

# Property Management in Supportive Housing

A webinar presented by



# MESSAGE FROM THE LT. GOVERNOR





# 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.



CSH is a touchstone for new ideas and best practices, a collaborative and pragmatic community partner, and an influential advocate for supportive housing



TRAINING AND  
EDUCATION



LENDING



POLICY REFORM



CONSULTING &  
TECHNICAL  
ASSISTANCE

# Today's Agenda



# Today's Trainers

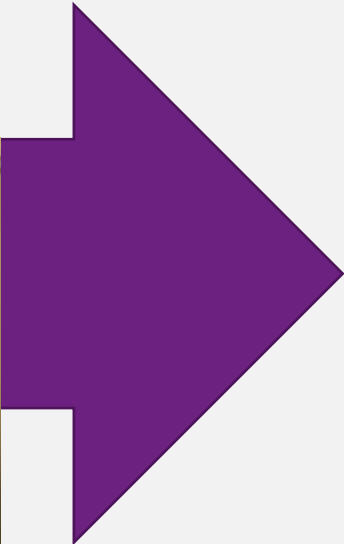
Katrina Van Valkenburgh



Johnna Lowe



Angie Miller





Angie Miller, Property Manager  
6 Supportive Housing Projects





### United House

- 24 Units
- Service Provider: Sirona Recovery



### Highland Commons

- 50 Units
- Service Provider: Our Space



### Empowerment Village Lincoln

- 30 units
- Service Provider: Our Space



### Empowerment Village National

- 35 units
- Service Provider: Our Space



### Thurgood Marshall

- 24 units
- Service Provider: Wisconsin Community Services



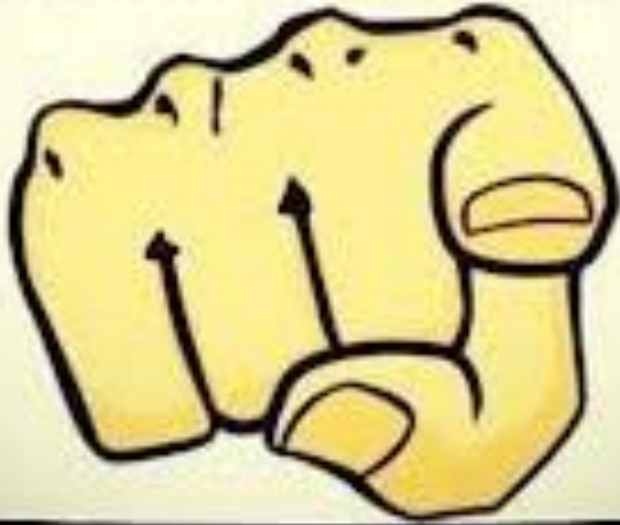
### Farwell Studios

- 34 units
- Service Provider: Our Space



# Who's with Us Today?

**WHO IS THE  
MOST AWESOME  
PERSON TODAY?**



- Property Management Staff
- Supportive Service Staff
- Real Estate Development Staff
- Funders/Investors
- Government Agency
- Other?

# Supportive Housing Overview

# What is Supportive Housing?

**Supportive housing combines affordable housing with services that help people who face the most complex challenges to live with stability, autonomy and dignity.**



# Key Elements Of Supportive Housing

**1** Engages households with multiple barriers

**2** Housing is affordable

**3** Provides unit with lease

**4** Engages tenants in flexible, voluntary services

**5** Coordinates among key partners

**6** Supports connecting with community

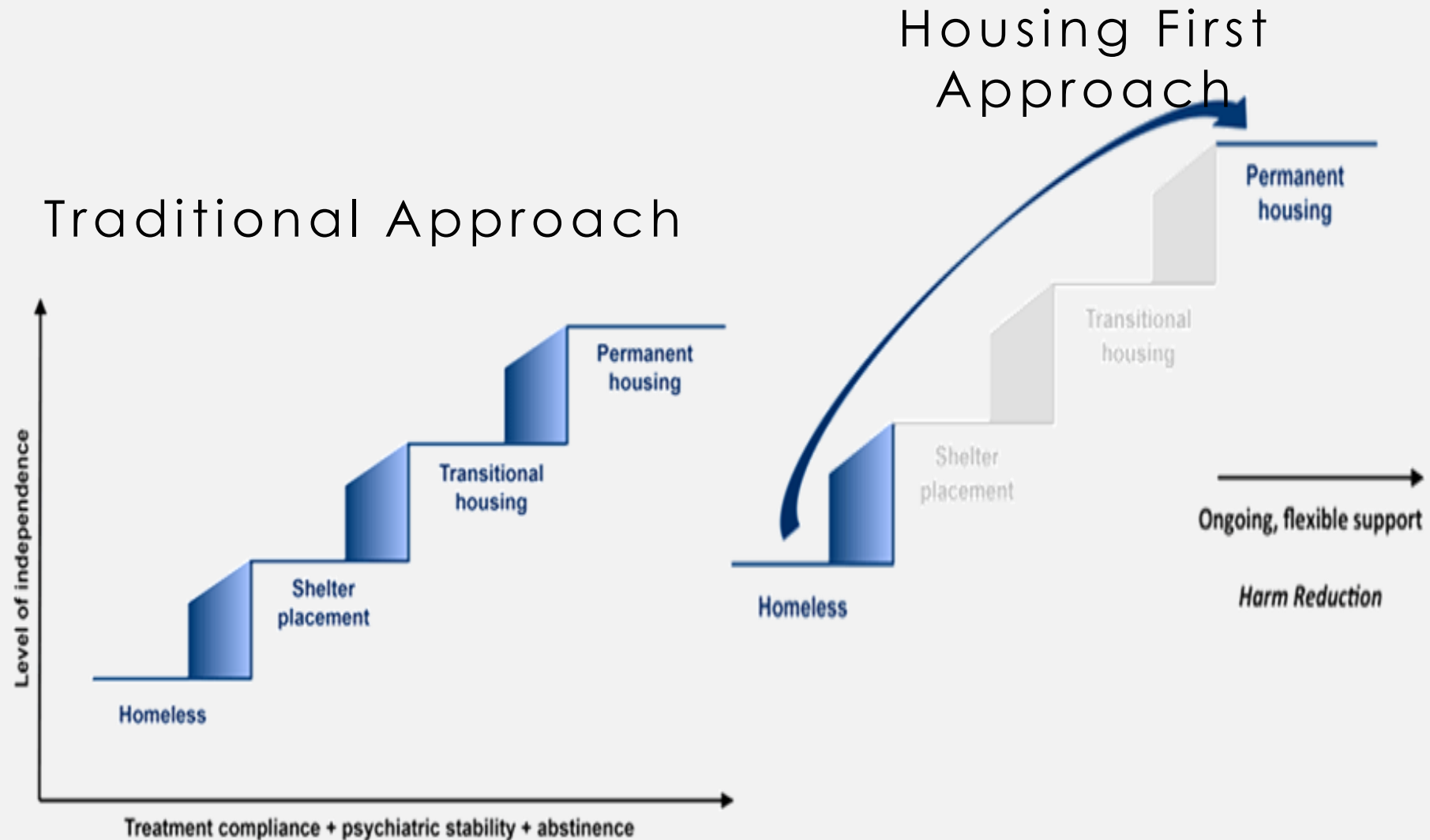
# Previous Trainings

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- Supportive Housing Key Principles and Framework
  - Housing First
  - Harm Reduction
  - Voluntary Services
  - Tenant Centered

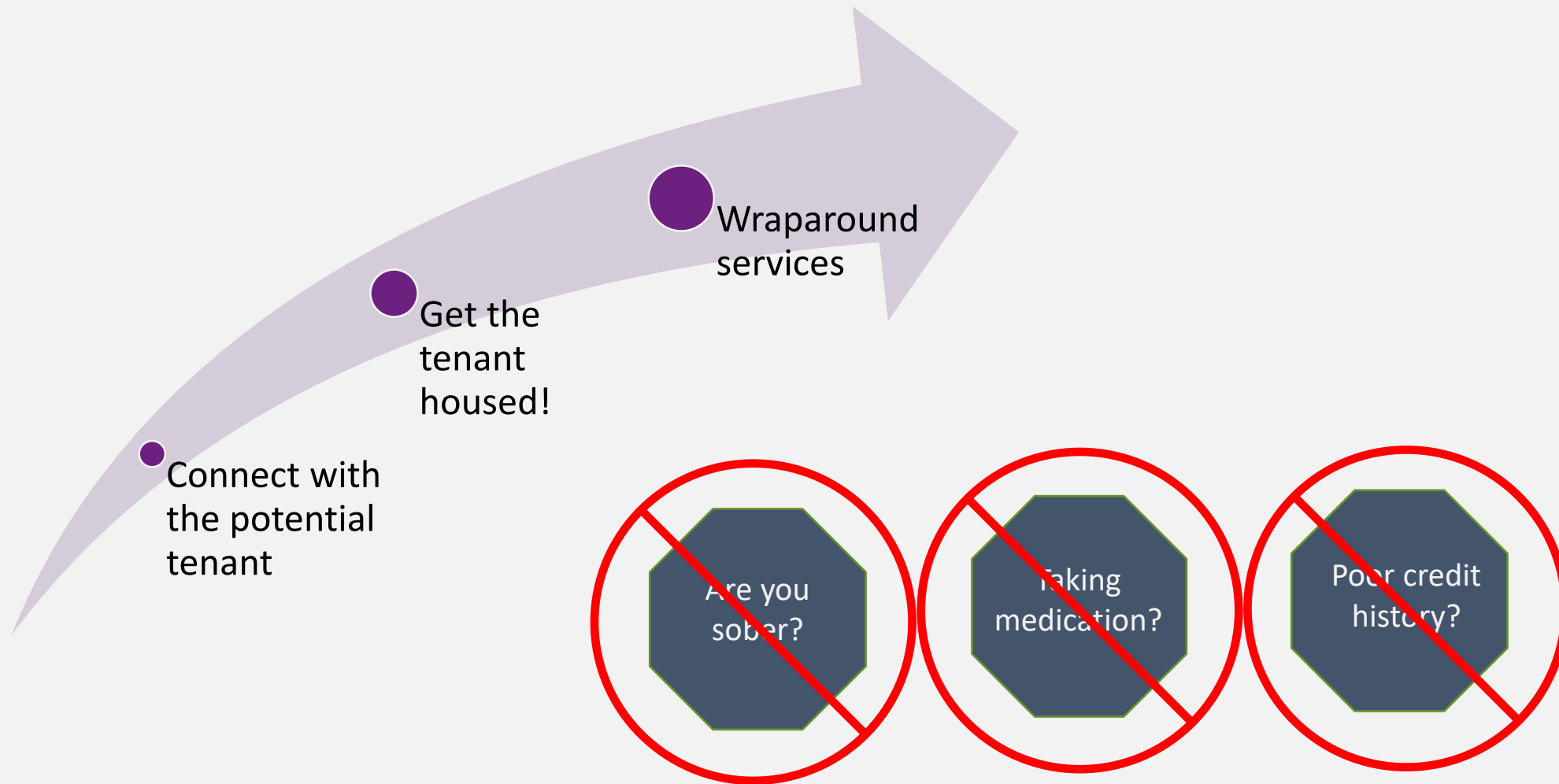


# Access to Homeless Assistance Resources





# Taking out the Housing Ready “stuff”



# Wisconsin Example

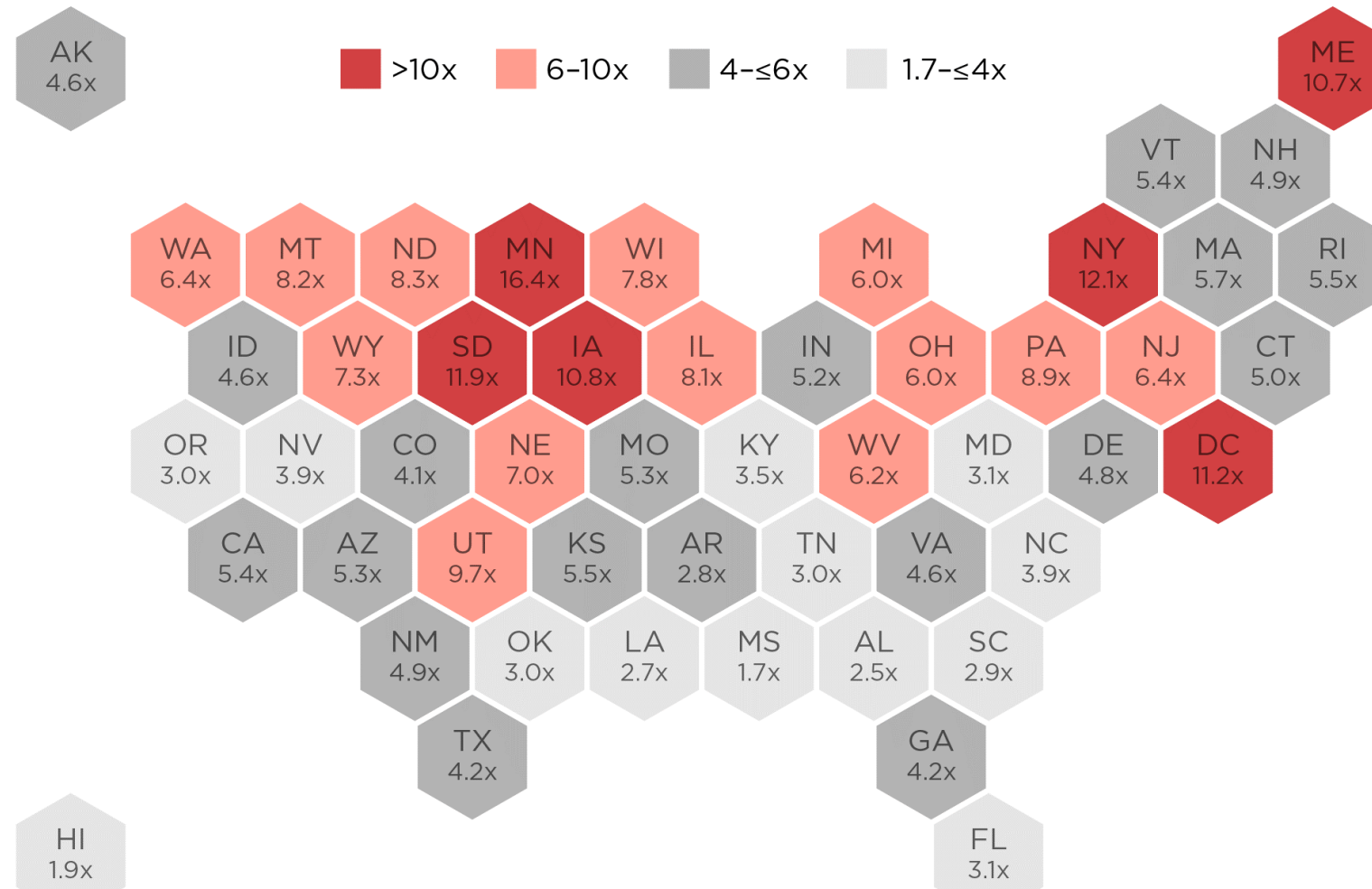
# Racial Disparities in Supportive Housing

Nationally and Wisconsin



# Disproportionate Rate of POC homelessness Nationwide...

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



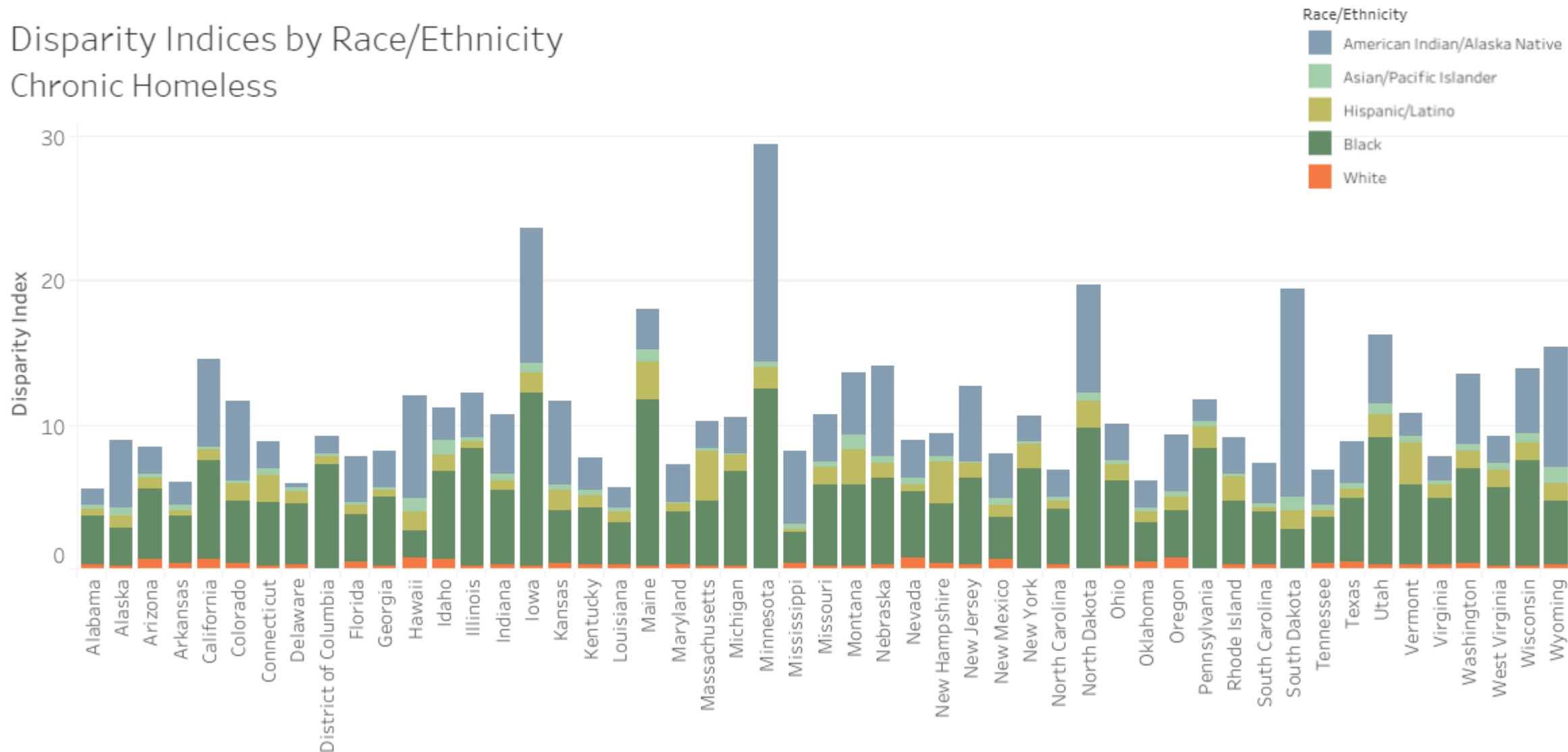
## US Pop/Homeless

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

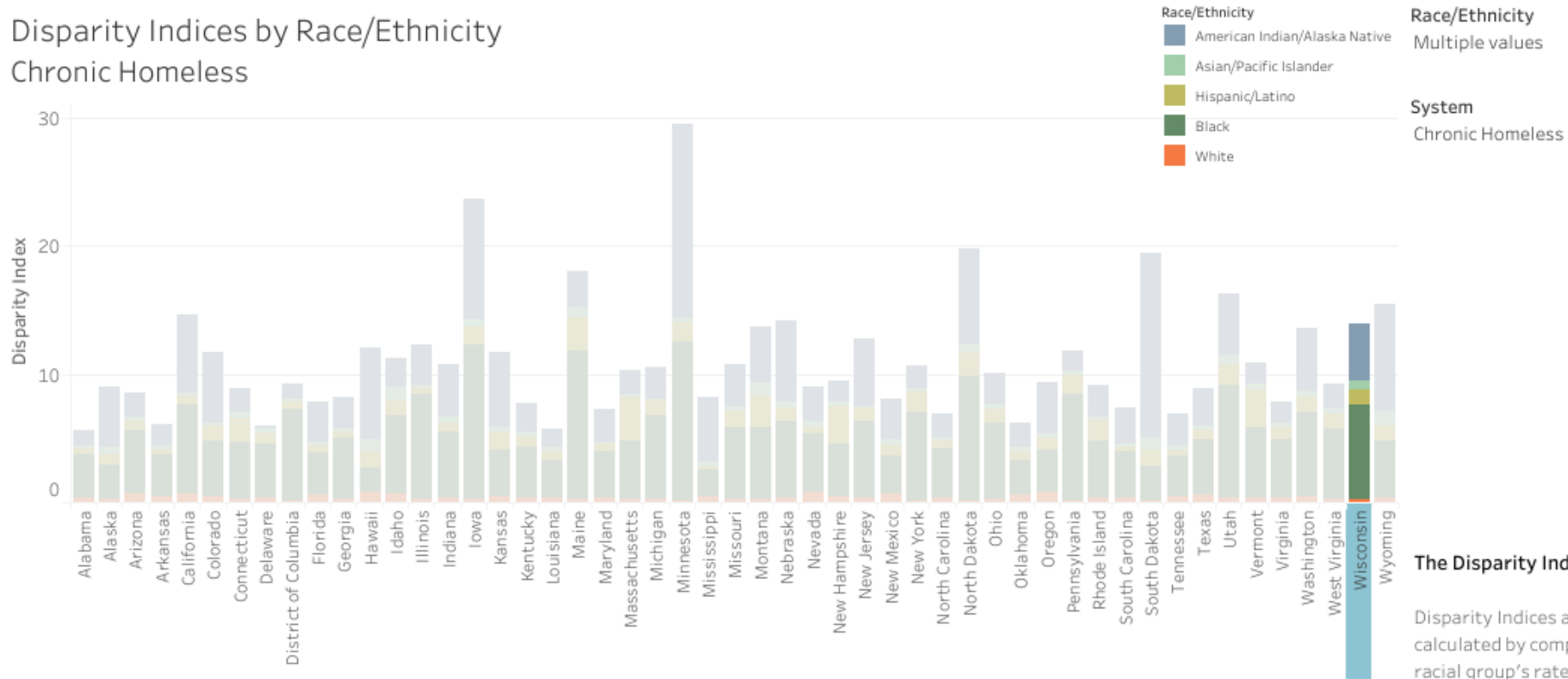
*National Alliance to  
End Homelessness*

# NATIONAL DATA - HOMELESSNESS

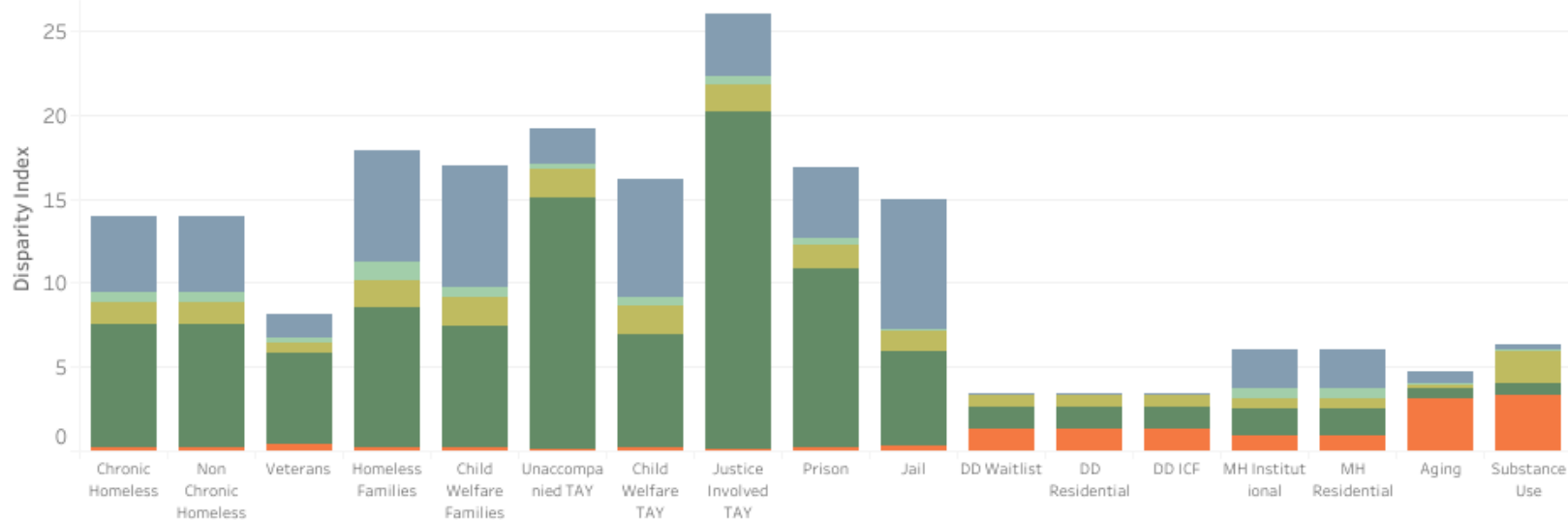
Disparity Indices by Race/Ethnicity  
Chronic Homeless



# Disparity Indices by Race/Ethnicity Chronic Homeless



## Disparity Indices in Wisconsin



“If incarceration had come to define the lives of men from impoverished Black neighborhoods, eviction was shaping the lives of women. Poor Black men were locked up. Poor Black women were locked out.”



Matthew Desmond, *Evicted: Poverty and Profit in the American City*

# Property Management



# Focus for Property Managers

Compliance: Legal, Regulatory and Funders

Fiscal Management

Asset Management

Good Neighbor in the Community

Tenant Screening

Rent Collection

Maintenance of the Property

Safety and Security of Larger Tenant Community

Individual Tenant Needs

# Screening Tenants Into Housing

## Making the Process Accessible at All Points:

- Application
- Interview
- Move-in
- Policies & Procedures



# Tenant Centered

Housing First: A person centered approach that can accommodate individual needs

My dog comes with me

Me and Ana go together or we don't go at all

Is it possible to get an extra room so my kids can visit?

Can I look at another unit that doesn't have stairs?

I want to decorate my place myself



# Connecting to the Community

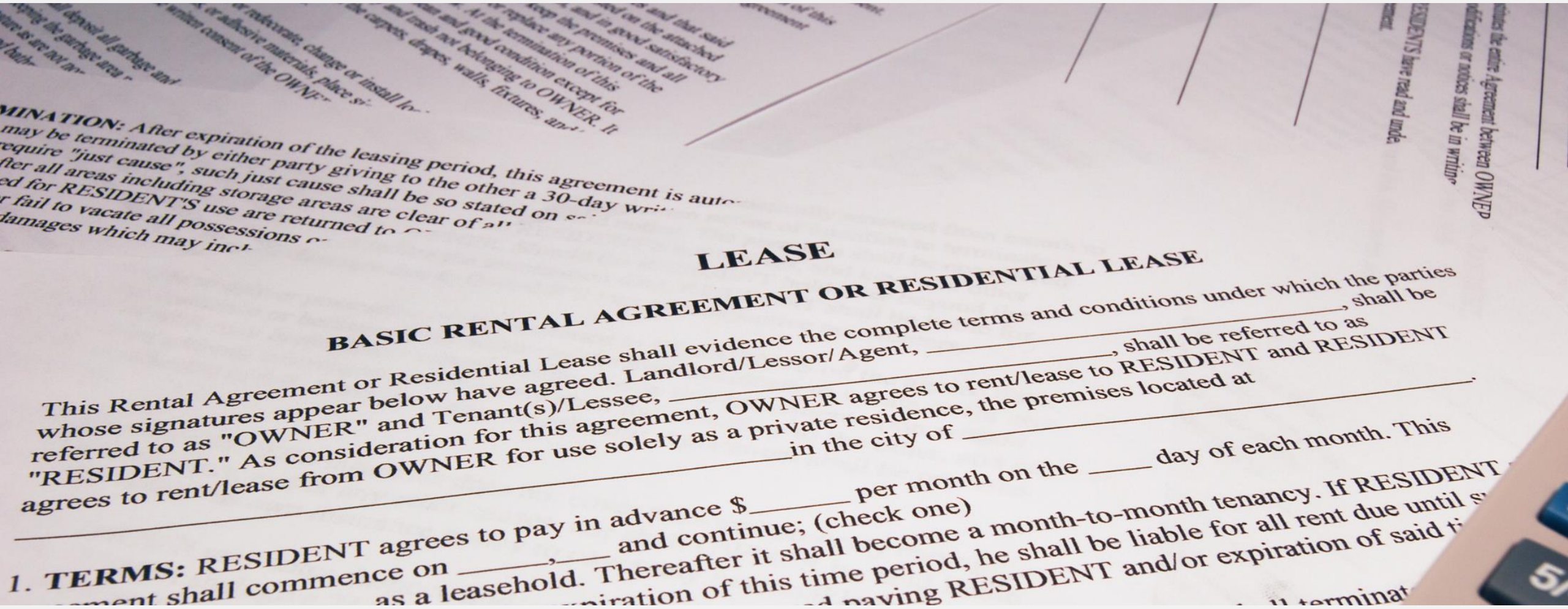
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- Property Manager Serves as the Face of the Property to the Community
  - Connecting to Neighbors
  - Hosting Community Events in Building When Appropriate
  - Participating in Neighborhood Meetings
  - Reaching out to Police and Fire Departments to Introduce them to the Building
- Supportive Service Staff
  - Support Tenants in Being Good Neighbors





# The Importance of Leases





# Tenancy

Tenancy in Supportive Housing is NOT contingent on things such as: taking medication, being sober or attending case management appointments.



# The Lease as a Harm Reduction Tool

- Focus on behaviors
- Support gradual change

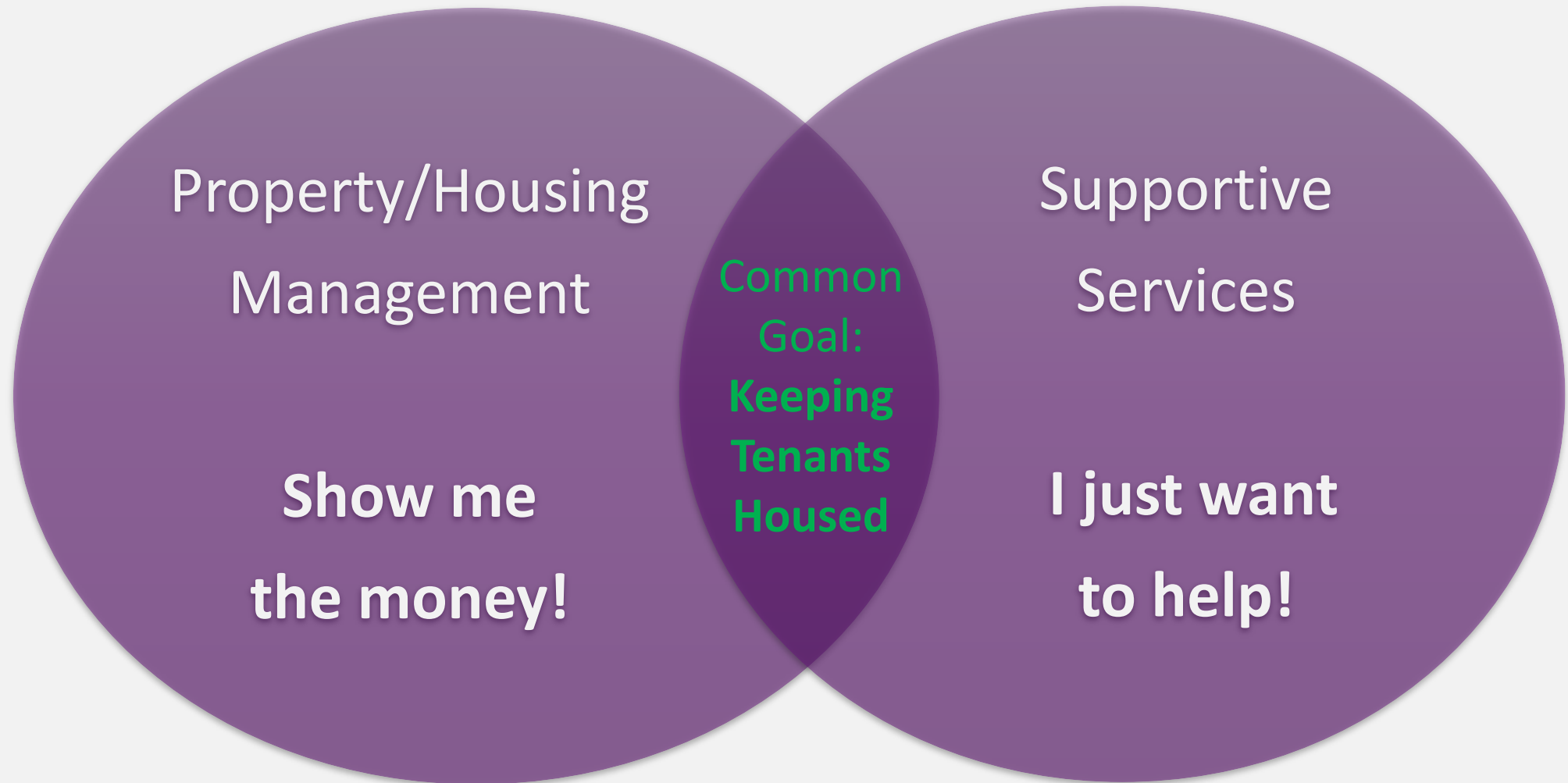


# Wisconsin Example

# Coordinating Property Management and Supportive Services

Working Together to Support Tenants

# Perception of Drivers





# Points of Coordination

- Helping Clients Access and Navigate Housing Application and Move In Process
- Assisting Tenants with Maintaining their Lease
- Keeping Tenants Stably Housed!



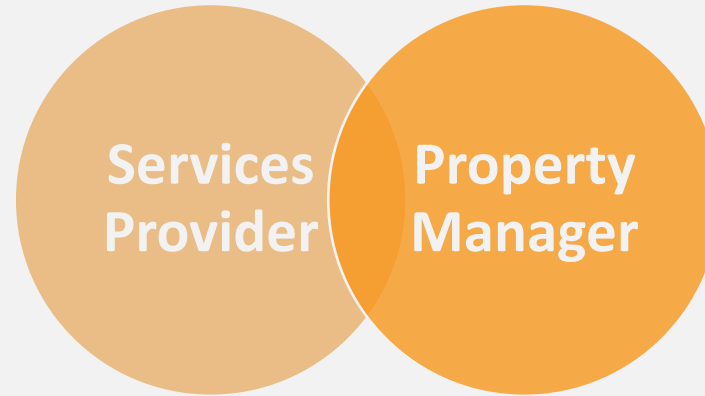
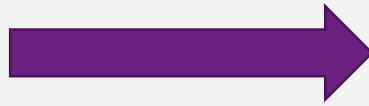
# Key Areas of Overlap Between Property Management and Support Services

- ✓ Intake: Tenant Selection and Interviewing
- ✓ Orientation of New Tenants
- ✓ Rent Payment
- ✓ Addressing Disruptive Behaviors
- ✓ Crisis Management
- ✓ Community Building
- ✓ Building Issues/Facilities Issues
- ✓ Customer Service & Tenant Grievances

# Tenant Education



**Who Educates?**



**On What?**



Lease

Services

When/Who to Call



**How?**



Move-In Packet

Orientation Meeting

Unit Inspection

# Coordination Among Key Partners

## Successful Collaboration



# Building Blocks of Coordination

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- Creating the Infrastructure for Coordination
- Written Plan and Agreement:
- Service to be Provided (basic expectations)
- Release of Information (what and when to share information)
- Communication Plan
- Tenant Needs/Current Issues
- Role Clarification
- Follow-up on Previous Conflicts
- Planning for and Resolving Conflict and Crisis



# Key Steps to Supporting Tenants

- Approach with kindness
- Listen actively and nonjudgmentally
- Understand behaviors are not personal
- Maintain boundaries
- Set realistic expectations
- Build Trust
- Respect cultural and individual differences
- Ask for help and encourage the individual to ask for help
- Coordinate w/ service providers

# Embracing Good Tension

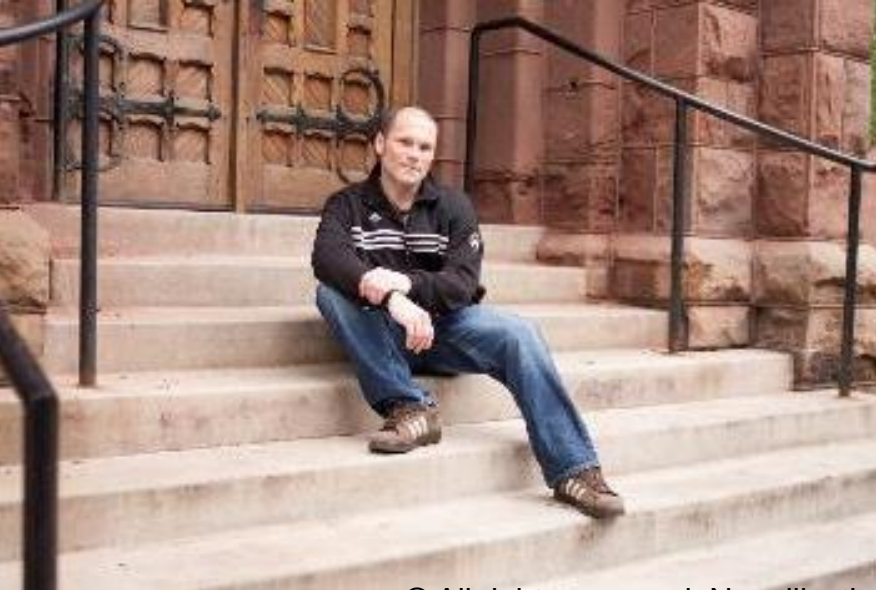


**Respect each partner's roles.**

**Understand all roles are necessary and important.**

**Acknowledge and use tension between roles and functions to ensure stability.**

# Stability, Dignity, Autonomy

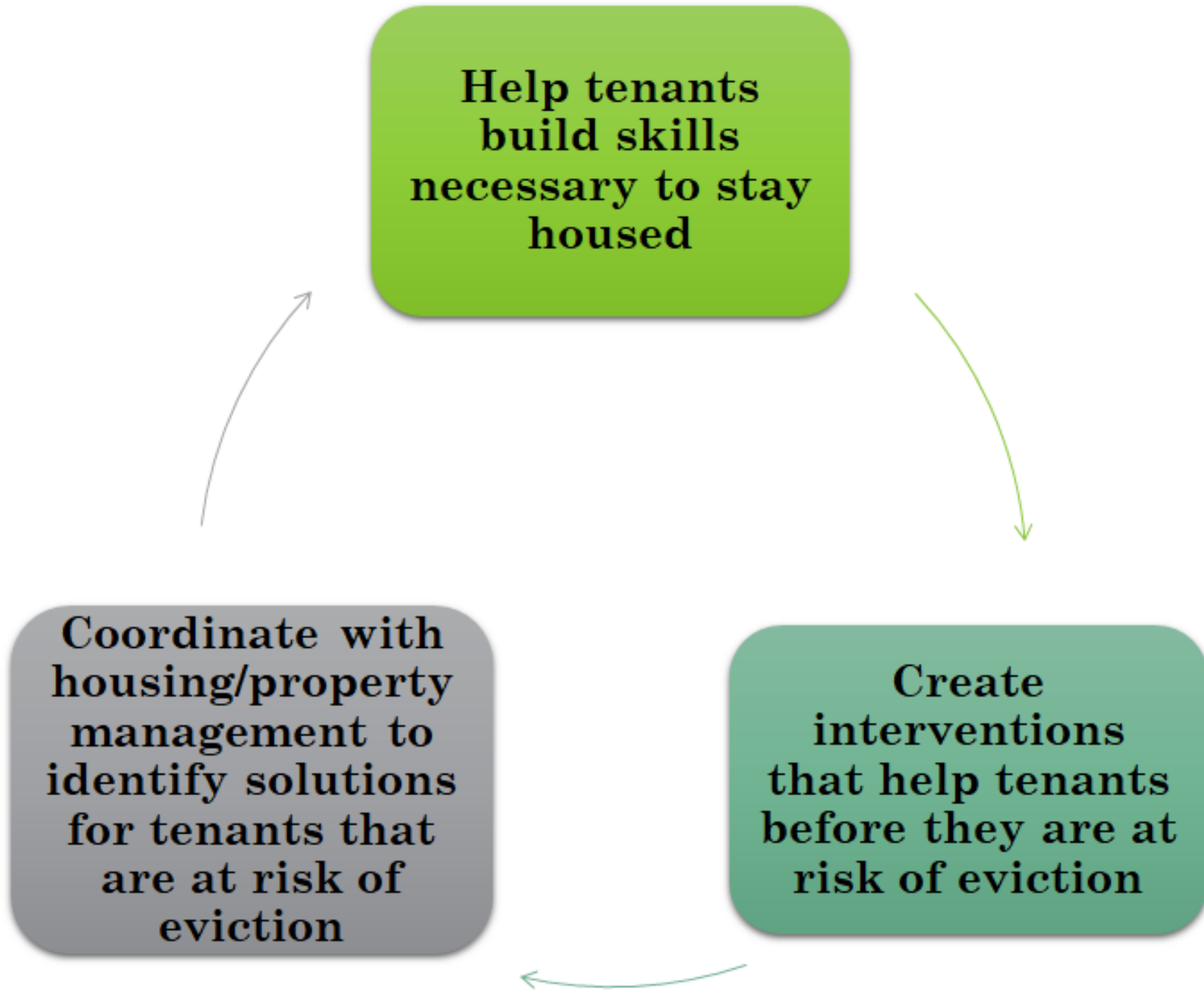


# Wisconsin Example

# Eviction Prevention and Best Practices



# Eviction Prevention





# Costs of Eviction to Tenants

- **Tenants Experience Loss of:**

- Power and control
- Future Ability to be Leaseholder
- Self-esteem, Identity, and Pride
- Connection to Supports
- Possessions
- Health
- Routine, Privacy, Comforts
- High Risk for Negative Outcomes

- **Eviction is Traumatic**



# Costs of Eviction for Property Managers

- **Property Management Costs**
  - Loss of Rental Income
  - Expense of Eviction Process
  - Advertising and Lease Up Costs to Find New Tenant

# Common Issues that Lead to Evictions

- Non-payment of Rent
- Disruptive Behaviors
- Neglect/Damage to unit

# Mitigating Lease Violations

- Understand the Issue
- Discuss Concerns with Tenant
- Discuss Concerns with Support Service Staff
- Notice to Tenant if Necessary
- Meeting with Tenant and Service Support Staff
- Team Approach, Utilizing Creative Problem Solving
- Assist Tenant in Curing Lease Violation

# Best Practices Approaches

- Standard and Clear Processes
- Team Approach, Utilizing Creative Problem Solving
- Integrate Commonly Used Mitigation Strategies into Staff Trainings and Service approaches (example, automatic withdrawals for rent payments)
- Policies Written to Appropriately Serve Tenants with the Greatest Needs
- Policies Support Tenants Maximum Choice
- Add Additional Supports as Needed to Prevent Eviction (including legal referrals)
- Ongoing and Continuous Engagement with Tenants about the Lease and Tenants' Rights and Responsibilities.

# Creating a Culture of Eviction Prevention

Policies &  
Procedures that  
are Proactive and  
Assessed Often

Transparency and  
Consistency of  
Processes

Homeless  
Prevention =  
Eviction  
Prevention

Integrate Eviction  
Prevention into  
Quality  
Improvement Plan

Integrate Eviction  
Prevention into  
Program  
Outcomes



# Wisconsin Example



**QUESTIONS?**