

5.03 Building Win-Win Partnerships with Continuums of Care and Nonprofit Housing Developers



Tamera Kohler

Chief Executive Officer
Regional Task Force on Homelessness

Vivian Wan

Chief Executive Officer
Abode Services

Veronica Lewis

Director
Homeless Outreach Program Integrated Care System (HOPICS)



Building Win-Win Partnerships with Nonprofit Housing Developers-

The CoC's Role





VS



Partnership

- For existing relationships.
- Both view partnership potential.
- Substantial mutual benefit.
- Balanced relationship.
- It can be exclusive.
- Share risks and rewards.
- Openness and trust.



Collaboration

- For new relationships.
- Not partners but important.
- One may benefit more.
- Not a balanced relationship.
- Not exclusive.
- May not share risks & rewards.
- Protective.



RTFH



CoC Role in Partnership



Be CENTRAL to the planning: CoC Key Role

RESPECT the Developers expertise and role

Help determine trends/Identifying Gaps and Ne

Providing letters of support of projects that meet
CoC standards of practice and participation

Thinking "Community"

Proactive vs Reactive

Listen to hear- ask question to understand

Shared messaging, definitions and engagement

Constant Communication and check-in

Share the DEADLINE COMMITMENT





POLICY



RTFH



What's New

What's Next

What's Now

What's Needed

What CoC should consider:

What are the requirements of project – how this will effect lease up times

Who are the unique partners or service needs

What are the timelines

Where can you look for options like geographic preferences to improve community support – seeing success

Would a housing fair be beneficial

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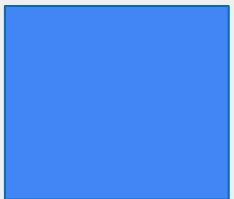
Ex: Effectiveness of a Housing Fair



All-day event -PSH large lease-up with 62 units



65 clients were prioritized through the CES process -46 attended - brought to event by outreach worker



27 completed everything needed for their application – saw pictures of units

Core team of agencies: CoC, Developer, Service provider, Property management. Outreach workers & Housing Authority

Each agencies demonstrated level of partnership and improvement of processes was key to the efficiency of event, as was the participation of the clients in attendance





Nurture and build the Partnership

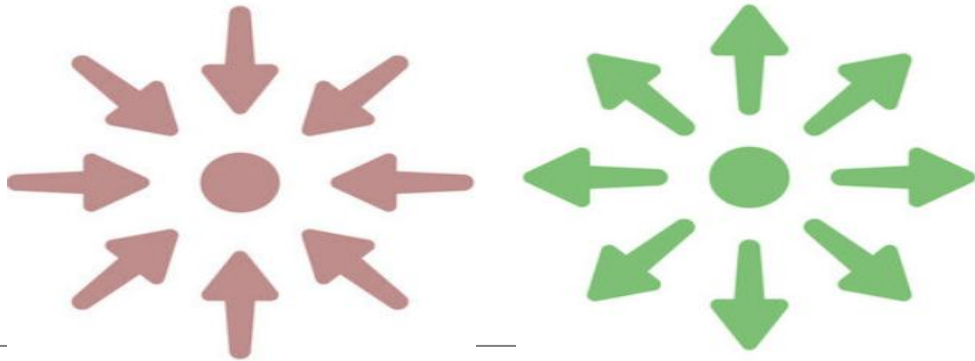
- A partnership is a relationship – resolve issue early
- Brainstorm together on opportunities
- Keep each other informed on changes in potential funding sources
- Minimum annual check-in
- After lease up – honest review – process improvement
- Keep each informed of staff changes
- Keep each informed of process changes
- Keep strong lines of communication
- Celebrate success – Shared Goal to House folks

Abode - Family of Nonprofits



- Serving people in this model for **22 YEARS**
- 51 PSH Buildings, 3,400+ Households
- 8 Counties, SF Bay Area
- 8 CoCs---small (Napa, Sonoma, Solano) & large (SF, Santa Clara, Alameda)

CoCs– Partner Perspectives



CoC	Owner	Services
System	Building	Person
Fair	Fast & Compliant	Just
Connection to Services	Connection to Property Management	Connection depends...
Flow	Sustainability	Wellness

Partnership

- Regular meetings- Go TENANT by TENANT
 - Owner, PM, Services, Housing Authority
- Spreadsheet Documenting each stage
- Clarity on Flow

CES → PM → Housing Authority

CES ↔
Property Management
Housing Authority

- Agreement on # of Referrals/ Unit



Partnership-- Continuous

- Starts well before lease up
- Keep in mind that teams change
 - Memorialize in writing
- Intensive meetings during lease up
 - Structured, Inclusive, and Documented
- Regular meetings post lease up
 - New teams– be honest with challenges
- Don't forget turn overs!!
 - Get ahead of this- develop process



Data

UNIT KEY			STATUS KEY			
			Summary	Key	Definition	
				0	nt Unqu	Never occupied. No application.
				0	Appli cation	Application in process at the site.
				0	ved - pendi	Application approved by Compliance & HACA if applicable- pending move-in
			Gray = Manager/employee unit			
Peach = CES Referral Unit (PBV)		125	Move	Household completed Lease & TIC - A qualified Move-In		
Aqua=VA Referral Unit		0	nt	Household qualified for the property and moved in, but then moved out during the 100% leasing period		
No color = At-Risk/Non-Referral Unit		125	Units			
Percent Occup			100%			

Elements

Workflows for types of units

Unit Number/ Restrictions

Applicant Name/ Info

Dates of Verification Docs

City of Origin

Homeless Verification Docs

Income Limits

Move In Schedule

Future Opportunities



REVERSE REFERRAL
AFTER 120 DAYS



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What are the timelines

Where can you look for options like geographic preferences to improve community support – seeing success

Would a housing fair be beneficial

Would case conferencing off CES pool get the project leased up on time

Where are the wins in your processes – reducing barriers & increasing placements

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Core team of agencies: CoC, Developer, Service provider, Property management. Outreach workers & Housing Authority



Each agencies demonstrated level of partnership and improvement of processes was key to the efficiency of this event, as was the participation of the clients in attendance

Lease up process time decreased from average of 6 months to 60 days!





Nurture and build the Partnership

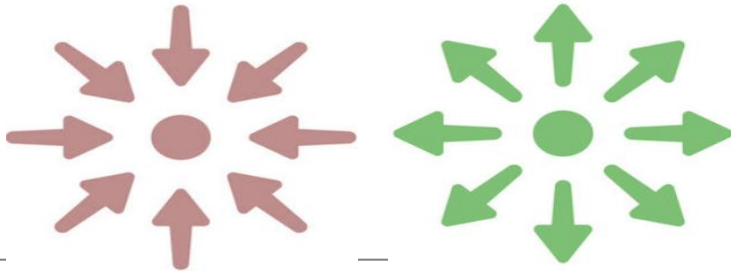
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Future Opportunities



REVERSE REFERRAL
AFTER 120 DAYS



BETTER PARTNERSHIP
AT REFERRAL



MORE ALIGNMENT
WITH THE VA

Win-Win Partnerships for Nonprofit Development

SSG/HOPICS' Insights from
three different perspectives





About HOPICS

- Multi-Service 36 Year Old Nonprofit
- Los Angeles County
 - Target Area: South Central LA, Compton, Lynwood and Paramount (6th Region of LA)
- HOPICS Operates in Three Major Systems of Care
 - Reentry Services
 - Outpatient Behavioral Health Services
 - Housing and Homeless Services
- HOPICS Team Composition
 - Lived Experience and Expertise (addiction, justice involvement, homelessness and or mental health)
 - Paraprofessionals
 - Clinical Social Workers
 - Primarily People of Color



Goals for Getting and Keeping People Housed

HOPICS interacts with Nonprofit Development in LA County in three different ways:

1. Outreach, case management and Navigation team trying to get people housed
2. PSH/Affordable housing service provider
3. Nonprofit developer

Goal 1

Ensure all outreach & case management & navigation programs help prepare people to become matched to a unit.

Goal 2

Person-centered support and fostering an affirming space and that people transition successfully to maintain housing stability long term

Goal 3

Build/convert safe, welcoming and culturally responsive space that provides mission driven property management to support stability.



Key Considerations

- CoCs and Developers should have a well-defined process for connecting people to be considered as tenant-applicants- ideally with an equity framework as the foundation.
- The tools/methods used to prioritize people to matched to units needs to be clear to all involved, including decision making processes
- Communication about the selection process should be clear for supporting agencies and tenant applicants
- Lease-up processes and timelines for selected applicants should be spelled out in writing with clearly defined roles, including move-in protocols and expectations



Key Considerations

- It's imperative that the CoC is transparent and fluid in communication and also information to ensure all parties involved understand timelines and changes- in real time
- Clear delineation of roles and responsibilities
- It is very helpful when Property Management and Developer partners work collaboratively with the Supportive Services team. Onsite there are always varying lenses that we see clients/tenants
- There is sometimes a disconnect when there is no communication or collaboration from Property Management and in those instances. Supportive Service staff are often left to their own devices in trying to diffuse tenant issues that are usually the responsibility of the Property Management team.



Key Considerations

- CoCs, public lenders and funders of supportive services should have clearly defined requirements in writing for safety/security measures, building maintenance and response time to facility issues that are regularly assessed.
- Supportive Service providers should prioritize cultivating and nurturing the relationship with the developers and owners to see that our staff needs are met, tenants are put first and consistently remind all of the teams that we are here to keep people housed and stable by any means necessary.
- Outcomes for supportive services should go beyond housing retention and include social determinants of health and more intrinsic and wellness outcomes.



Key Considerations

- Developing shared objectives that guide daily operations to serve as a constant reminder that PSH is not like traditional leasing and some concessions need to be in place and consideration should be given to those that we serve, especially those with SUD and mental health challenges.
- Training and consistent oversight of property management personnel is critical for all parties involved to work collaboratively towards the goal of permanent housing stability.
- Coordinate across systems departments to better align requirements and availability of operating dollars/subsidies and service dollars



Get in Touch



vlewis@hopics.org



323-948-0444



www.HOPICS.org



Q&A