

# Supportive Services

A webinar presented by



# HOW WHEDA WORKS

## Our mission:

To stimulate the state's economy and improve the quality of life for Wisconsin residents by providing affordable housing and business financing products.

## Our work:

WHEDA offers financing and expertise to expand equitable access to affordable housing and economic opportunity.



**WHEDA**



# Today's Facilitators

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Kate Bitney  
Senior Program Manager



Johnna Lowe  
Senior Program Manager

# Poll: What is your level of understanding of Integrated Supportive Housing?



Have very little knowledge



Considering for the next affordable development



Looking for development partners



Currently operating one or more Integrated SH Developments

**What motivates you  
to do this work?**



# What are Supportive Services?




Services make the difference in helping vulnerable populations obtain and sustain stable housing



Platform for health, recovery, and personal growth

# Building Blocks of Supportive Services





# What is a Housing First Approach?

Housing First Key Principles






# Quick Access to Housing

# Screening In

- **Making the process accessible at all points:**
  - Application
  - Unit Search
  - Move-in
- **Do you have:**
  - Rules
  - Procedures
  - Policies
  - Applications
  - That really “Screen out”?





# **Units Targeted to those most vulnerable**

... and that said  
... on the attached  
... and in good satisfactory  
... or replace any portion of this  
... If the termination of this  
... and good condition except for  
... and must not belong to OWNER. It  
... carpets, drapes, walls, fixtures, and  
... change or install lo-  
... adhesive materials, place si-  
... consent of the OWNER

... expiration of the leasing period, this agreement is auto-  
... by either party giving to the other a 30-day writ-  
... such just cause shall be so stated on s-  
... ing storage areas are clear of all  
... S use are returned to  
... possessions  
... y incl-

## LEASE

### BASIC RENTAL AGREEMENT OR RESIDENTIAL LEASE

... Agreement or Residential Lease shall evidence the complete terms and conditions under  
... atures appear below have agreed. Landlord/Lessor/Agent, \_\_\_\_\_, shall be refe  
... as "OWNER" and Tenant(s)/Lessee, \_\_\_\_\_, shall be refe  
... "AS consideration for this agreement, OWNER agrees to rent/lease to RESIDENT  
... OWNER for use solely as a private residence, the premises located at  
... in the city of \_\_\_\_\_ day of ea

# Provide Leases and Tenant Protections

... RESIDENT agrees to pay in advance \$\_\_\_\_\_ month on the \_\_\_\_\_ day of ea  
... and continue; (check \_\_\_\_\_ month-to-month tena  
... shall commence on \_\_\_\_\_, \_\_\_\_\_ and continue; (check \_\_\_\_\_ month-to-month tena  
... as a household. Thereafter it shall become a month-to-month tena  
... expiration of this time period, he shall be liable for  
... and paying RESIDENT and/or exp



# Tenant Choice



# **Robust Supportive Services with Assertive Engagement**



# Embrace a Harm Reduction Approach



**Tenancy is not dependent upon participation in services**





# What's the Evidence?

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- Housing retention is high
- Tenants benefit
- Low demand = high rates of stability

A small, vibrant green plant with several leaves is growing out of a crack in a grey, textured concrete surface. The background is a blurred, light-colored wall with some faint, brownish stains or marks.

**What successes have  
you experienced when  
using Housing First?**

# Cultural Humility

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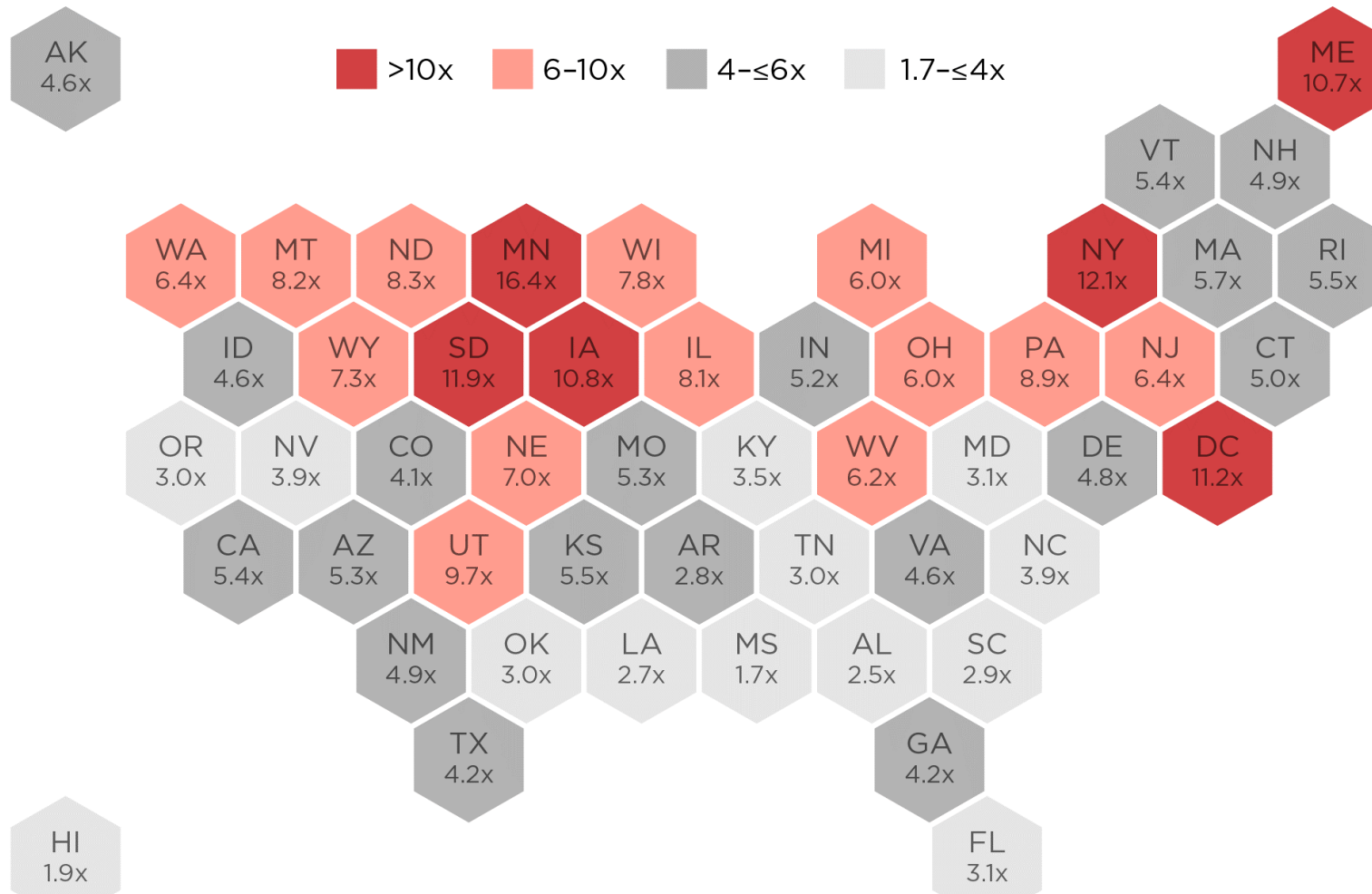
"A lifelong process of self-reflection and self-critique whereby the individual not only learns about another's culture, but one starts with an examination of her/his own beliefs and cultural identities."

*National Institutes of Health (NIH)*



# Disproportionate Rate of POC homelessness Nationwide...

Ratio of Black-to-White homelessness rate by state, 2018



## US Pop/Homeless

- 1.35 → 3% Native
- 13% → 40% Black
- 16.7% → 22% Latinx
- 76% → 49% White

*National Alliance to  
End Homelessness*

# A Healthier Wisconsin



- Racism as a public health crisis
  - Milwaukee County & Brown County
- Social Determinants of Health
  - Early Childhood Education
  - Criminal Justice Reform
  - Income Stability & Employment
  - **Housing**

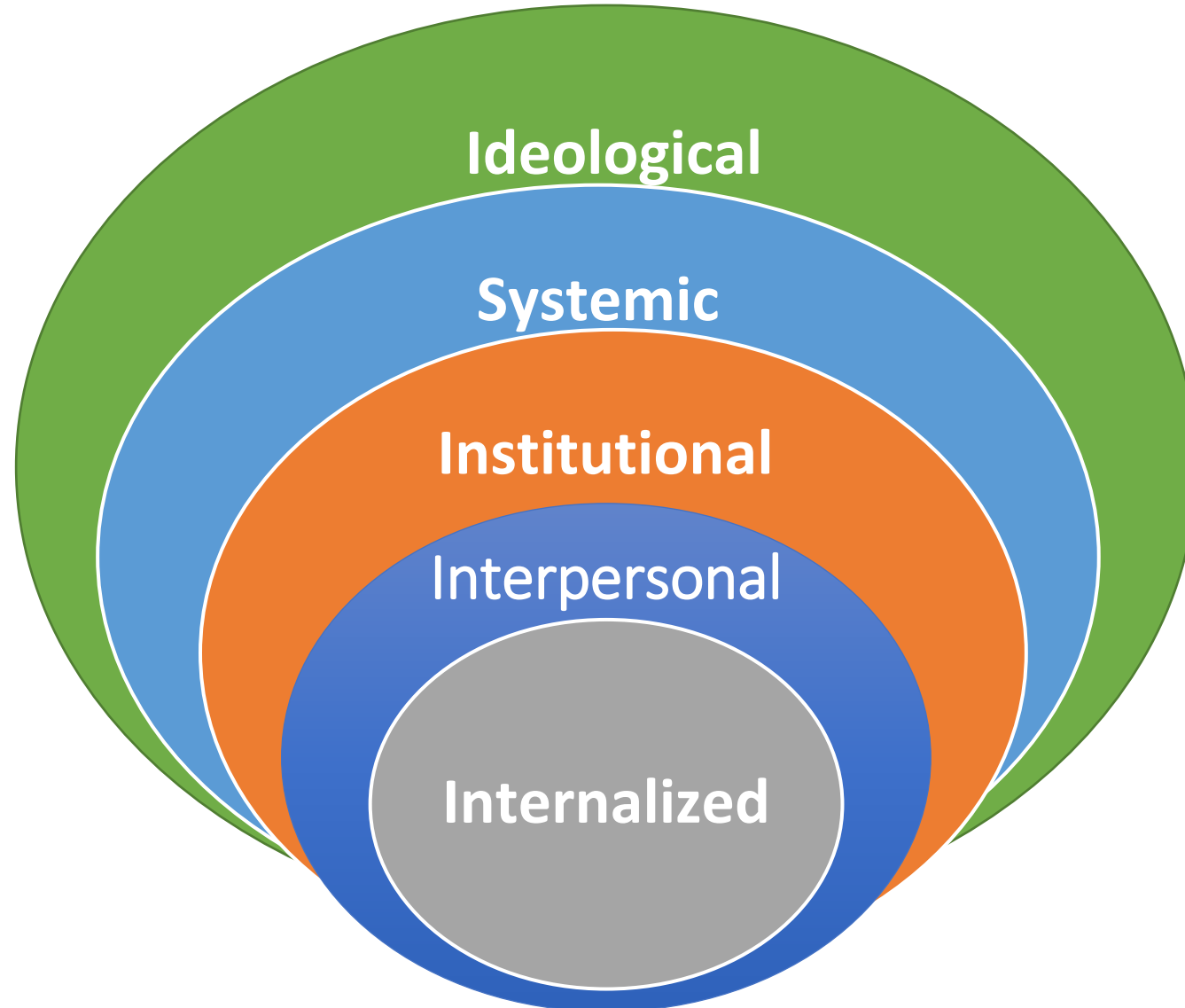
A person wearing a red hoodie is seen from behind, holding a large, hand-drawn sign on a piece of cardboard. The sign is the central focus of the image. The background is a blurred crowd of people at what appears to be a protest or public demonstration. Some people are wearing masks, and there are umbrellas visible, suggesting an outdoor setting. In the upper left, there are traffic lights and street signs, including a blue sign with a white arrow pointing up. The overall atmosphere is one of a public gathering.

IT'S A PRIVILEGE  
TO EDUCATE YOURSELF  
ABOUT RACISM  
INSTEAD OF  
EXPERIENCING IT!!!

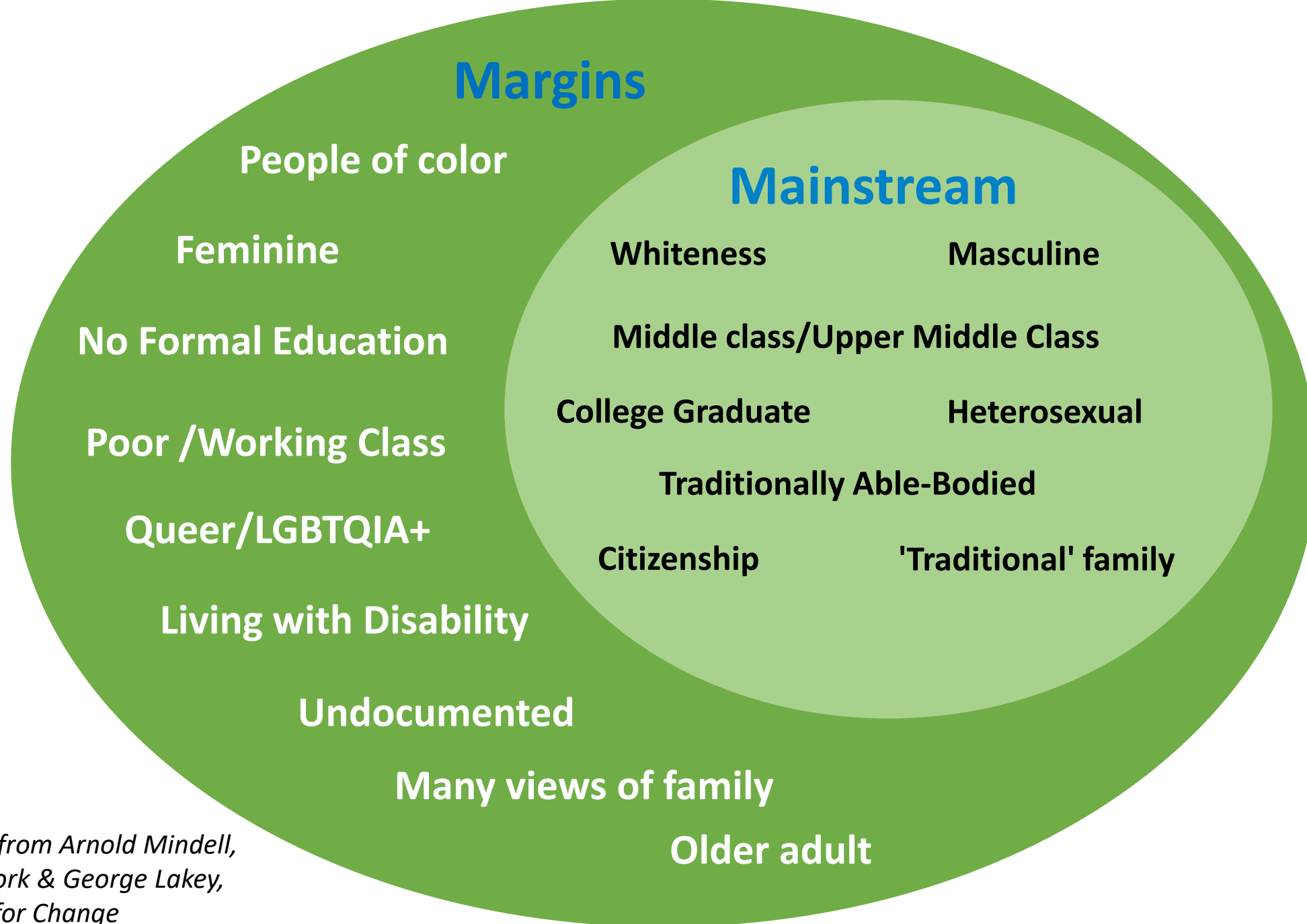
# Racialized Trauma

- Complex trauma resulting from the ongoing experience of oppression and subordination. Mental and emotional injury caused by encounters with racial bias and ethnic discrimination, racism, and hate crimes.

# Spectrum of Oppression & Trauma







*Adapted from Arnold Mindell,  
World Work & George Lakey,  
Training for Change*

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**How close are you in  
proximity to power?**

**What might be the  
proximity to power of those  
you work with who live in  
supportive housing units?**



# Three Core Principles

- Voluntary
- Flexible
- Tenant Centered



# Why Voluntary Services?

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- House tenants first, with no preconditions
- Focus on keeping people housed
- Form effective service relationships

# Examples of Services

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Flexible and voluntary

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Counseling

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Health and mental health services

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Alcohol and Substance Use services

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Independent Living Skills

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Money management/rep payee

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Community-building activities

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Vocational counseling and job placement

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Housing stability services

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**What kind of services are you planning to offer in your programs?**

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# How to Assertively Engage:



PATIENCE



ASSERTIVENESS



RAPPORT AND  
TRUST



INTERACTIONS  
WITHOUT AGENDA

# When Engaging a Tenant...

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## Be Authentic

Examine your own biases

Be dependable



## Be Creative

Persistence

Flexibility



## Have Hope

Believe that change is possible

Don't give up!



# Ideas for Engagement

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- Involve tenants in program design, evaluation.
- Encourage tenants to participate in the design of house rules if applicable.
- Encourage tenants to make their own choices.
- Encourage tenants to participate in boards or tenant council.
- Encourage tenants to be active community members.
- Ask for feedback.



# The Lease as a Harm Reduction Tool

- Focus on behaviors
- Support gradual change



# Defining Roles in Supportive Housing



# Tenant Responsibilities

- Pay Rent
- Abide by the Lease
- Communicate with the Landlord



# What is the Role of the Service Provider?

- Catalyst for Change
  - Tenant Centered
  - Individualized
  - Partnership
  - Meet people where they're at
- Model Follow Through
  - Do what you say and say what you do!
  - Active Listening
  - Persistence





# Supportive Service Staff Responsibilities

- Service Planning
- Coordinating Healthcare
- Helping Manage Crisis
- Developing Life Skills
- Connecting to Community

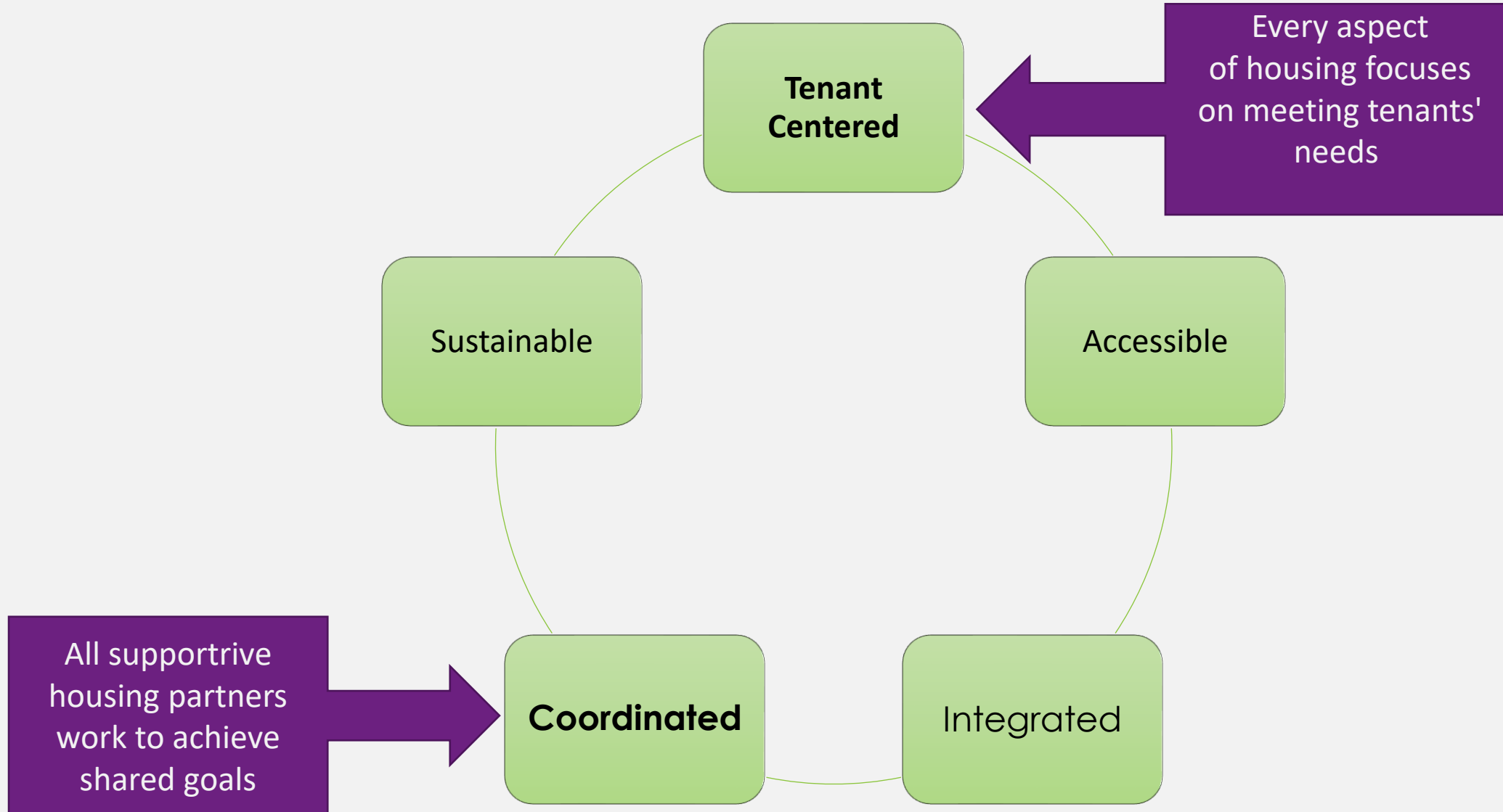


# Property Management Responsibilities

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- Tenant Selection
- Maintenance
- Operations
- Fair Housing
- Fiscal Management

# Dimensions of Quality







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# How does the lease tie it all together?

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- Clear Expectations
- Built-in Reminders
- Partnership Collaboration
- Tenant Support
- Education



# Celebrate Successes!

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- Housing stability can be a bumpy road
- Provide positive reinforcement to support individuals in achieving their goals and making desired adjustments
- Remember staff morale – including your own!
- Ensure you have systems in place to celebrate successes



# THURGOOD MARSHALL APARTMENTS



HARM REDUCTION FACILITY

Thurgood Marshall Apartments  
Joy Fitzsimons, Program Director



# COLLABORATION

- Wisconsin Community Services, Inc. (WCS)
- Cardinal Capital Management, Inc.
- Milwaukee County Housing and Behavioral Health Divisions
- City of Milwaukee
- Milwaukee Police Department
- Halyard Park Neighborhood Association

# THURGOOD MARSHALL APARTMENTS IS ABLE TO:



- Provide permanent housing; 24 apartments (Housing First)
- Offer on-going case management with dignity. (On-site/External)
- Reduce contact with police, jail, detox and Emergency Rooms. (Harm Reduction)
- Daily check-ins; Assist with meeting basic needs and access to primary health, mental health counseling, and peer support. (Compassionate Care)
- Offering programming; Meeting each individual where they are-Alcohol Treatment (Voluntary Services)

# PUBLIC SAVINGS

## HARM REDUCTION OF ER VISITS

- Source of Residents: Adults who are homeless and suffer from chronic alcoholism identified as most costly to the public by Milwaukee County Behavioral Health Division.
- People who are homeless are frequent visitors to emergency rooms. **Nationally, on average, a person who is homeless visits the ER 5 times per year and each visit costs an average of \$3,700 (source: Green Doors)**
- \$18,500 is spent per year for the average person who is homeless and \$44,400 is spent per year for the more frequent users (source: Green Doors)
- If ER visits are simply halved, public savings on hospitalizations alone could be \$222,000 to \$528,000 annually for these 24 units. It's likely to be more than halved.

# Challenges We Have Faced

- Keeping the building staffed appropriately 24 hours a day, 7 days per week.
- Figuring out roles and responsibilities between the Property Manager, Milwaukee County Housing, and us (Provider)
- Ensuring you have the right staff to provide case management services.
- Gaining the trust of the residents to provide them with the services that they need.
- Coming to terms with the fact that programming may not a high priority for those that live at Thurgood Marshall.
- Working within a budget to ensure you cover all your needs.
- Working with the neighborhood to have them see the upside of this program as well continuing to partner with them on any concerns they have.

*\*Even though there have been challenges, this program has been very rewarding.*

# Final Discussion

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- How can Housing First benefit your supportive housing project?
- What do you all need to do next?
- What support do you need in this journey?
- How will you engage your community?  
How will you seek/integrate tenant feedback?







**QUESTIONS?**



THANK YOU!



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