

Coordinating Property Management and Supportive Services



Welcome!



Introductions

- **Please introduce yourself to your neighbors and tell them your:**
 - Name
 - Organization



Opening Activity

- **Take two sticky notes and write down**
 - One thing you are proud of in your work
 - One thing you're hoping to get out of today
- **Place your sticky notes up on the relevant piece of paper**



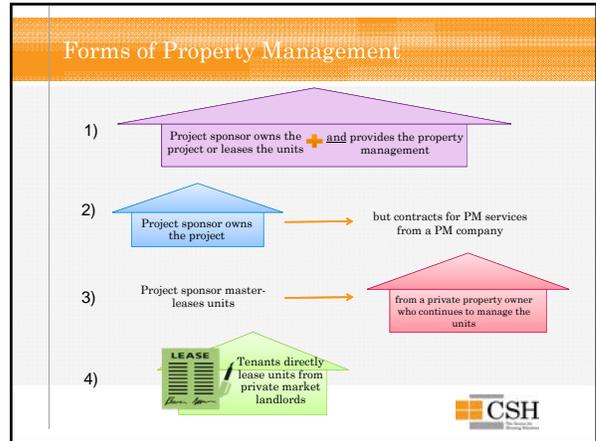
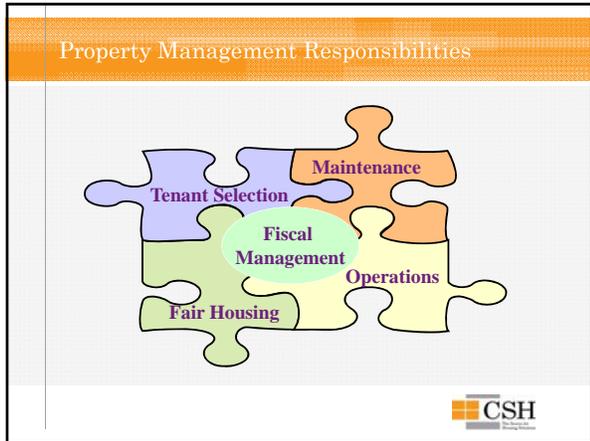
Overview of the Day

- **Today's Focus:**
 - Defining Property/Housing Management and Supportive Services
 - Coordinating Property/Housing Management and Services
 - Eviction Prevention



Defining Property and Housing Management

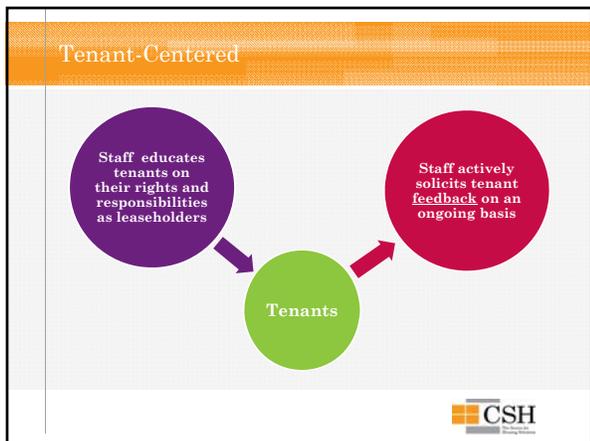


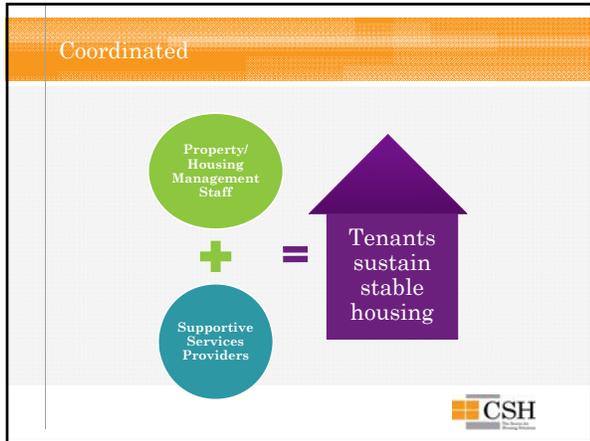


- ### Housing Management
- **What is housing management?**
 - Used when the property manager is not a member of the supportive housing team
 - Housing management staff:
 - Builds and maintains relationships with landlords
 - Works closely with service providers to mediate any issues that may arise.
 - Ensures that the service provider who is working therapeutically with tenants is never in the position of needing to ask for their rental payment.
- CSH

Quality Property and Housing Management

CSH
The Source for Housing Solutions





Supportive Services

▪ Tenant-Centered

- Easy access to a comprehensive array of supportive services
- Engaging tenants in voluntary services



Supportive Services

▪ Accessible

- Outreach and in-reach efforts
- Awareness and convenience of services



Supportive Services

▪ Coordinated

- Connections to mainstream and community-based resources



Supportive Services

▪ Integrated

- Developing and strengthening community connections



Supportive Services

▪ Sustainable

- Ongoing services funding
- Ongoing partnerships with other services providers



Exercise:
Quality Dimensions Self-Assessment



Self-Assessment

- Using the Property and Housing Management and Supportive Services columns of the matrix, assess your organization's performance in each square as follows:
 - Green=No improvement needed
 - Yellow=Some improvement needed
 - Blue=Significant improvement needed



Break

We'll reconvene in 15 minutes



Exercise: Roles & Responsibilities



Exercise: Property/Housing Management and Supportive Service Roles

- We're going to break into groups.
- Each group has a sheet of paper with Property Management, Supportive Services and Coordinated columns
- With your group, place each task in the appropriate task category. Feel free to write in any missing tasks.
- We'll debrief as a group.



Brainstorm

- What are the roles and responsibilities of PM & services?
- What do we do well? Not so well? What's missing? What can we stop doing?



Movie Time!



Reactions to the DVD

- **What happened – or didn't happen – that allowed the unit to get to that state of disarray?**
- **Is it a property management or supportive services issue?**
- **What procedures might be put in place to ensure this doesn't happen again?**
- **Other reactions or thoughts?**



Write Your Own Case Study



Case Studies

- **Think of a property management and supportive services related challenge that has come up (doesn't have to be one you've solved)**
- **Write a short description of the issue on a post-it that someone else could understand**



Lunch!



Post-Lunch Exercise

- **Cross your arms**



Coordinating Property/Housing
Management and
Supportive Services





- ### Principle 2: Establish Clear Roles and Responsibilities
- **Commitment to clear roles and responsibilities for all stakeholders.**
 - **Establishment of ongoing forum(s) for talking about and re-negotiating roles and responsibilities.**
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- ### Clarifying Roles
- **Write it Down!**
 - **Cross train**
-
-
-

- ### Communication Among Staff
- **Schedule regular forums for supportive services and property/housing management staff to discuss:**
 - Their roles and any needed clarifications
 - Coordination of their efforts
 - Any current issues
 - Gaps in services and/or operations
-

- ### Ensuring Confidentiality
- **Clear, consistently enforced written policies and procedures are a must.**
 - **Physical environment: separate offices, closed doors.**
 - **Training for staff at orientation and regularly thereafter.**
 - **Share the "minimum necessary" to accomplish your purpose.**
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-

General Policies for Teams

- **Clearly communicate to tenants:**
 - ◻ Who you work for.
 - ◻ Who you will share info with.
 - ◻ With whom you will not share info.
- **Tell prospective tenants how information from screening interview will be shared.**
- **Information obtained by services staff during screening interview is confidential.**



Non-Services Staff: Addressing Tenant Issues

- **Offer to introduce the tenant to a services team member who could help the tenant.**
- **If the tenant's behavior occurs regularly in a public area, staff can ask a member of the services team to be present to observe**



Non-Services Staff: Addressing Tenant Issues

- **Train staff to share factual information based on direct observation, rather than judgments, hearsay, rumor, or interpretations.**
- **Property management may report to a services team member a disruptive episode involving the tenant that occurred over the weekend or in the evening when the team members were not there.**



Sharing Non-Confidential Information

- **Behavior observed in public areas is not confidential.**
- **There are clear exceptions to confidentiality rules in HIPAA.**
- **Because of the nature of their role, information collected by property managers is generally not considered "protected health information."**



Maintaining Confidentiality Between Tenants

- **Tenant education is essential.**
- **Consistent enforcement of policies is key.**
- **Refer to grievance procedures, as needed.**



Housing Management and Coordination

- **Connect with property managers/owners shortly after move-in (with tenant permission)**
- **Provide clear and accurate contact information and procedures**
- **Respond promptly to any concerns raised**
- **Establish and meet regularly with a landlord advisory group**

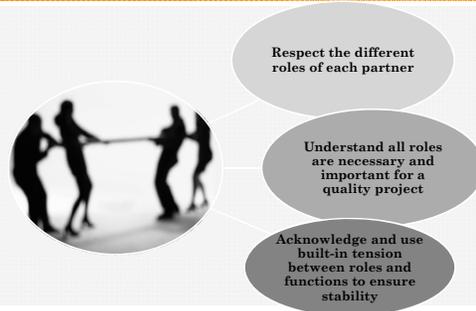


Principle 3: Recognize Overlap and Built-In Tension Between Roles

- **Respect for the different roles of social service provider, property manager, housing manager, owner; each is necessary and important for well-managed supportive housing.**
- **Acknowledgment and productive use of the built-in tension between these roles/functions.**



Embracing Good Tension



Key Practices of the Team

-
- Regular team meetings & casings
 - Collaborative approaches to tenant selection and screening, move-in, orientation and crisis management
 - Resident councils & supporting leadership
 - Up to date policies, procedures
 - Record-keeping and focus on outcomes
 - Evictions and joint problem-solving



Key Areas of Coordination

-
- Educating and supporting tenants
 - Soliciting and using tenant input
 - Keeping tenants stably housed
 - Ensuring the ongoing quality of the physical unit
 - Tracking outcomes and improving quality



Educating Tenants

- **Staff provides tenants with information on:**
 - Being good neighbors
 - Rights and responsibilities as leaseholders
 - Building positive relationships with property management/landlords
- **Consider tenants' varying language and cultural backgrounds and literacy levels**



Tenant Feedback

- **Staff actively solicits tenant feedback on their housing units/building.**
 - Tenants can provide feedback in multiple ways (e.g. written, oral, online).
 - There is a tenant council or another tenant-led group that meets regularly with the supportive housing project partners.



Communication with Tenants

- Staff clearly communicates the process to make property management requests and the timeline for receiving a response.
- Tenants know who to contact at all hours of the day and in the event of an emergency



Case Studies



Case Studies: Coordinating PM/HM and SS

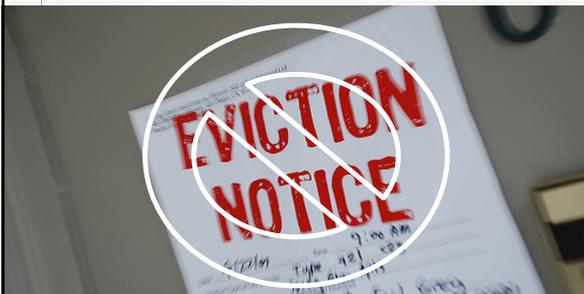
- Each group will be assigned a case study.
- As you review, discuss with your group:
 - How should this situation be handled?
 - What is property management/housing management's role? What is the supportive service's role?
 - Where is there confusion or disagreement about what to do or who should do it?
- We'll debrief as a group



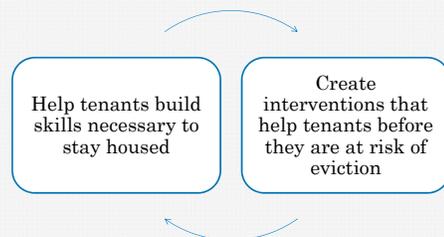
Eviction Prevention



Eviction Prevention



Eviction Prevention



Eviction Prevention

Creating Policies that Prevent Eviction

Preventing Eviction: Deborah's Place

Deborah's Place

Mission:
Empower women to take back and maintain control over their lives

Deborah's Place

Process

- Created Eviction Prevention Strategy
- Eviction Prevention Committee oversees implementation
 - Developed natural consequences for lease violations
 - Reviews all recommendations for eviction
- Created special supports for new tenants to assist them in adjusting during their first three months in housing.

Deborah's Place

If final decision is to evict, the legal eviction process would begin.

The legal process does not start prior to the resolution of the internal process

If the committee decides not to evict, there may be some requirements that the tenant will need to comply with to maintain their housing

How Eviction Prevention Works: Deborah's Place

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    graph TD
      A[Tenant at risk of eviction] --> B[Property Manager fills out an Eviction Report Form]
      B --> C[Report sent to Tenant, Case Manager, COO, Property Manager and Tenant Advocate]
      C --> D[Tenant selects person they want to be their advocate]
      D --> E[The Tenant and their advocate present their case to the Eviction Prevention Committee]
      E --> F[The Eviction Prevention Committee has to write a justification for any recommended eviction]
      F --> G[Recommendation presented to Director of Supportive Housing and Chief Operating Officer who make final decision]
  
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Deborah's Place

Outcomes

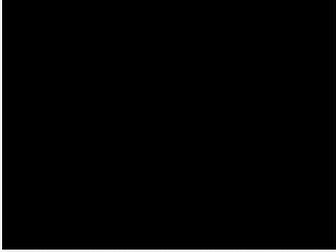
During FY 2003 Deborah's Place evicted 10 women from their 129 units of supportive housing.

A year after implementing the Eviction Prevention program Deborah's Place had reduced their evictions to 2 and both evictions were for unit abandonment.

Ten Years later Deborah's Place's Eviction Prevention Program continues to keep these numbers low



Deborah's Place: Video Clip




Shared Goals and Quality Improvement



Shared Commitment to Success

- What outcomes are we trying to achieve with our coordination?
- How will we know if we achieve them?



What is an Outcome?

- Tenant Outcomes quantify changes in tenant behavior related to improved knowledge, skills, behavior, and condition.



Core Outcomes for Tenants in SH




Measuring Quality

- **We can measure:**
 - Performance on core outcomes
 - 80% of tenants stay in permanent housing for at least a year. This is inclusive of tenants who exit supportive housing to other permanent housing.
 - Indicators of quality
 - 90% of all property/housing management and services staff have received training in order to understand one another's roles.
 - Of tenants with rent repayment plans, 85% are current with all payments.



Operations Opportunities

- **Brainstorm – what opportunities do we have to improve our operations?**
- **What could some practical solutions look like and are they feasible?**



Improving Coordination Opportunities

- **Brainstorm – what opportunities do we have to improve our coordination?**
- **What could some practical solutions look like and are they feasible?**



Take Action Before You Leave

- **On a note card, write down one issue you'd like to address based on today's training**
- **Write down one concrete action step you can talk toward addressing that issue**



Wrap – Up & Evaluation



Thank You!

