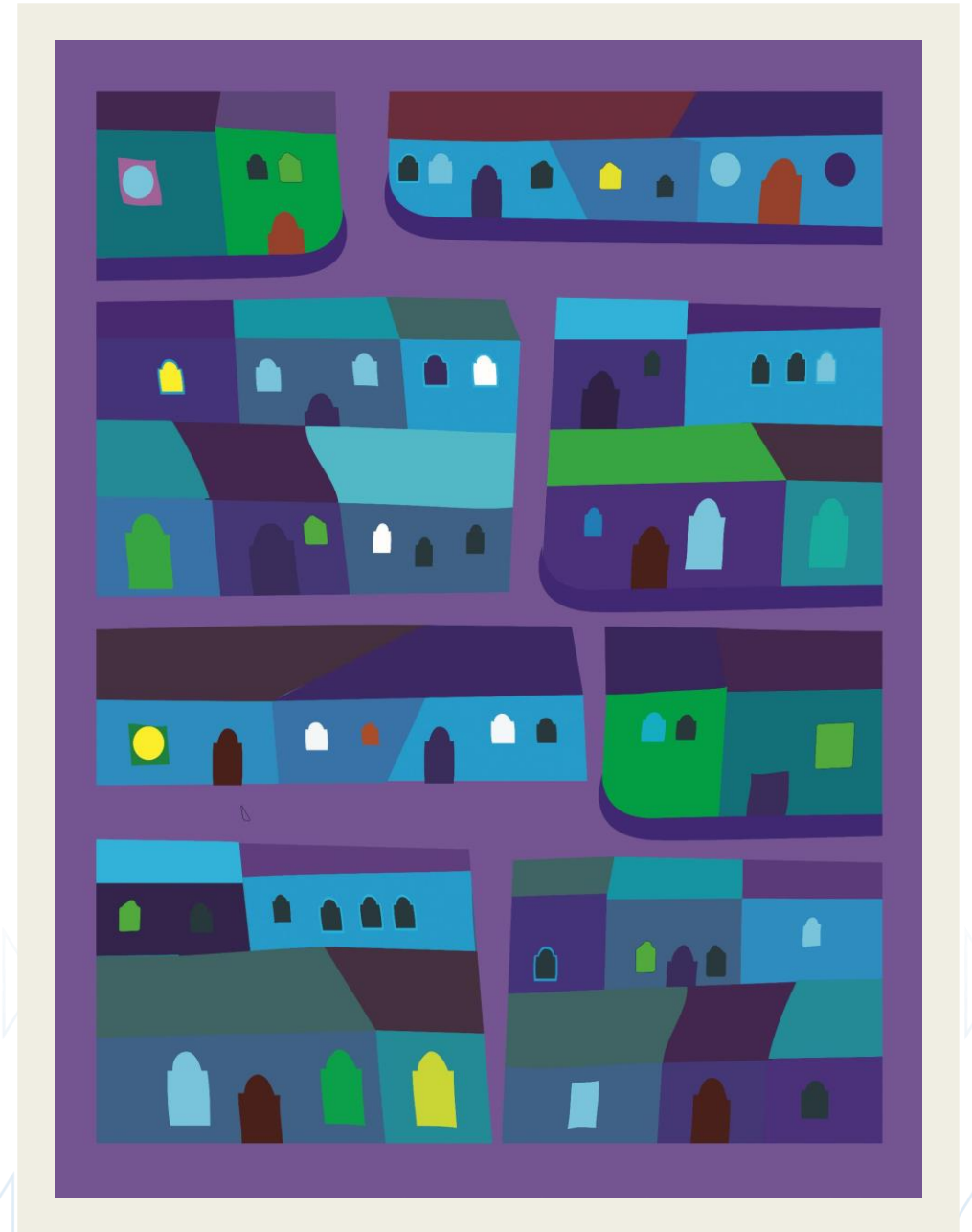
CHECKPOINT

PREPARING FOR LEASE UP

What is “Lease Up”?

Starting off stewardship right!

- Leasing, Marketing, Tenant Selection
- Foundations for Compliance
- Staffing, Budgeting, Financials
- Security and Safety
- Maintenance and Repairs
- All documents required for successful execution
 - Policies, Processes, forms to facilitate internal workflows
 - Applications, Request Forms, external documents
 - Strategic Plans, internal guidance



Speaker:

Lindsey Seay

Enterprise Residential, LLC

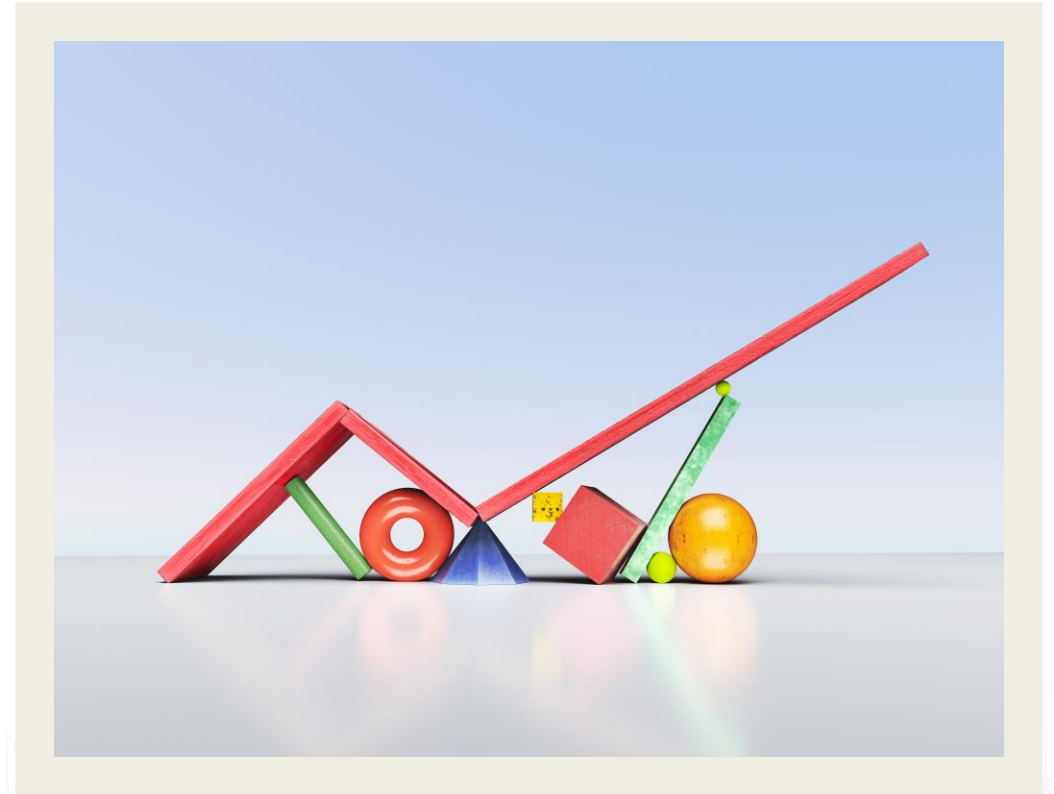
Assistant Vice President, Operations

lseay@enterpriseresidential.org



Core Needs for Lease Up Success

- Compliance Flow
 - Determine this in writing
 - Staff for it
- Team Motivation
 - Include bonus incentives in your underwriting
 - Lease ups are stressful for the on-site team
 - Make it fun!
- Project Management
 - Someone needs to oversee making sure tasks are completed
 - Meet regularly



Project Management Tool

Lease Up Checklist

Lease Up Checklist

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PROPERTY NAME (Example Below)																
STREET #	UNIT #	Subsidy	Unit Type	Applicant	Application Received Date	Pending Info	Paperwork Expires	Submitted to Compliance	Corrections	V2	V3	V4	Approved	Move in Date	Security Paid	Lease signed
30522	101	50%	4A	R. White	24-Nov		24-Mar	12/7/2020	12/9/2020	12/11/2020			12/11/2020	11-Dec	2-Dec	12/11/20
30522	201	50%	4A	White	21-Jun		15-Feb	10/10/2020	10/20/2020	10/22/2020			10/25/2020	2-Dec	7-Nov	12/1/20
30522	301	50%	4A	W. Green	28-Oct		28-Feb	11/11/2020	11/11/2020	11/11/2020			11/12/2020	2-Dec	5-Nov	12/2/20
30524	102	811 30%	1A	S. Moore	23-Sep		22-Jan	11/12/2020	11/13/2020	11/14/2020			11/27/2020	7-Dec	17-Nov	12/1/20
30524	103	811 30%	2B	Addison	23-Sep		1-Feb	11/17/2020	11/27/2020	11/28/2020			11/29/2020	7-Dec	DHCD	12/1/20
30524	104	50%	3B	S. Onley	3-Aug		30-Dec	11/4/2020	11/11/2020	11/11/2020			11/11/2020	2-Dec	Seaton	12/1/20
30524	105	60%	3B	G. Fontain	25-Sep		25-Jan	11/12/2020					11/17/2020	4-Dec	18-Nov	12/2/20
30524	202	Market	1A	R. Lord	3-Jun		30-Dec	10/22/2020					N/A	2-Dec	4-Nov	11/30/20
30524	203	Market	2B	Carrion	6-Oct		30-Jan	10/22/2020					N/A	18-Dec	4-Dec	12/4/20
30524	204	50%	3B	Bah	16-Jul		30-Jan	10/17/2020	10/23/2020	10/31/2020			11/2/2020	4-Dec	13-Nov	12/1/20
30524	205	50%	3B	R. Johnson	15-Oct		15-Feb	11/3/2020					11/3/2020	4-Dec	13-Nov	12/1/20
30524	302	50%	1A	D. Davis	15-Oct		15-Feb	11/6/2020	11/11/2020	11/11/2020	#####		11/20/2020	7-Dec	8-Nov	12/1/20
30524	303	50%	2B	A. Littleton	5-Nov		5-Mar	11/19/2020	11/20/2020	11/23/2020			11/29/2020	7-Dec	16-Nov	12/1/20
30524	304	Market	3B	R. Harris	14-Oct		12-Feb	10/22/2020					N/A	18-Dec	6-Nov	12/1/20
30524	305	50%	3B	Tenishia Jc	12-Sep		30-Jan	11/30/2020	11/30/2020	12/2/2020			12/4/2020	17-Dec	4-Dec	12/4/20
30526	106	50%	2A	V. Hardy	17-Sep		30-Jan	10/13/2020	10/22/2020	10/22/2020			10/27/2020	7-Dec	10-Nov	12/3/20
30526	107	50%	2A	Sauers	15-Oct		30-Jan	10/21/2020	11/4/2020	10/29/2020			11/10/2020	7-Dec	Seaton	12/1/20
30526	108	40%	3A	N. Price	31-Jul		30-Dec	10/7/2020	10/21/2020	10/21/2020			10/27/2020	8-Dec	30-Oct	12/1/20
30526	109	50%	3A	Hayword	12-Aug		30-Dec	10/8/2020	10/23/2020	10/26/2020			10/27/2020	8-Dec	17-Nov	12/4/20
30526	206	50%	2A	D. Tate	28-Sep		30-Jan	10/22/2020	10/27/2020				11/2/2020	8-Dec	4-Nov	12/1/20
30526	207	40%	2A	A. Ward	28-Oct		28-Feb	11/12/2020	11/17/2020	11/20/2020			12/2/2020	8-Dec	16-Nov	12/2/20
30526	208	50%	3A	R. London	3-Dec	Applied at	3-Apr	12/10/2020	12/11/2020	12/11/2020			12/11/2020	11-Dec	Seaton	12/11/20

Lease Up Schedule Weekly Leasing Report One Week Prior One Month Prior Two M +

QUESTION & ANSWER



Thank You!

NEXT SESSION:

**CLOSE OUT SESSION (IN-PERSON)
NOVEMBER 5 @ CCRH**