A young girl with brown hair in pigtails, wearing a bright pink sleeveless dress, is watering a green plant. She is holding a large, teal-colored watering can with both hands, pouring water from its spout. The background is a blurred outdoor setting with other people and plants. The overall tone is warm and natural.

Photo by Ivy Vainio, Grand Portage Band of Lake Superior Anishinaabe direct descendant

Permanent Supportive Housing

November 20, 2024 | Great Lakes Indian Association Meeting



This training is sponsored by
the U.S. Department of Housing & Urban Development's Office of Native American Programs (HUD ONAP)
and the National American Indian Housing Council (NAIHC)

- Supportive Housing Consulting business by partners CEO Zoe LeBeau & CFO Katie Symons
- Over 40 years of collective experience working with Tribes, rural & urban communities
- Experience from direct homeless services to affordable housing development
- Offer “PSH Toolkit” in Colorado, Project Management & Technical Assistance



Photo by Ivy Vainio



Permanent Supportive Housing

An overview

Supportive Housing

- A cost-effective, outcome-driven, & more humane solution to ending homelessness
- Serves families & individuals struggling with untreated trauma, addiction, mental health and/or other disabilities
- Provides subsidized housing with supportive services

PSH...

...is not time-limited

(may be permanent for some)

- Allows for open-ended stay
- Focuses on long-term housing stability
- Provides long-term housing options that clients get to decide when they're ready



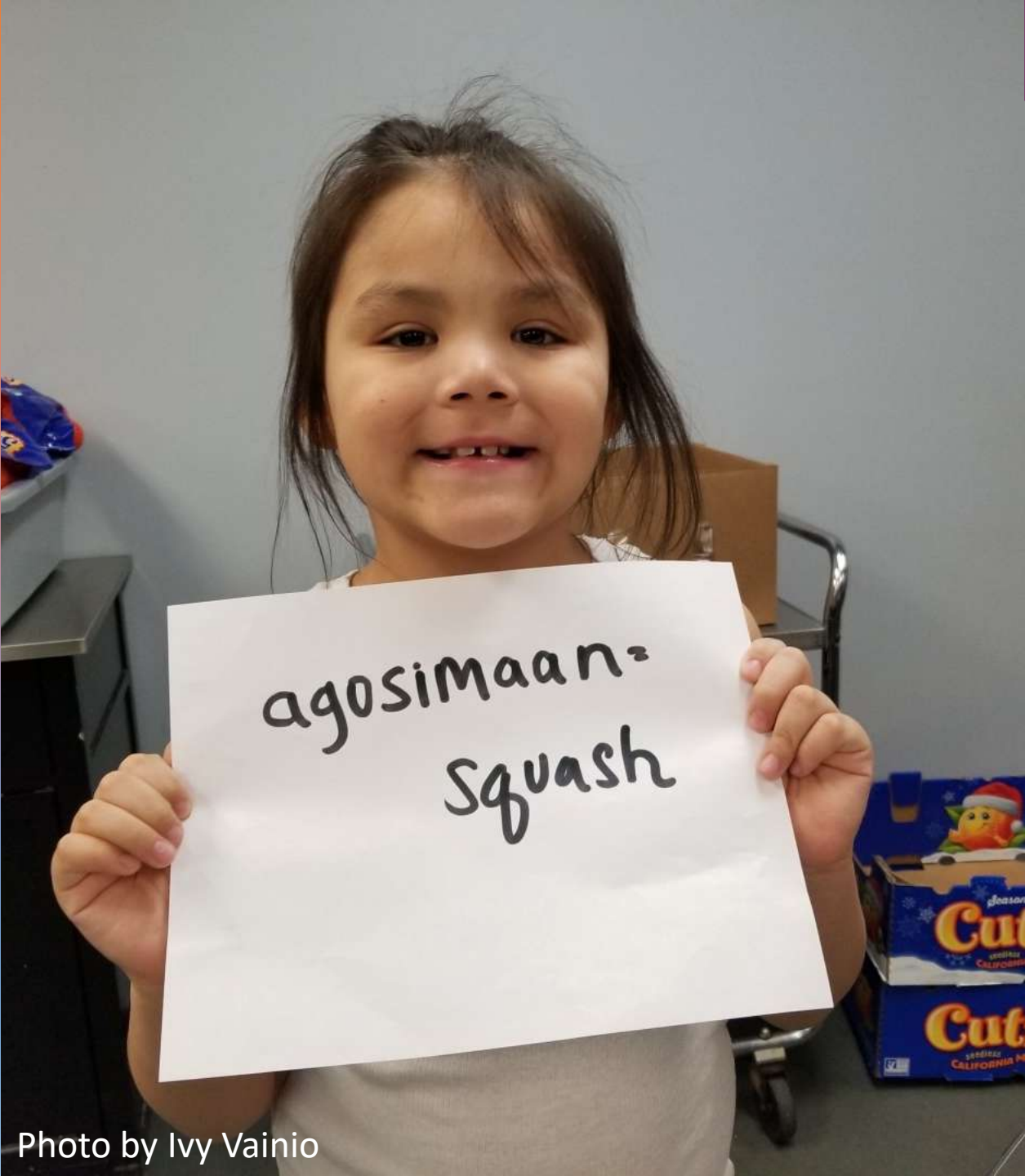
PSH...

...is affordable

- Residents pay no more than 30% of their income on rent
- Subsidies must be attached to the PSH building

...is independent living

- Provides tenants with a lease for their unit
- Focuses on helping tenants adjust to living in a housed environment
- Supports tenants in treating past traumas

A young girl with dark hair and a slight smile is holding a white piece of paper. The paper has the text 'agosimaan= Squash' written on it in black marker. The background is a plain grey wall. To the right, there are some boxes, one of which has a cartoon character on it.

agosimaan=
Squash

Who lives in PSH?

Families & individuals who are

- Homeless, including those living on the streets & 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.



Photo by Ivy Vainio

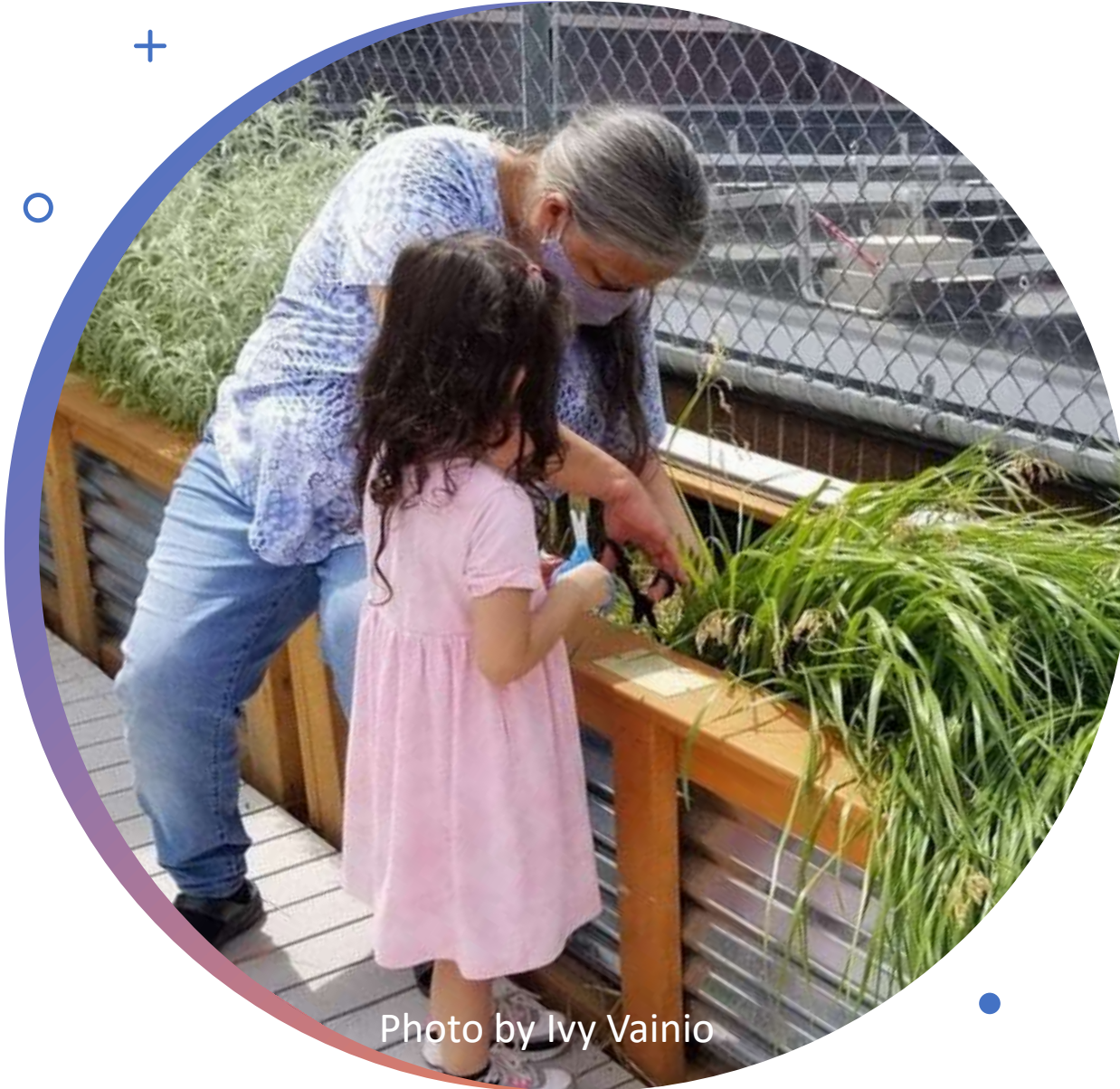


Photo by Ivy Vainio

Who lives in PSH?

Families & individuals who have

- Experienced various past traumas, including ACE
- 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

Benefits of PSH

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



Photo by Ivy Vainio

Who else benefits from PSH?

- Affordable housing providers
- Human service providers
- Tribal Governments
- Families & the community



Photo by Ivy Vainio

Supportive Housing is **NOT**



Photo by Ivy Vainio

Services Philosophy

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

- **Center** around populations served
- **Flexible** in responding to comprehensive resident needs
- **Voluntary** with participation not being a condition of residency
- **Independent** focus specifically on housing stability
- **Individualize** services that fit the needs of each resident



Photo by Ivy Vainio

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





Tenant Centered Services

- Services are individualized, not “cookie cutter”
- Tenants involved in the design, development, and implementation of their plans – empowered
- Strengths-based approach to goal setting
- Assessments and service plans updated regularly

Photo by Ivy Vainio



Tenant Centered Services

Ideally: 15:1 tenant to care manager ratio

Services staff may include front desk staff, care managers, housing advocates, traditional language teachers, cultural and spiritual practitioner, mental health professionals, mentors, peer specialists or navigators, activities coordinator, children's program staff, property management or leasing assistant, maintenance technician, program or housing manager


A photograph of three young women laughing and talking outdoors. The woman on the right is looking towards the camera and smiling broadly. The woman in the middle is looking towards the woman on the left. The woman on the left is seen from the side, looking towards the other two. They are all wearing dark-colored shirts. The background is a blurred green landscape with trees and bushes.

Photo by Ivy Vainio

Housing
provides
foundation

A person or family can access the services & supports they need to achieve stability, begin the recovery process & pursue personal goals.

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 & services are interconnected but with separate criteria for operation and evaluation.



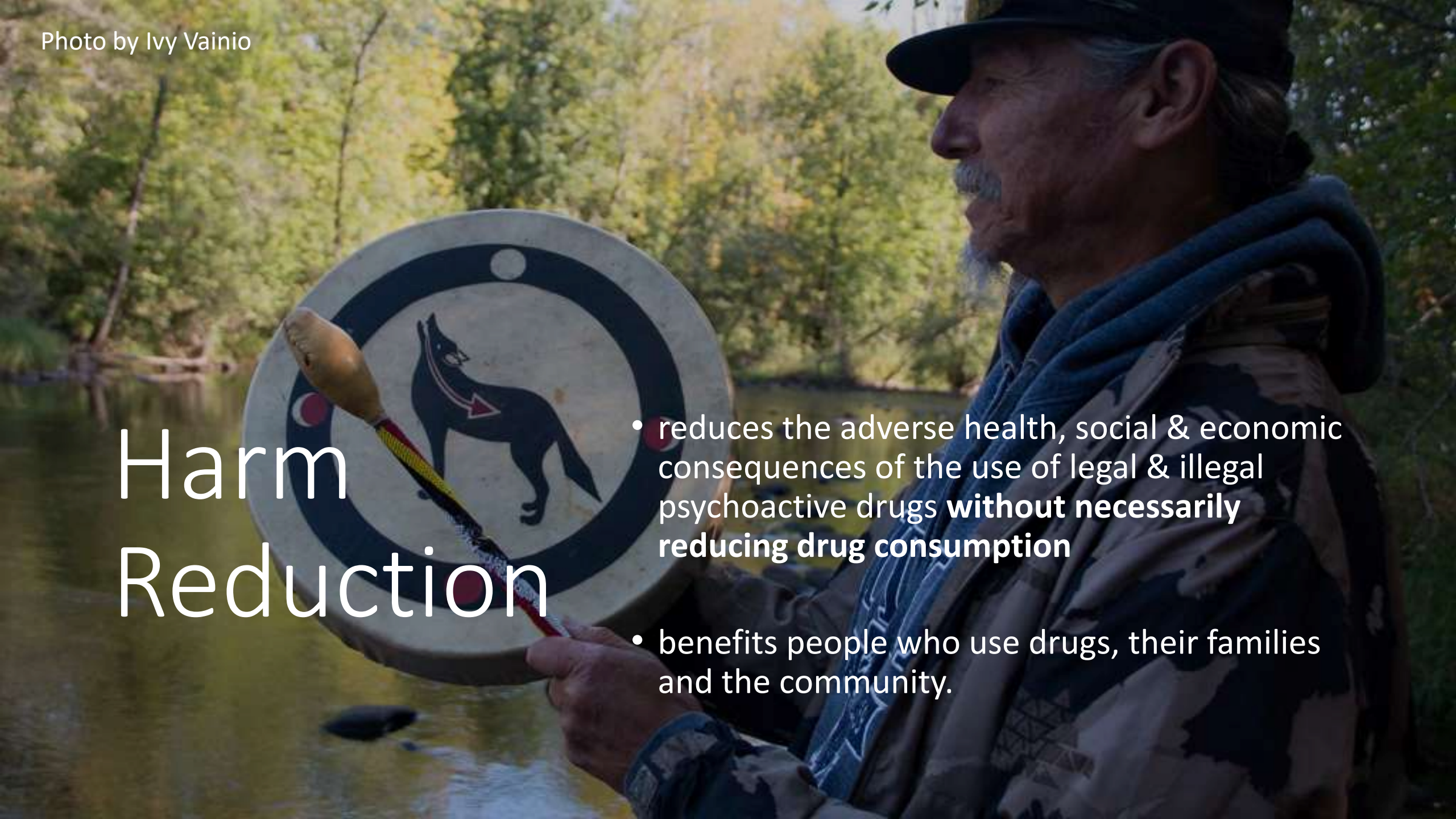
5 Principles of Housing First

- No pre-conditions to be considered “housing ready”
- Self-determination in participating in services
- Harm Reduction & recovery
- Client-drive supports
- Social integration and community building

Photo by Ivy Vainio

Harm Reduction

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



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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



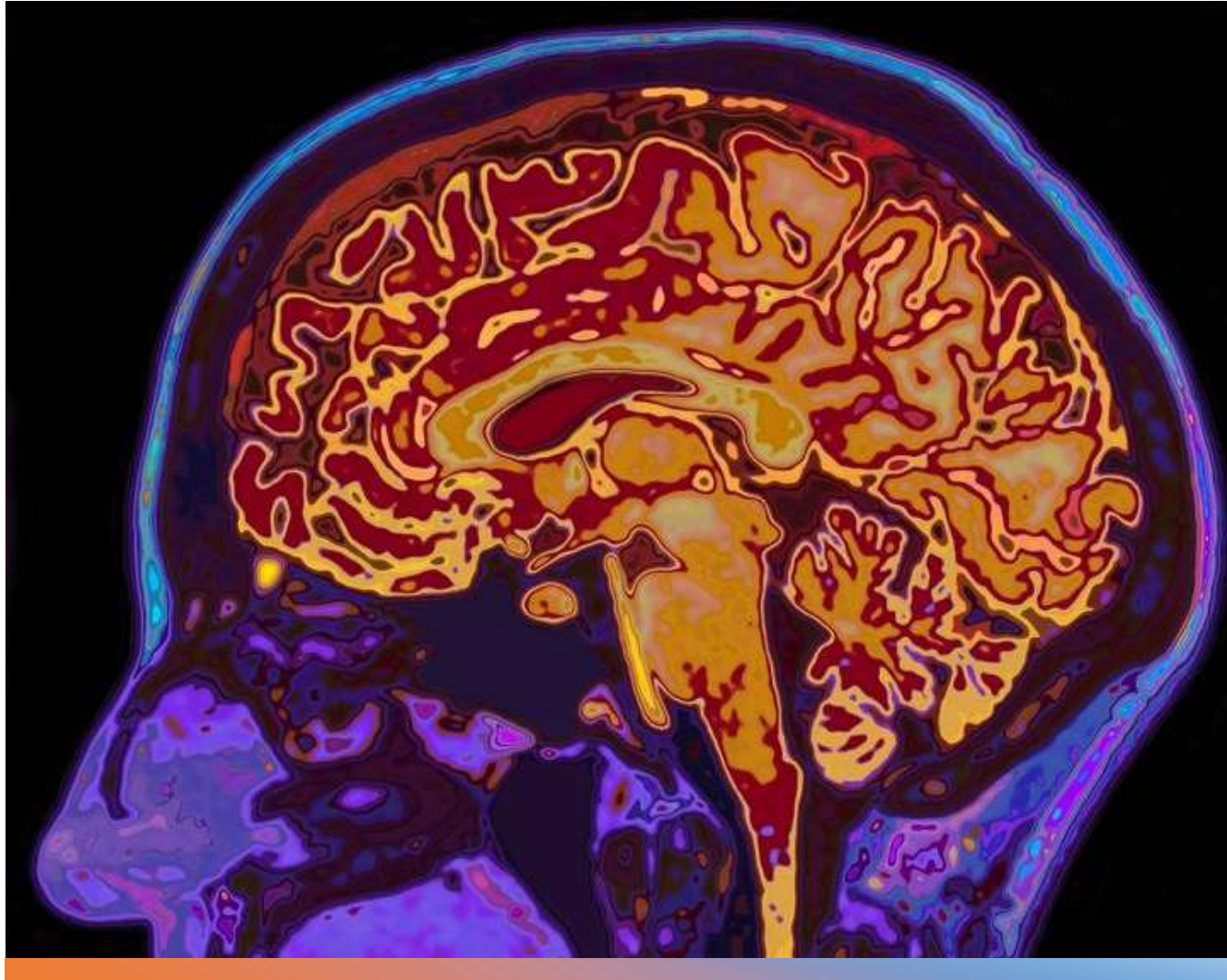
Harm Reduction Framework

- Accepts that licit and illicit chemical use is part of our world
- Chooses to minimize its harmful effects rather than ignore, stigmatize, or condemn chemical use
- Uses motivational interviewing to strengthen personal motivation for and commitment to a specific goal identified by the tenant
- Incorporates strengths-base programming

Photo by Ivy Vainio

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



Fight



Flight



Freeze

Trauma Responses

Trauma Informed Care

- People living supportive housing have experienced trauma
- Supportive housing works to understand what trauma is, what trauma responses look like & how staff can respond appropriately



Photo by Ivy Vainio

Expressions of anger

Irritability

Sleeplessness

Feelings of grief or sadness

Difficulty feeling happy

Fatigue, exhaustion

Lowered immune response

Easily startled

Feelings of guilt

Feelings of helplessness

Flashbacks

Nightmares

Difficulty concentrating

Hard time making decisions

Dissociation/spacing or zoning out

Memory problems

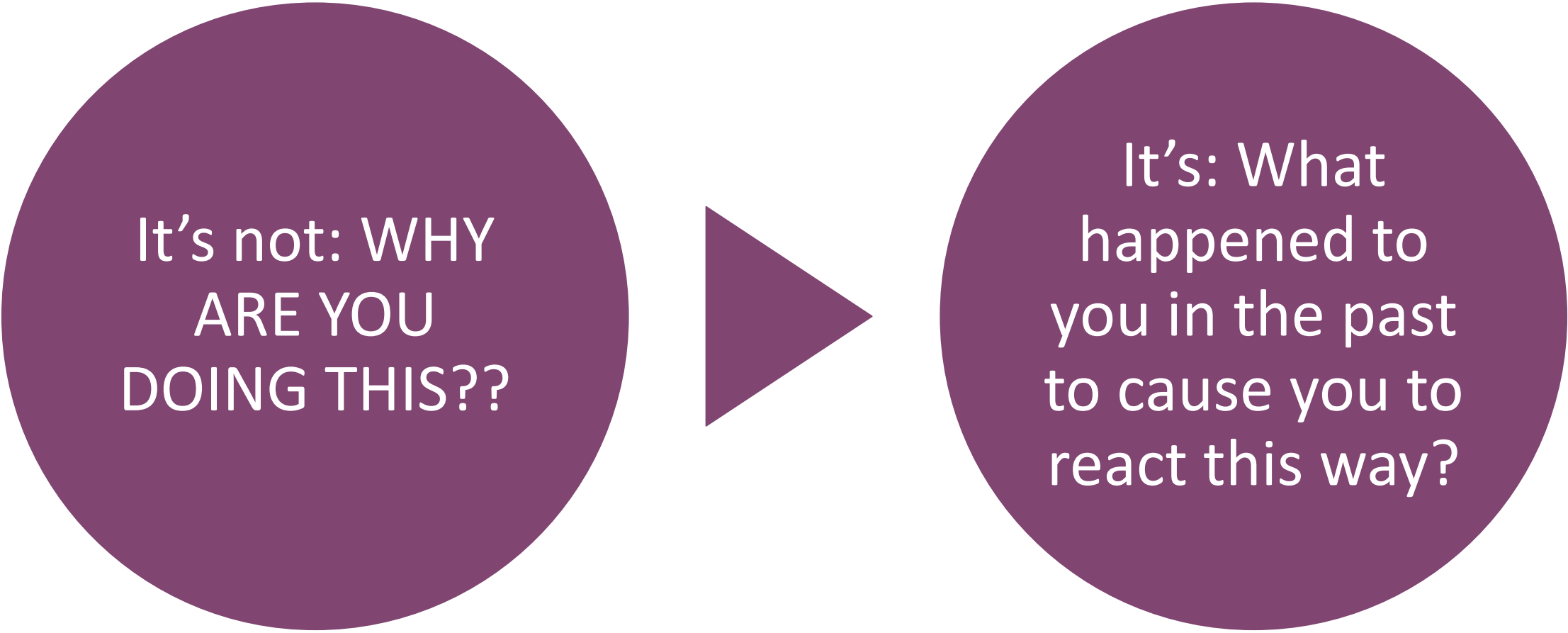
Headaches

Over protectiveness

Social Withdrawal

Alcohol/Drug use

Common Trauma Reactions



It's not: WHY
ARE YOU
DOING THIS??

A diagram consisting of two purple circles connected by a purple triangle pointing from left to right. The left circle contains the text 'It's not: WHY ARE YOU DOING THIS??' and the right circle contains the text 'It's: What happened to you in the past to cause you to react this way?'.

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

Photo by Ivy Vainio

A photograph of a young man and woman in a canoe on a body of water. The man is standing in the canoe, holding a long wooden pole, while the woman sits in the bow, also holding a pole. They are surrounded by tall reeds and a forested shoreline in the background. The text 'Culturally Relevant Services' is overlaid in white at the bottom.

Culturally Relevant Services



Photos courtesy of





Being A Good Relative

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




A low-angle, upward-looking shot of a wooden building frame under construction. The image shows a complex network of light-colored wooden beams and joists forming the skeleton of a structure. The perspective creates a sense of height and scale. In the background, a cloudy sky is visible, and a small portion of a green tree can be seen on the right side. A red flag or piece of fabric is attached to one of the beams on the right. The overall tone is somewhat muted, with a dark overlay.

Development Process



In this section

- The Development Process in Supportive Housing
 - Development Timeline
 - Who is part of the Development Team?
 - Finding the right partners
 - Financing options (LIHTC, FHLB, IHBG, etc.)
 - Questions and Answers
- 

5 (Real) Phases of Development

- Concept
- Feasibility
- Deal making
- Construction
- Operations





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Developing the Supportive Housing Team

Be honest about your capacity

- Don't try to be everything in the project
- Get creative
- Supportive housing works best when there are clear roles and delineations



Development Team

brings a variety of skills, knowledge, expertise & resources together to develop & operate supportive housing

- Consultants/developers
- Architects
- Service providers
- Community development entities
- Housing authorities
- Community mental health centers






The Development Team

Supportive housing brings together 3 very different disciplines:

- Development
- Support Services
- Property Management

Variety of partners needed to make project a success





Typical Roles

- **Owner and/or Sponsor:** legally responsible for project, driving force behind the project
 - **Developer:** delivery of complete, functional project ready for occupancy
 - **Architect** works with the team to design with Trauma-Informed Design in mind
 - **Property Manager:** real estate management and operations for completed project
 - **Service Provider(s):** design and implementation of the supportive services plan and evaluation
- 

Process for Selection



Decide
what role
you need



RFP vs. RFQ



Interview
process:
who should
be involved



Develop
interview
questions



This is Hard!
Developers/consultants
don't typically love
supportive housing

Alphabet Soup!

- IHBG – Indian Housing Block Grant
- FHLB AHP - Federal Home Loan Bank
- Affordable Housing Program
- ARPA – American Recovery Program Act
- LIHTC – Low-Income Housing Tax Credits





Project Concept Plan

- Define your project concept: Who, what, why, and how
- Start to identify funding sources
- Assess your capacity
- Secure redevelopment funding

PART 1: TARGET POPULATION

1. *Who are you proposing to serve? Who is your Target Population?* The target population will influence the design of the building, the program, and the type of service and/or operating funding.

- youth
- single adults
- families
- veterans
- families experiencing domestic violence
- long term/chronic homeless
- homeless
- extremely low income (30% AMI or less)
- both singles and families
- other: _____

2. *What issues and needs to you expect the population to have?*

- mental health
- chemical dependency
- dual diagnosis
- HIV/AIDS
- History of homelessness
- other disabilities:



Video resources

No Losers (New San Marco: Duluth, MN) <https://youtu.be/ETGd2EP4z70>

AICHO (Duluth, MN)

https://www.youtube.com/watch?v=bz2YjRXIlzY&feature=emb_l

How Childhood Trauma affects health across a lifetime:

<https://www.youtube.com/watch?v=95ovIJ3dsNk>

Everything you think you know about Addiction is wrong:

https://www.ted.com/talks/johann_hari_everything_you_think_you_know_about_addiction_is_wrong?language=en



Zoe LeBeau, CEO
BeauxSimone Consulting
zoe@beauxsimone.com
218.491.4018

Brigid Korce, Consultant
BeauxSimone Consulting
Brigidkorce@gmail.com
970.764.4581