

Getting Real About Permanent Supportive Housing

CHAM 2024 Conference

June 26, 2024 Transcript

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00:00:00 Kayne Doumani

Greetings all.

00:00:03 Kayne Doumani

Welcome.

00:00:04

Action.

00:00:05 Kayne Doumani

Congratulations on making it to the last session of the conference. I know a lot of people fall out before this happens, so I appreciate your being here.

00:00:21 Kayne Doumani

So our agenda today, I want to get to know something about you and you get to know who the heck is sitting up here. I'm going to introduce the topic a little bit and then we're going to have a panel discussion and then we do want to leave time for not only a question and answer session, but also any sharing of solutions and ideas.

00:00:42 Kayne Doumani

I also want to say.

00:00:43 Kayne Doumani

That.

00:00:45 Kayne Doumani

When asset managers get together, generally we complain and.

00:00:49 Kayne Doumani

Yeah, it's very cathartic and it's an important thing and I'm glad we do it and everything like that, but I'm not sure we're going to have time for that. So if you could maybe limit yourself to questions and solutions, that'd be awesome.

00:01:06 Kayne Doumani

I'm looking at the wrong thing.

00:01:12 Kayne Doumani

OK. We are going to go in this direction and introduce ourselves so.

00:01:23 Cacki Young

Hi everybody. My name is Cacki Young. I work for foundation communities in Austin, TX. I'm the director of supportive Housing Management, which is kind of a strange title. I'm not an asset manager. I oversee our property management and our services teams.

00:01:41 Cacki Young

That support our efficiency communities for single adults and so our that includes our permanent supportive housing programs.

00:01:51 Elizabeth Lunde

Good morning. I'm Elizabeth Lunde. I'm the Chief operating officer at concern housing. Our organization develops, operates, serves the tenants in Long Island and in the Bronx and Brooklyn. And we're in pre development.

00:02:09 Elizabeth Lunde

In Westchester County and in Manhattan, and similar to Cacki, I oversee our program staff, our services staff. I oversee our property management staff and also our tax credit compliance teams.

00:02:26 David Kim

Good morning. My name is David Kim or I go by DK. I am from San Francisco, prior to what you have listed here at Saint Clair Housing Authority, I'm actually going to start on July 8th. My previous job was at Episcopal Community Services in San Francisco. It's a program based.

00:02:45 David Kim

Agency out of nonprofit in San Francisco, we provide both scatter site housing permanent supportive housing in the San Francisco and Marin County.

00:02:57 Kayne Doumani

And my name is Kane Domani and I am an asset management consultant.

00:03:03 Kayne Doumani

A woman. I'm an island. Let's just put it that way.

00:03:08 Kayne Doumani

So we want to do, we want to find out something about you and we're going to do it the old fashioned way. You don't have to pull out your phone, you don't have to answer or pull. But we do want to know how long your organization has been doing permanent supportive housing, because this is a this is a field that is to some extent being forced onto people and we want to know.

00:03:28 Kayne Doumani

What your experience is so far, so pick one of those answers and I'll ask you to raise your hands. So who is just getting started in permanent support of housing?

00:03:40 Kayne Doumani

OK, OK. And how many are in organizations that have been doing it for less than five years?

00:03:46 Kayne Doumani

OK, I thought that might be the case. We'd have a few and then sort of five to 10.

00:03:53 Kayne Doumani

And then 10 to 20.

00:03:57 Kayne Doumani

All right. And then forever.

00:04:01 Kayne Doumani

OK, wow, that's really evenly split. That's amazing. OK, great.

00:04:08 Kayne Doumani

Thank you. You got me.

00:04:12 Kayne Doumani

So poll #2, what portion of the total units in your organization's portfolio are designated as permanent support of housing? Is it less than 25%?

00:04:23 Kayne Doumani

OK.

00:04:25 Kayne Doumani

25 to 75.

00:04:28 Kayne Doumani

OK. And then more than 75 are pretty much exclusively.

00:04:34 Kayne Doumani

Interesting. Interesting. OK, alright.

00:04:41 Kayne Doumani

And then the last one is I think this is I think this is very relevant in sort of permanent supportive housing and the way things are happening right now. But where does asset management sit in your organization and you can answer yes to more than one of these, but how many sit underneath the COO?

00:05:03 Kayne Doumani

OK. And then under the CFO?

00:05:09 Kayne Doumani

And then under the executive director.

00:05:14 Kayne Doumani

Congratulations. That's where you belong. Where you all belong. Asset management is important, and we should be talking straight to the ET. And that's my opinion. And how many of you are grouped with property management under the same director? OK. And then with resident services?

00:05:33 Kayne Doumani

Well, there's a problem. And then with housing development.

00:05:39 Kayne Doumani

OK. OK. Thank you for that.

00:05:44 Kayne Doumani

So.

00:05:51 Kayne Doumani

So much for ad Libbing, right?

00:05:55 Kayne Doumani

So.

00:05:58 Kayne Doumani

Something about permanent supportive housing that I think about quite a bit is what we all are being asked to accomplish and I recently read a book called Insane that was about the intersection between.

00:06:13 Kayne Doumani

Mental health and the criminal justice system and the penal system, and I think it was called insane because that juncture is insane. But one of the points that they make is that if you have mental health issues, you have kind of two choices, which was prison or the streets.

00:06:33 Kayne Doumani

And then they do briefly mention the third option, which is permanent supportive housing. And so this is, you know, we.

00:06:42 Kayne Doumani

Sort of debate how much of the issue of homelessness is related to the lack of institutions that we, you know, we haven't had them for a long time. They're still available for wealthy people, but.

00:06:54 Kayne Doumani

But this is an issue that this is how, at this point in time in the United States, we are handling mental illness, for better or worse.

00:07:06 Kayne Doumani

So I want us to in this panel, speak honestly about the challenges of providing permanent supportive housing and I have to tell you that pretty much everyone I talked to has a, you know, right down to resident service providers.

00:07:22 Kayne Doumani

On on site that it's a, it's incredibly frustrating and so we sometimes end up talking about our residents in this way that is really unflattering. This is a safe space where asset managers, we complain, but you know.

00:07:36 Kayne Doumani

We need to kind of get beyond that to get to solutions. And as I said, commiseration is good and if we can share solutions or even things that just kind of help just move the needle a little bit.

00:07:52 Kayne Doumani

So some of the things we're going to talk about is sort of the grand project of providing permanent supportive housing, the real costs associated with it, staffing issues around it, coordination, coordinated entry and housing 1st and then the goals of permanent supportive housing versus asset management and then.

00:08:10 Kayne Doumani

And hope to talk a little bit. Might not get to a permanent supportive housing in mixed buildings.

00:08:17 Kayne Doumani

So.

00:08:22 Kayne Doumani

I'd like to start with asking our panelists for just an example of the difference between the asset management of permanent supportive housing and something like, say, 60% AMI family housing and Cacki. Do you want to start us off?

00:08:39 Cacki Young

Sure. Well, I think sort of first and foremost, it's that the the needs of the folks who are living in a permanent supportive housing community versus folks who might qualify for 60% AMI or and even for us specifically, we're serving single adults in our permanent.

00:08:59 Cacki Young

Supportive housing the needs are just so much greater. The acuity of the folks that are coming in is extremely high. People are struggling with.

00:09:09 Cacki Young

Untreated mental illness. They have substance, use disorders, they have chronic medical conditions, and they have extremely low income. I would say our, you know, our average income for someone in permanent support of housing is \$1100 a month. So there's just sort of every issue that someone could experience that would affect.

00:09:31 Cacki Young

Their ability to stay housed is typically present, so I think the level of need is really different.

00:09:38 Cacki Young

But, but maybe something else that's important is that the expectation for what you are providing in support of housing and how you are serving people is vastly different. So the the requirements, funding requirements, the types of funding that you're getting for 60% AMI housing is very different.

00:09:58 Cacki Young

And what we're getting in PSH. And so I think that carries with it a pretty high responsibility for how we are supporting and serving the people who live in those communities.

00:10:12 Elizabeth Lunde

I'll just add to that in, in my organization, we are the service providers and we are the landlord and those roles are often in conflict, the staff.

00:10:26 Elizabeth Lunde

You know, have a have an impulse to be the advocate for them.

00:10:30 Elizabeth Lunde

Client and and and I use the word client deliberately, right? Not not tenant, because that's the nature of that relationship and yet.

00:10:42 Elizabeth Lunde

You know, we do need to do some things to make sure the rent is paid, that the building isn't destroyed and.

00:10:51 Elizabeth Lunde

You know, I don't. I don't sit here with the answer to this. You know, it's a it's a work in progress and I'm I assume that's the case for all of us.

00:11:01 Elizabeth Lunde

But it's it's very challenging to figure out and I've I've explored different ideas. You know, maybe maybe, you know, the director of a program can be more of an administrator and the service coordinators where the people who are providing services can be that warmer touch.

00:11:19 Elizabeth Lunde

Even that you know which I still think has promise, hasn't really gotten us exactly where we were hoping to go. And and then the other side of that is those tenants, those residents may have trouble trusting us in our service provision.

00:11:39 Elizabeth Lunde

If their interactions with us have been about negative topics, is what I'm seeing familiar to what you guys are experiencing?

00:11:52 David Kim

From the asset management side.

00:11:57 David Kim

It's a headache.

00:12:01 David Kim

It is a serious headache and affordable housing at a conference or a workshop that I attended.

00:12:07 David Kim

The facilitator asked me for affordable housing. The 60% AMI, who's more important property management and resident services and resident services that even admitted we need property management. They need to collect the rent. It's the business component to it.

00:12:23 David Kim

You asked that same question for permanent supportive housing. It's equal. You need both.

00:12:31 David Kim

You need an enforcer, and you also need the advocate to actually work together to support that client to stay in housing.

00:12:40 David Kim

The last two days we've been talking about delinquency, vacancy, typical asset management aspects to it.

00:12:50 David Kim

But we're not in permanent supportive housing. We're not looking to try to evict people. We want to retain them.

00:12:57 David Kim

Even if they flooded their units four times in a row that cost \$50,000 each time you have to rehab it, you want to keep them? Yeah.

00:13:08 David Kim

That's a headache.

00:13:13 David Kim

But I think it comes back down to the mission, right? Just like an affordable housing. We're here to actually provide housing.

00:13:20 David Kim

To the working poor, to those who need it in permanent supportive housing, we're providing it to those people who are on the.

00:13:26 David Kim

Streets.

00:13:27 David Kim

Right. As you're taking Uber back and you see the streets, you'll see the homeless. You'll see the cabinets. We're taking them off the streets and putting them in housing. And that's the most important aspect for me is that mission.

00:13:39 David Kim

Space for permanent supportive housing.

00:13:42 David Kim

It's a social justice that you're doing, yes. And in 11,000 thousand per unit in Austin in San Francisco, 16K average and that's only in 2022. Now we're going up in 2024. It's probably going to be about 1718 K per unit.

00:13:59 David Kim

But then you ask have to also have. Well, I'm going way overboard. Ohh. Thank you. I'm gonna stop. That's it.

00:14:10 Kayne Doumani

OK so.

00:14:15 Kayne Doumani

This is related, but PSA is a really big change if you're used to managing your own wait list. And that's I think been a shock to a lot of organizations when they get into.

00:14:24 Kayne Doumani

DSH, and even in the organization I worked for most recently, we had buildings that were for extremely low income individuals that then became just got subsumed into coordinated entry, which was a huge surprise for our organization and for the residents who'd been living there for a really long time.

00:14:45 Kayne Doumani

So I wanted to ask kind of what what?

00:14:50 Kayne Doumani

Those issues are around not being able to control your own wait list and around working with the department that does, and this gets a little interesting because.

00:15:03 Kayne Doumani

In some cities, I think those are very, very different functions and what we find on our panel is that there's quite a bit of overlap in COC. So actually, can I ask?

00:15:16 Elizabeth Lunde

Elizabeth, would you? Sure. So.

00:15:20 Elizabeth Lunde

In New York, we have coordinated entry of course, but we also have a single point of access for applications to our entire housing program, the PSH part. So if we have a coordinated entry vacancy.

00:15:41 Elizabeth Lunde

We notify we notify them so they can send us the file.

00:15:47 Elizabeth Lunde

They have to send it to the single point of access. The single point of access kicks into gear and does what they always do. They look for the best vacancy for this person and so they send them to us, assigned to a vacancy that's not part of coordinated entry because they want to live in that town or they wanted.

00:16:07 Elizabeth Lunde

You know that's where their family is. Or, you know, whatever it is, there are good reasons. But now my coordinated entry vacancy stays vacant.

00:16:18 Elizabeth Lunde

I I don't know if other people experience that in different regions, but.

00:16:23 Elizabeth Lunde

We haven't really gotten to a solution it again. You know, I feel like my theme here is going to be where, you know, good practice meets administration and how you, you know, work that out because the, the single point of access people, that's their mantra and it's a good one, right? We want to get people into the right vacancy.

00:16:43 Elizabeth Lunde

For them.

00:16:44 Elizabeth Lunde

And and so we struggle with that. And you know eventually we work it out, of course, but the coordinated entry vacancy can sometimes stay open for six months, eight months, 10 months while we wait for that to happen.

00:17:00 Kayne Doumani

Khaki. You told me something. Really. I was really surprised because it's so different from what I used to. But you actually go out and find tenants.

00:17:07 Cacki Young

We do. So our coordinated entry system is maybe a little bit less onerous or there's maybe a few less administrative hoops, but there are still quite a few of course, and we do experience pretty lengthy vacancies on those particular units.

00:17:27 Cacki Young

One of the things that we're tasked with doing and and I should back up and say like, like Elizabeth said, we are also the we are the owner, the property manager and the service providers. So we're doing all of those roles and so on the services side of our team.

00:17:42 Cacki Young

Our navigation team is tasked with receiving a referral, but then having to go out in the community and find that referral. Hopefully those folks have been receiving some outreach and we're able to identify a place where they frequent and we can find them easily.

00:18:03 Cacki Young

That's not always the case, but that's sort of.

00:18:05 Cacki Young

What we work.

00:18:05 Cacki Young

To coordinate with other outreach partners in our community, I think that the outreach.

00:18:12 Cacki Young

And navigation partnerships are really important. I think it's very difficult to actually reduce the amount of time that it takes to get someone from unhoused to applying and through the application process for, for specifically for coordinated entry units. But one of the things that we have found has helped a little bit.

00:18:33 Cacki Young

Is that we've been able to create some partnerships with some of the bridge housing or shelter providers in our community. So when we have somebody that is an identified referral for us that has.

00:18:45 Cacki Young

Pretty significant barriers to getting through the application process. Maybe that's because they don't have an ID and we all know how long it could take to do something like that every now and then we'll come across someone that has some immigration issues. And so when we know that that's going to be a lengthy process, we're able to hopefully when there's space available, put that person.

00:19:05 Cacki Young

Into the bridge or shelter housing because, number one, it helps us find them regularly because when someone's in house, it's very difficult to find them, which can really slow down your process.

00:19:14 Cacki Young

It makes it makes them, you know, sheltered for that period of time while they're waiting for a unit, and also allows us to sometimes shift which unit they're going to go into if it's going to take a long time. We know we have a unit coming available a little bit later, then we'll ask for another referral for a unit that's vacant right now and hopefully we can move someone else into that.

00:19:35 Cacki Young

Currently vacant unit quicker.

00:19:37 Cacki Young

It's definitely not a perfect system, but I think those partnerships and some of those sort of the strategies that sit a little bit on the outside of the application process kind of will help us to keep our days vacant, hopefully a little bit lower than what we're sort of normally experiencing. So David and I both are based in San Francisco.

00:19:58 Kayne Doumani

Which is just a hellscape for COC. But David, you actually have some ideas about kind of working with the with the agency. Could you talk about that?

00:20:10 David Kim

I'll be short and succinct. So three years ago, when I joined Episcopal Community services, our actual occupancy rate was at 76%. In six months, we actually moved it up to 95%. And thanks to efforts by there's a kamika Singleton in the back there who was in charge of master lease sites.

00:20:30 David Kim

She maintained it the headache with coordinated entry, as we've all heard, is the time it takes to locate a person, refer them and actually get them qualified to move into your tax credit, whatever funding source that you.

00:20:46 David Kim

Have in city and County, San Francisco.

00:20:50 David Kim

Each referral source is based on single adult or family. Family takes about, has three sources within themselves that don't talk to each other, so it takes about 3 months to get that referral for a family with children. So the single adults you have, your continuum of care, you have your general fund, you have your lost funding, you have.

00:21:11 David Kim

All of these different groups working on actual providing referrals. So what we did kamika and I, we basically sat down and said what the hell.

00:21:23 David Kim

These are homeless individuals that need housing.

00:21:27 David Kim

Only until the nonprofits got together and started saying we need to change and reform coordinated entry, that the city and county actually take notice and make the changes.

00:21:39 David Kim

We are able to get a referral within probably 7 to 14 days now.

00:21:45 David Kim

And we can actually move them in probably within 30 days. The problem now though is our management company who's taking 630 to 60 days to turn a unit because it's so, oh, my gosh, TK, you got to see this property unit. I'm like, if you did unit inspections and pre inspections, this would not be an issue to get.

00:22:05 David Kim

Let's step up.

00:22:07 David Kim

So there's a lot of ways that you can do it, but I think the first thing I really want to reiterate, get to know your coordinated entry individuals and their processes. Secondly, talk to your, link them to property management, make sure they're communicating and create mutual goals. We'll get the unit turned in 1530 days.

00:22:27 David Kim

We'll get the referral once the units turned in seven to 14 days. We will move this person in in 30 to 60 days. Bottom line, that's the standard. It works.

00:22:38 David Kim

All short.

00:22:41 Kayne Doumani

So of the people in this room, I'm not going to take an actual poll because it couldn't be statistically correct. But of the people in this room who have been doing permanent supportive housing, it would be very interesting to know how many of you feel that your resident services is fully staffed up. This is an enormous problem in San Francisco and you know a lot of places.

00:23:00 Kayne Doumani

That one of the things that San Francisco has is that we have, you know, the highest rents in the country and these are low paying jobs. And so, you know, trying to fill those has been very difficult and.

00:23:15 Kayne Doumani

So there's there's recruiting, there's retaining, there's.

00:23:20 Kayne Doumani

Just a lot of issues around that and.

00:23:25 Kayne Doumani

I'm I've been very concerned that we continue to build a lot of permanent supportive housing when we can't staff the buildings that we have and my question to people because I raised this issue a lot has been, you know this is build it and they will come, but will there be anyone there to greet them?

00:23:43 Kayne Doumani

And uh, you know having.

00:23:46 Kayne Doumani

Creating a building in which you're bringing together people with a history of trauma and then just like not having people for them to access is just very frightening to me. So I do want to talk about hiring and let's see, Elizabeth, you made a really, I think you made a really good point about that.

00:24:07 Kayne Doumani

With the field growing, that is actually there, there is an upside to this, but I don't actually. I'd like all of you to talk about.

00:24:16 Kayne Doumani

That that question of hiring and retraining and what you're doing about it.

00:24:23 Elizabeth Lunde

Well, like everybody else, we've had a tremendous turnover and staff in our organization in the last couple of years started during COVID has continued after COVID.

00:24:35 Elizabeth Lunde

I think probably our biggest obstacle in residential work is that you almost always actually have to be there. It's very hard to compete with hybrid roles or, you know, roles where you can, you know, just just function at home on zoom and.

00:24:54 Elizabeth Lunde

Our staff are, you know, especially you know when when we're hiring at entry level positions, we're hiring younger people and I think a lot of them came through COVID with a different set of expectations and and good for them. But it is a challenge for us. So you know the we can't really.

00:25:14 Elizabeth Lunde

Offer too much in the way of hybrid work from home, but we are trying to be really flexible around scheduling.

00:25:21 Elizabeth Lunde

And I, you know, I wasn't always a fan of doing this because it there's challenges to it. But if somebody has childcare issues and they just can't work past 3:00, but there's somebody else who can work a little bit of a later shift and come in later in the morning, we're we're getting much more flexible about allowing staff.

00:25:41 Elizabeth Lunde

To make those arrangements among each other.

00:25:46 Elizabeth Lunde

So that they can figure out what can work, because that's what they're doing anyway, right? They're they're comparing notes and trying to figure out why we don't understand that this makes sense. So we're taking a little leap of faith and letting them make those arrangements. And. And we do with the understanding that if one of them leaves, we might have to refigure.

00:26:06 Elizabeth Lunde

Umm.

00:26:07 Elizabeth Lunde

But that's been really helpful the other, the other piece that's sort of straining our work is that our agency is growing really fast, like a lot of the organizations here, I'm sure and we're adding new units. We're we're leasing up 123 buildings at the same time or they're overlapping and the staff are feeling.

00:26:29 Elizabeth Lunde

Stressed and pressured about.

00:26:31 Elizabeth Lunde

That, but it does mean potential for promotion for them and we're really making, you know, a very focused effort to try to help people rise as a part of the benefit of the organization getting larger. And so we're, we're, we've established a new program.

00:26:52 Elizabeth Lunde

Through our HR department, with the help of a Co.

00:26:55 Elizabeth Lunde

Sultan to identify rising stars in the organization and to really throw our efforts into supporting them and encouraging them and helping them rise so that there could be a little bit more positive outlook on the the whole piece about growing.

00:27:16 Elizabeth Lunde

Thanks.

00:27:19 Cacki Young

You know, hiring is an incredible challenge. We all know it. We're, you know, it just feels like that's all we do is hire. And I know that that's really difficult for staff, both that are doing the hiring and the ones that are working on site in places that are pretty short staffed.

00:27:37 Cacki Young

UM.

00:27:38 Cacki Young

I definitely want to reiterate some of the things that Elizabeth said about things that are working, but I think something that is important and one of the issues that we're facing a lot is that we're hearing specifically from our on site staff that they are scared. And I think it's just really important to acknowledge that.

00:27:58 Cacki Young

When you're doing this type of work, and when you're serving people who have the level of need and and the incredibly significant trauma that most of those folks have been through, that they do things that are scary regularly. And so I think it's there's.

00:28:18 Cacki Young

I don't feel, I don't know. We don't know the solution to that specifically, except that I think honesty about the type of work that is expected and the things that happen on site is really important, like through at the very beginning of the hiring process in the way that we post.

00:28:37 Cacki Young

Jobs being really clear about what the expectations are and what the work environment is like.

00:28:44 Cacki Young

Doesn't necessarily make it easier to hire people, but I think one thing that it has helped us with is that we don't have as many folks who accept a job and then quit really quickly, which is definitely something that we've had happen many, many times. I mean, sometimes folks make it through one day and they don't come back. Sometimes they last a little bit.

00:29:05 Cacki Young

Longer, but when somebody is not, you know, doesn't want to be there and feel scared, they're not going to be able to do the.

00:29:11 Cacki Young

Job and we want to try to avoid that.

00:29:14 Cacki Young

I think that some of the things that help sort of in addition to just that transparency is staff appreciation just constantly sort of telling them and showing them and providing opportunities for support and sort of outlets that we recognize that the work that they're doing is incredibly hard.

00:29:36 Cacki Young

We we know that they're being asked to do.

00:29:40 Cacki Young

Sort of a herculean or sometimes insane task, and that many of them are doing work that is maybe a little bit outside of their sort of industry norm. So one thing that we talked with property managers about is that if you're coming from conventional property management, you're going to be asked to do things a little bit differently like we don't operate in the black and white.

00:30:01 Cacki Young

You live in the Gray, so if you know if you're used to working over here, you're going to have to come a little bit to the middle and the same for our services team. If you've been out in the field working for independent organizations, then you do your work as an advocate 100% and your main priority is your clients needs.

00:30:19 Cacki Young

But if you work in a housing setting, your clients your clients needs are obviously incredibly important. But that has to be balanced with the good of the community at large. And so we're asking services staff to maybe move over a little bit more towards the middle as well. And so just recognizing that that is very difficult for folks.

00:30:39 Cacki Young

And trying to think of ways to appreciate them, we we offer a lot of support groups, we bring mental health professionals on site to work with staff. We take them off site for appreciation events and things like that, which I think really helps people to get a little bit of a break.

00:30:58 Cacki Young

It's not a silver bullet, but I think it maybe helps move that needle a little bit.

00:31:04 Elizabeth Lunde

I'd like to just add one thing that we're doing, because what Khaki said made me think of it. So I'm the CEO, the executive director and I are circulating through all of our different programs and all of our different properties. One or two a month and and.

00:31:23 Elizabeth Lunde

And.

00:31:24 Elizabeth Lunde

Just meeting directly with the staff, everyone who works in that building is invited to join, so we have the, you know, the Superintendent. We've got the maintenance guys, we've got the director, all the program staff, and it's really their time. We don't come with an agenda. It's their time to bring things to us and.

00:31:45 Elizabeth Lunde

I think that's been really helpful for them because I think.

00:31:48 Elizabeth Lunde

If staff don't feel heard, it's hard for them to to feel comfortable and safe and productive in their work. So it it's a big time commitment and it, you know, we usually those meetings can go to 2 1/2 hours depending on how many things people bring.

00:32:08 Elizabeth Lunde

But our staff have been, I think, surprisingly honest in sharing, you know, their concerns, their concerns about being afraid, they're concerns about being underfunded. They're concerns about being, you know, pulled too thin. And it's it's something that's been helpful for us.

00:32:27 Kayne Doumani

So one of the things about this is that we know we're going to have a lot of turnover. And David, you talked about something about kind of mitigating that and then kind of getting people up to speed quickly. Could you talk about that?

00:32:38 David Kim

So what I've noticed is that resident services reasons that they're leaving is because of property management or the residents. When you ask property management why they're leaving, they're leaving because resident service isn't doing anything. And also the residents and the residents themselves, because it's just the nature of the work.

00:32:56 David Kim

So it's almost as though what we had to look at was, is there an interdepartmental collaboration guideline? How do we actually work together?

00:33:07 David Kim

Are we actually having processes for eviction late notices delinquency, all of that captured on a document, and do we do training?

00:33:19 David Kim

And then what we actually do when we first joined three years ago asset manager.

00:33:25 David Kim

They would all property management, accounting, resident services, they would, they would come to us and saying, hey, here's our issue with property management. Can you go talk to them and then they would say.

00:33:38 David Kim

Property management will come to us saying we have issue with accounting. Can you go talk and we Tamika and I looked at each other going when did we become the great translator? I know it has the management translation, but it's taking it's going to another level. So we had to do that Gantt chart you know from our trainings and saying OK, all three four departments.

00:33:58 David Kim

What is it that there's an overlap and when do you communicate and get us out? Get us.

00:34:05 David Kim

Less involved in the processes and what's been amazing is Sam's. As everyone knows, County in San Francisco is very progressive in their processes.

00:34:16 David Kim

So they keep on coming up.

00:34:17 David Kim

With changes.

00:34:18 David Kim

And so instead of asset management coming up with the policies and procedures and interpreting it for property management and resident services, what we have said is deal with it and then you report back to us.

00:34:32 David Kim

Let us know what you guys are gonna do and it's amazing cause they worked on it and they're actually starting to create it. They're having quarterly trainings, they're going over issues with each other.

00:34:43 David Kim

To understand how to work better with each other, why do I bring that up? That's part of staff retention, right? Changing the culture, giving them the trainings and having them work collaboratively. Collab. Yeah. And so it's been great.

00:35:00 Kayne Doumani

Thank you. So khaki, actually your organization is using a blended management approach that I think would be really useful for people to hear about. Could you tell us about that?

00:35:14 Cacki Young

So, so like Kane said, we do something that we call blended management and and so basically what that means is that we have set as a sort of departmental level goal and function and and really built into our infrastructure the idea that the property management.

00:35:33 Cacki Young

And the services.

00:35:34 Cacki Young

Teams have to work together to manage the properties, so we don't have a dynamic where you have property management and control or resident services and control and you know really that starts even with my position because I oversee both the property management and the services side. I think what's really important about that is that.

00:35:54 Cacki Young

Both of those teams ultimately report out through the same structure, so when there is an issue that happens, or maybe they can't come to an agreement about something, there is going to be a mutual decision at the top that sort of pervades this cohesive sense of the mission, the work that we're doing and the expectation that.

00:36:13 Cacki Young

That, you know, they work together to manage those properties. I think what that looks like on site is that we always have a property manager and a program manager that we look at as the Co leaders of their property. So the expectation of course is that property management does traditional property management roles. I mean, they're collecting rent, they're you know, getting bids and fixing things.

00:36:34 Cacki Young

In the building, those types of things and services does traditional things as well. They're providing case management, they're addressing mental health issues, etc.

00:36:43 Cacki Young

But those two sides of the house are supposed to come together. They have a a weekly meeting that's very prescribed. There's an A set agenda that everyone follows across all of our communities where they're talking about, you know, rent delinquencies. I think something that's important. And I've certainly heard this from other groups in the room too, is.

00:37:02 Cacki Young

That, you know, rent is obviously it is our main source of revenue and it can be very difficult to collect, especially in the supportive housing setting and our services team really does a ton of work on rent collection. They're not actually taking the rent, they're not issuing notices, but they are the ones that are going out and getting the rental assistance. They're connecting folks to resources.

00:37:26 Cacki Young

They have their own internal funds for rent assistance and I think that that's huge. Like all all of our grant sources have rental assistance built into them. And so that we're able to provide internal rent assistance for residents.

00:37:41 Cacki Young

And so, you know, there's a mutual there's a mutually beneficial aspect to that relationship so that everybody see, you know, property management understands the benefit and the work that services does and services sees the benefit of having strong property management. They're expected to work together to.

00:38:01 Cacki Young

Address behavioral issues that might primarily fall on services, but property management is going to provide you know, time and support, maybe make changes for that resident to support whatever the plan is from the resident services perspective.

00:38:16 Cacki Young

So I just it's hard work. I think it's important to say that it doesn't fix everything and we spend a great deal of time working on that relationship between property management and services. It's not a natural relationship. They often are approaching things from a different side, but I do think that that work has been really helpful in.

00:38:36 Cacki Young

Especially, you know, we talked about that our number one goal is resident housing retention and stability. So that is always what we're trying to to get when we're talking about a resident that's experiencing behavioral issues or rent instability and we do.

00:38:51 Cacki Young

You have amongst all of these great problems that we have, we have really, really low turnover just in general and specifically around negative turnover. But that's because that there is a blended approach to every resident that is experiencing housing and stability either for financial reasons or.

00:39:10 Cacki Young

Behavioral reasons or both?

00:39:14 Kayne Doumani

Thank you.

00:39:16 Kayne Doumani

So I'm going to go backwards a little bit into something I probably should have said earlier, you know, and I was asking people where they were in the organization because it.

00:39:24 Kayne Doumani

It.

00:39:25 Kayne Doumani

It's a little confusing.

00:39:27 Kayne Doumani

What is within asset management's power to affect in permanent supportive housing when we're talking a lot about resident services and and property management like what is within the power of asset management?

00:39:39 Kayne Doumani

And it it kind of depends on where asset management sits in your organization. It depends a lot on whether or not these organizations property management is in House resident services is in House, David knows well. The hell of having a third party property management for permanent support of housing. There are almost no companies that want to do it but.

00:39:59 Kayne Doumani

But I do want to stress that the things that we're talking about here today and we have one person who works as an asset manager and myself and then we have people in the C-Suite.

00:40:11 Kayne Doumani

That it's worthwhile talking about all aspects of this because you're going to end up in the meetings where people are talking about this. Sometimes it's a meeting to talk about it, and sometimes it's just because you it's where you end up going and and we're just at a place I think Khaki said something about really just kind of developing this whole thing while we're doing it.

00:40:33 Kayne Doumani

And so you can you can have an impact and you can be in those conversations and you can try to really direct this because it is it's.

00:40:45 Kayne Doumani

Very, very imperfect practice at this point, and I think very, very much in flux.

00:40:50 Kayne Doumani

And in a specific aspect of that is what is your existing relationship with your housing development department? How involved are you in the formation of deals? And this is something that.

00:41:03 Kayne Doumani

What I found is that everybody recognizes it's really important, but not everybody's doing it.

00:41:08 Kayne Doumani

So I did want to ask our panelists what kinds of things can you do when a deal is being made that is going to help when it actually gets as I used to say, when housing development hands it to you and says here, keep this going forever. Like what are the things that we can?

00:41:27 Kayne Doumani

Try to make happen when this thing is still gelling. You won't start khaki.

00:41:32 Cacki Young

Sure, y'all might be sick of hearing me talk, but I'll be brief on this one.

00:41:39 Cacki Young

I think that that's an ongoing challenge. I would say that our development department has worked really hard over the years to really try to incorporate all different aspects of the organization into that development process. So including asset management, property management services.

00:41:59 Cacki Young

And I think that has worked to some degree, but it but you know at the end of the day, you know where the money is, where the opportunities are, that's where the development team is usually going to go. And so we're sometimes handed projects that we.

00:42:15 Cacki Young

Don't feel ready to to manage or could be incredibly difficult to manage, that we might prefer to do some other type of project, but I think that being in on those conversations early on also helps us to start thinking about to sort of see where we're going and to start thinking about what kind of staffing.

00:42:36 Cacki Young

Are we going to need so on the resident service side if we know that we're getting a PSH project coming down the line, then we know that we need to start advocating now and looking for funding for an adequate amount of services.

00:42:49 Cacki Young

Staff, and I think that that's not always something our our sort of normal level of staffing wouldn't suffice for that type of a project. So we need to know early and I think that that can help mitigate some of the the impacts and and also I think in the hiring of folks when we know that we're hiring for a PSH.

00:43:10 Cacki Young

Project or even a particular type of PSH project, like if it's all coordinated entry or something like that, then we know that we are looking for staff who.

00:43:20

Who?

00:43:21 Cacki Young

Know what that means? Who are able to work in that environment? Maybe have already experienced in that environment and that too can kind of help us to mitigate some of that feeling of like, wow, we were just given this.

00:43:34 Cacki Young

You know, enormous task, this insane task. And we weren't.

00:43:37 Cacki Young

Prepared for it.

00:43:41 Elizabeth Lunde

Most of my contribution to the development flow in our organization is around the nuts and bolts. I'm the person who fights for the spaces we need. I'm the person who tells the architect. No, you know, two offices aren't going to do it because we need staff and. And I think sometimes.

00:44:01 Elizabeth Lunde

Depending on the relationships, you're able to cultivate with your development team, the larger team, the architects, the engineers, all of that.

00:44:11 Elizabeth Lunde

The more you can do that well and they come and look to you for an answer before they get too deep into the design, it can be really helpful and then you know the other piece is just the for me is the lease up. I think sometimes our development team you know they're coming out.

00:44:32 Elizabeth Lunde

The schedules three years in advance of how it when everything's going to happen and they they tend, in my experience, to take sort of a a.

00:44:43 Elizabeth Lunde

A very easy on them answer to those questions, instead of really considering well, who are our funding sources, we might have 14 or 15 of them. What are their requirements? How does the timing work? You know, we were getting project after project being delivered to us.

00:45:03 Elizabeth Lunde

The lease up with three months.

00:45:05 Elizabeth Lunde

To do it, and that it was three months, if you had 50 units and it was three months, if you had 150 units or, you know, not recognizing it for any folks who maybe like me, work in New York City, there's a lot of dysfunction in the city agencies and it takes a long time to get those files through approvals.

00:45:28 Elizabeth Lunde

It can take nine months, so you know, I'm really trying it. This is a work in progress, but I'm really trying to talk up that piece with them so that they understand if we want to be successful and we want to meet our goals, we have to know what the obstacles are out there for us.

00:45:49 David Kim

I think the biggest thing that was that really helped us with these new developments.

00:45:55 David Kim

Or as a management actually incorporated resident services and property management and accounting into our weekly or monthly meetings. So there are other aspect that was really amazing for our last project was.

00:46:11 David Kim

There was development created this huge workbook with eight tabs for each department and what they were going to do and how it was going to be synced timed and it was something where everyone knew in advance.

00:46:26 David Kim

Three to six three years ago or three to six months. This is how the leasing is going to happen. And if we have to adjust it, they would make the adjustment and would flow to every other tab.

00:46:35 David Kim

And it allowed everyone to get prepared for.

00:46:39 David Kim

They also actually created the summaries and they wonderfully created their their SharePoint folders with all of the contracts every information so that we didn't have to go looking for that in the future.

00:46:52 David Kim

Things that we've already talked about in the workshops last two days, but it was amazing in the sense of when usually it just goes to asset management and we're supposed to disseminate it to individuals here. It was, everyone was at the table and we were all equal partners and that power dynamic.

00:47:08 David Kim

Was erased.

00:47:12 Kayne Doumani

So I also want to say that you don't necessarily have the.

00:47:16 Kayne Doumani

Have to have the answers to problems in the sense that.

00:47:20 Kayne Doumani

I think it's really, really important to insert yourself at perm close because that's when you do actually know what the costs are and you do know how things deviate and so you can say, OK, well, you know, you made this deal with this assumption of operating costs. This is what they are.

00:47:38 Kayne Doumani

You know, it's not your job to find more funding. It's their job to find more funding, but you don't let it close until reality has been, you know, till the the project has adjusted to reality and it's a really hard moment in time to hold the line. But it's really important to do.

00:47:58 Kayne Doumani

And and as I said, you know, this is this is what you're going to end up with. So I think it's a moment to be assertive. Let's see we have.

00:48:08 Kayne Doumani

About 10 more minutes actually, so I think what I would like to talk about, there's been quite a bit of conversation during this.

00:48:21 Kayne Doumani

Conference about dealing with the revenue side and one of the things that I find is is kind of difficult with permanent supportive housing when you're looking at finances is that there's this line for vacancy that doesn't really break it down into enough detail. So and your and your revenue is.

00:48:38 Kayne Doumani

A function of vacancies turnover time, tenant receivables and subsidy receivables. It's a complex number.

00:48:44 Kayne Doumani

And so I would just like a few ideas from our panelists about how to how to protect that revenue side.

00:48:55 Kayne Doumani

I might have sprung this on them. Kind of, yeah.

00:49:02 David Kim

So after COVID I.

00:49:08 David Kim

Age receivable or delinquency is \$1.5 million within our portfolio with the gross rent potential of \$5,000,000 annually.

00:49:16 David Kim

A lot of money we had to collect.

00:49:19 David Kim

Uh.

00:49:23 David Kim

I think what was amazing is because of the eviction moratoriums during COVID.

00:49:28 David Kim

And also the political aspect of what we had to look at, right? We're housing the formerly homeless. If we evict them, they're homeless again.

00:49:37 David Kim

So how do we keep them?

00:49:40 David Kim

We use the state revenue of COVID rent relief. We our agency spent or received \$700,000 of that. We then had a local city and county.

00:49:52 David Kim

Rental relief. We spent another \$800,000 of that. But after all that rent, rent relief, we still had \$1.5 million delinquency because nobody was paying their rent.

00:50:05 David Kim

So what we have to do was actually speak to the city leaders and saying we're going have to start evicting people and we need.

00:50:15 David Kim

Your buy in.

00:50:16 David Kim

We need to know you guys are going to support us when the Chronicle comes out with an article saying that David Kim is evicting people formally or formerly homeless back into the streets, or you need to provide us more rent relief and you need to provide us.

00:50:32 David Kim

Money. I wrote it down here and I totally forgot it. But the money programs where there's an actual payee that receives or benefits and pays the rent.

00:50:45 David Kim

And we and the city was open to that, but they are also saying, Oh my God, we don't have the money. So it's going to take us a year or two, and we're going through a budget crisis. So the bottom line, we support you with the eviction. And so we actually started off with maybe 50 out of 1000 households. We started off with those.

00:51:05 David Kim

People to go into legal and then we're going to have phase two, phase three, phase four and phase five. So we can actually collect it. So I hope I answered your question.

00:51:15 Kayne Doumani

You did, and I suspect we're going to get into a point counterpoint with the other side of the panel. So whichever one of you would like to, if not rebut, add to that.

00:51:30 Elizabeth Lunde

So eviction is a tough topic for all of us, and I don't really have a counterpoint. The reality is that we don't get subsidy, we don't get rent paid if the tenant doesn't.

00:51:46 Elizabeth Lunde

But we do make a commitment not to stop, to work with them while we're going through that process. And if we, if we have to get there, you know, sometimes sometimes people owe you \$20,000, they owe you \$30,000 and they're not.

00:52:05 Elizabeth Lunde

They're not paying their current rent, much less what was what was left behind.

00:52:10 Elizabeth Lunde

And we we you know, we try to do things we we try to offer you know opportunities for them to pay their rent for a short period of time a few months and then we'll we'll forgive old rent as an incentive. You know we we all have I'm sure our tricks that we use for doing those kinds of things.

00:52:32 Elizabeth Lunde

But if we do go into eviction, I think it's a couple of things are important not to sever the relationship if we can possibly help that. And thank goodness for social services staff that can, you know, make that their focus, but also that you know we have to we have to.

00:52:52 Elizabeth Lunde

Remain open to looking at fresh ways to fix it all the way through, you know, and and.

00:52:59 Elizabeth Lunde

Sometimes that's successful and sometimes it's not. And one of the things that I continually remind myself, as well as reminding my staff, is that behind this person there are thousands and thousands of people who also need this housing. And, you know, maybe can make.

00:53:20 Elizabeth Lunde

Something different of it than that person could at this particular time it's it's some comfort, even though it's not perfect.

00:53:30 Elizabeth Lunde

The other thing I just would say about revenue because you know the opposite side of revenue is costs. Again, I'm going to make a plug for being involved in that design piece. We really build our units to be able to maintain them easily to we'll we'll spend the money on solid surface countertops.

00:53:50 Elizabeth Lunde

We'll spend the money on, you know, heavier duty cabinets and things like that. And and sometimes our funders, you know, look a little askance at that. But it's it pays back its reward if you can, you know.

00:54:04 Elizabeth Lunde

Choose something that can be fixed easily. Be fixed quickly, not get destroyed in the 1st place. It's the best investment I think you can make.

00:54:16 Cacki Young

I think I work in Texas, which is sometimes has its downsides depending on what perspective you're looking from, but I think our experience maybe is a little bit different from many of you who are on the West Coast or maybe in the Northeast just in terms of.

00:54:33 Cacki Young

The eviction process, I mean, certainly it is a, it is a landlord friendly state and so that certainly has its benefits probably from an asset management and a property management perspective. But it also means I think that our burden is high to make sure that we are not sort of use a lot utilizing that.

00:54:54 Cacki Young

Option as the way to fix all of our problems.

00:55:00 Cacki Young

I think earlier I talked about the the rental assistance certainly I know that's something that everybody does and those resources ebb and flow. We had a ton of resources coming into our communities right after COVID and really we were able to mostly make ourselves whole from a lot of those arrears that we had been experiencing.

00:55:20 Cacki Young

During eviction moratoriums and and and now you know many of those resources are starting to dry up and we're certainly seeing higher delinquencies and we're having a harder time finding the resources to pay them off.

00:55:34 Cacki Young

Over the last couple of years I can so we have about 1000 residents in our supportive housing communities and we evicted less than 10 for non payment of rent. So. So I think that is in large part due to an incredible amount of work on the service side and an incredible amount of flexibility on the property.

00:55:53 Cacki Young

Management side.

00:55:54 Cacki Young

We started doing things during COVID that we didn't used to do, like taking partial payments and making payment plans, and we've just continued to do those because actually what we see is that that that works. We have to wait for our money sometimes, but eventually we are often getting our money. And so I think that that flexibility is something that we sort of.

00:56:15 Cacki Young

We're forced into maybe during COVID, but we've kept as part of our sort of operations and that has been really useful to us. I I do agree with what Elizabeth is saying about expenses. I mean I I think that.

00:56:33 Cacki Young

From the development aspect and and looking at the units, you know a lot of the cost that we experience are so significant and related to incidents in the units. Fires and floods are obviously a huge thing. I'm sure all of you are thinking, Oh my gosh, yes, and insurance costs. So we're really trying to be innovative in the products that we're using.

00:56:55 Cacki Young

I would just as an example, this is something I'm excited about and somebody here might say, oh, we did that and it's terrible, but in one of our PSH community.

00:57:03 Cacki Young

That's under development. We're using a new flooring material that is like basically wraps around the sides of the the, you know, up the walls. And so we're hoping to really mitigate a lot of those flood costs that happen when you've got water sinking through to multiple units below. So just as an example.

00:57:23 Cacki Young

I think that there are some other things that we can do that don't specifically have to do with.

00:57:29 Cacki Young

Raising revenue but just preventing the you know, those exorbitant costs that we're seeing.

00:57:36 Kayne Doumani

Yeah. The cost side is is pretty incredible and that that answer didn't go exactly where I thought it was going to. So I'm going to just say a couple of things that.

00:57:48 Kayne Doumani

I I just would be really curious to know how many people in this room have an issue with subsidy receivables that you have permanent supportive housing with project based Section 8. You can't get your money back out of your Housing Authority. Could we see a show of hands?

00:58:04 Kayne Doumani

OK. Yeah. But I think it's a big problem and and you know you're going up against a behemoth and A and a bureaucracy, and it's really tough, but I think that's also the moment where you you sometimes have to get political and you you go up the chain and you may, you know, need to get your mayor involved. Like it's a big.

00:58:24 Kayne Doumani

It's a very big issue and so if your unit is vacant for a long time, do we know exactly why and one of the things can be that?

00:58:31 Kayne Doumani

You know the the tenant did a lot of damage to the apartment and and you're low on maintenance staff and so your turnover time now is really, really extended that I think zeroing in on those things is really important in this process. We are at one hour and I would really like to.

00:58:53 Kayne Doumani

Hear from people about your experiences and solutions and any questions you have. We certainly didn't get to everything. You can't, and I'm actually going to skip ahead to another slide for a second.

00:59:10 Kayne Doumani

Oh well, Dema removed a slide I had that I thought was very helpful, which was how to rate the session and maybe you, you know, didn't get to the end of this conference not knowing how to rate a session, but if you go into the app and you go into this session once it's.

00:59:28 Kayne Doumani

Over there's a way to actually.

00:59:29 Kayne Doumani

Rate it and to talk about it it this is the first remarkable to me, and it's why I did this. Is this the first session on permanent supportive housing that Chan has had not going to be the last. And so it would be very, very helpful to hear from hear from all of you what you thought worked, what you thought didn't and what you want to see in future.

00:59:50 Kayne Doumani

Questions about this, if there isn't actually room in the form for that, or you don't want to type into your little phone, you can also feel free to contact me. I'm very easy to find because of my name, OK? And now I'm going to go back to let's see what Dema left me with.

01:00:09 Kayne Doumani

No, just questions. Comments. We have a microphone here if you want to stand up and talk to that. But we are. You know, we're a pretty unruly group. I think if you just want to stand up and ask a question.

01:00:19 Kayne Doumani

And I'll repeat it for the microphone.

01:00:25 Kayne Doumani

I almost feel like doing this Socratic method like I could point to anybody. They'd have a question you.

01:00:35 Speaker 5

Hello. First of all, thank you so much for a lovely and very informative panel. I raised my hand. We are in the process of developing our first PSH property. We're trying to learn as much as we can from experts in the field.

01:00:51 Speaker 5

Right now we are partnering with a local services provider for case management. We also have internal resident services, staff and property management staff that we're going to be providing and we're trying to figure out strategically the correct kind of.

01:01:10 Speaker 5

Level of services in terms of like staff per unit, I would love to hear a little bit about how you all.

01:01:17 Speaker 5

Decide or think about allocating that and if you have any advice for somebody just getting into this.

01:01:24 Speaker 5

Space. Thank you.

01:01:26 Kayne Doumani

So much advice. Who wants to take that?

01:01:30 Cacki Young

Well, I I can say really quickly. I think it it depending on what your funding is, if you have PSH.

01:01:37 Cacki Young

Funding from any any sort of federal source, you're going to have a requirement for A1 to 15 or 1 to 12 staff to client ratio for services.

01:01:50 Cacki Young

OK, so you don't have that level of requirement, I would say it's not a bad ratio. I I think that you know because you're serving folks who have experienced chronic homelessness most likely and have, you know, mental health and substance use issues that the lowest.

01:02:10 Cacki Young

Staff to client ratio that you can get is really helpful. I think also that you can create some helpful partnerships in the Community. Our staff don't actually do.

01:02:22 Cacki Young

Real mental health services, I mean, certainly I think a lot of their work is around mental health, but we contract with a lot of we we contract with our local mental health authority for on site services like on site therapy. And I think that's really helpful and we've made, we actually have made contracts with.

01:02:42 Cacki Young

Private therapists as well to bring that type of service on site, which is certainly much less expensive and gets you a little more bang for your buck in terms of mental health services, which are an extremely important component of your services provision.

01:02:59 Elizabeth Lunde

Yeah, I I agree with the number 15. We will go as high as 20 if we don't have, you know all the funding to do at 15. But 15 is a good number.

01:03:12 Elizabeth Lunde

We look especially at the beginning to really load up on services before you know we, I mean we've interviewed folks. We've done some preliminary work with them before they come in, but we don't really know them and they don't really know us. And I found that if.

01:03:31

If.

01:03:32 Elizabeth Lunde

If we go in with a light touch and then think we're going to build it up to something more robust, that doesn't work, I we start with something robust and we let people know that in the interview process. So it's not a surprise. We like to see people weekly initially and and we don't limit those.

01:03:52 Elizabeth Lunde

Meetings to our office space. We do try to get into the apartments because every single time.

01:04:01 Elizabeth Lunde

Literally every single time I've gone into a unit that burned.

01:04:06 Elizabeth Lunde

It was packed with stuff and I want our staff to be looking for that, looking for what? What those skill levels are, what the need levels are so that we can try to. I'd much rather get help in there early than have a fire or a flood so.

01:04:26 Elizabeth Lunde

Hopefully that's help.

01:04:28 David Kim

Las Vegas is really close to San Francisco. Come on. Come on over and we'll give you a tour. Resident services and some county, city and county average contracts is 25 single adults to one case manager be. So that's something. Just to let you know, it might if it's 15 to one. Oh, you're so blessed.

01:04:50 David Kim

All of our new sites now have behavioral health clinicians that's tied into the funding, but as khaki was saying, if you don't have that funding tied into the community.

01:05:01 David Kim

Marine Housing Authority has the most in most.

01:05:06 David Kim

Powerful coordinate entry I've ever seen during lease up. They meet with both the caregivers for their homeless services. Currently, with the new case managers, and they talk about what the issues are. So there is an actual transfer of services so that you know how to identify.

01:05:27 David Kim

We opened up a property in Marin County where it's one of the most affluent counties in the nation, so they wanted security and instead of hiring security, we hired an ambassador similar to the urban alchemy, so that they're there in the swing and graveyard shift to for the first two years to let them know.

01:05:48 David Kim

We are not messing around. You need to behave.

01:05:51 David Kim

Right, because you're in the the average home price within that neighborhood, it was three \$3,000,000 and on the waterfront and that's the kind of property that we built.

01:06:01 David Kim

Yeah, you're laughing.

01:06:04 David Kim

Property management, I would say 650 to 75, one manager for 50 to 75 units, one maintenance for probably about 50 units. And the reason I say that is after the first year's warranty that's going to expire after the development closes, you're going to see a huge increase in your maintenance work.

01:06:24 David Kim

Orders you will want. At least I don't know how many units it is, but that 50 to one really helps out a lot janitorial. I would be looking at seven days a week janitorial coverage because they need that building to be cleaned and make sure you know when they're picking up the waste because that's another issue that we're having too.

01:06:46 Cacki Young

Kane, can I just add one thing really quickly? I think it's really important to you when you're hiring your services staff. If you can, don't hire, hire folks with experience like we're we're tip, we don't always hire licensed social workers, but we have a lot of licensed social workers, but also even if you're hiring folks.

01:06:48 Kayne Doumani

Yes, absolutely.

01:07:06 Cacki Young

That just have case management experience. It's really hard work and it's it's I think difficult for brand new case managers to understand really how to work with folks with the level of acuity in our housing.

01:07:20 David Kim

Last one, I'm going to mention is Corporation on supportive housing. Nationwide. They have local actual consultants that will come in and do all your training for you for both property management and resident services. They will go over the seven dimensions of supportive housing. They're amazing.

01:07:39 Kayne Doumani

Yes, I should add that we're allowed to tack things on in this app, and So what I have put in there is corporation for supportive housing.

01:07:50 Kayne Doumani

Put out this thing about excellence in permanent support of housing, which they don't actually put out anymore. I have a copy from 2012. I don't consider it obsolete. I consider it actually something that more than anything else I've read kind of looks at property management and asset management and permanent supportive housing. So because I can tell you.

01:08:09 Kayne Doumani

If you Google the asset management of permanent supportive housing.

01:08:15 Kayne Doumani

There's not much there, so I do recommend Corporation for supportive housing. And I also put in a couple of thinking pieces, dimensions of quality.

01:08:25 Kayne Doumani

People change my slides. I don't know what that is. They might have even taken these things out. I don't.

01:08:30 Kayne Doumani

Know.

01:08:32 Kayne Doumani

Apparently I've gone rogue. Anyway, any other questions?

01:08:40 Kayne Doumani

OK, I do want to say something. Just sort of globally and that is that as I said at the beginning, this is a very difficult.

01:08:51 Kayne Doumani

Undertaking and the thing that I think we all really need to keep in mind, one of them is that.

01:08:59 Kayne Doumani

We are.

01:09:01 Kayne Doumani

How cities and counties and States and the federal government meets its mission of providing housing.

01:09:10 Kayne Doumani

And they cannot do it without us. And I think it's really important to remind them of that. A lot of the things that we talked about being difficulties are things that are within the power of the local

government to change and make better. And so asset managers are not used to being advocates. We're not generally the storm the barricades.

01:09:30 Kayne Doumani

Type and so maybe there are other people in your organization that take care of that.

01:09:35 David Kim

That.

01:09:36 Kayne Doumani

Somebody should store the barricades. You really need the resources and there are organizations are going down that are permanent support of housing organizations and so don't. So first of all, act as a group because you you are not the problem. Don't go forward like we screwed up because it's not you.

01:09:56 Kayne Doumani

Well, OK, maybe a couple of you, but it's mostly not you. And so go forward as a group and say we need this.

01:10:03 Kayne Doumani

Because if we go, you can't meet your mission. And by the way, you're going to have some properties on your hands. I think. I think Los Angeles has put in \$11 million so far, taking care of Skid Row Housing Trust properties. So they need to be smart with their money and smart with their resources and smart with their policies.

01:10:23 Kayne Doumani

So give them hell.

01:10:25 Kayne Doumani

Anything else?

01:10:28 Kayne Doumani

I thank you all for coming and I do want to stress please evaluate.