

## Lummi Nation Housing Authority National Best Practice Webinar

September 18, 2018

**Facilitator:** Welcome and thank you for joining today's inaugural Office of Native American Programs, National Best Practice Webinar, featuring Lummi Nation Housing Authority. Please note that all participant lines will be muted until the Q&A portion of the call. We will provide you with instructions on how to ask a verbal question, at that time. You are welcome to submit written questions during the presentation and these will be addressed during Q&A. To send a note, select all panelists on the send to drop down menu of the chat panel located on the lower right-hand side of your screen. If you require technical assistance, send a note to the event producer or call our help desk at 888-796-6118. With that, I'll turn the call over to Heidi Frechette, Deputy Assistant Secretary HUD's office of Native American programs. Please go ahead.

**Heidi:** Thank you everyone and thank you so much for joining us today, for the first in a series of national webinars and best practices in Indian housing. We hope to provide you with the quarterly webinars covering topics such as: housing development, leveraging, homeownership, youth initiative, and energy efficiency, and weatherization. Of course, we are always open to suggestions, so we've included on slide three an e-mail address that you could submit suggestions for upcoming webinars.

Today we will be hearing from Diana Phair about the Lummi Nation Housing Authority's Sche'Lang'En Village, a gated community with 45 new units for housing for elders and families with high needs. It's really designed to focus on supportive services, and services family need to get back on track. The property has nine single-story 2-bedroom duplexes for elders, 24 two-story 3-bedroom units in pods of four and 12 single-story three- and four-bedroom triplexes. It also has a community clubhouse, private counseling, meeting spaces, community garden playgrounds and picnic areas.

We are very proud that this great project was financed using HUD Title VI loan guarantee program and uses a tribal-wide collaborative and holistic approach to support families with wrap-around services.

I'm very honored today to introduce our featured guest Diana Phair, Executive Director of Lummi Housing Authority. Diana is a member of the Lummi Nation and has been employed by the nation's housing authority for the past 33 years. Through her housing authority, she has created a number of social programs to support residents and help preserve the integrity of the Lummi tribal housing community. She truly is a leader in bringing transformational housing to her community.

Diana, I'm going to turn it over you. We look forward to hearing about this great project.

**Diana:** Welcome, everybody. I'm very honored to be selected to do this presentation today. We are located on the Peninsula on the Puget Sound. We're about two and a half miles north of Seattle, 30 minutes from the south of the Canadian border, near the city of Bellingham. Our traditional territory stretches from the San Juan Islands along the coast and the Phraser river into what is currently the city of Seattle. Fishing,

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hunting and plant gathering constitutes are mainly our substance for area. Lummi nation signed a treaty appoint Elliot in 1855, receiving a 13,000-acre reservation within Walton County, located five miles west of Bellingham, Washington.

Our demographics, our land base is 13,000 square acres, checkerboard tribal enrollments, approximately 5,000. We have a native population of a 50% native, with a combination of non-natives on our reservation. Low-income households of 50%. We've got a housing stock units. We have managed 332 units. Our economy is mainly fishing, tourism, and we have Northwest Indian College on our reservation as well.

A little bit of background. Kwina Village on the upper slide, you see there is a Kwina Village apartments, consisting of 118 units that we built on a Kwina corridor, one, two and three bedroom apartments, small apartments located near the Northwest Indian College and other tribal services and transportation. This is where we started doing our wrap-around with our families before the Sche'Lang'En Village was built. We also built a gymnasium which is the lower picture that's up in a different development of our McKinsey area, and that money we used for that was ICDBG, it was funded as a model activity from HUD.

Challenges. We've had challenges moving forward. Title VI loan payment takes away from our IHBG funding that we would normally set aside for future development. That's one of our challenges by taking out the Title VI. It's been challenging, working with families to allow them to set aside their fears so that providers can do wrap-around services for them. Example would be a family that has gotten their children removed from Indian Child Welfare. They look at that agency and a caseworker as the bad person that removed their children, question our team on why we would allow them on the wrap-around team. Just helping them rebuild their trust is one of our challenges with the families.

Opportunities. The land was donated by the tribe, within walking distance for tribal services like the administration office, Lummi Tribal health center, Northwest Indian College, and fitness center just to name a few, that are nearby the village. It's on the bus line which stops right out in front of the gate. Housing was able to get a commitment from the council to provide hard dollars to help pay towards our Title VI loan, which was a big plus on our end.

Why transformational? Back in 2013, I was approached by several agencies. If units can be set aside for family reunification or recovery. If they had just had a house they could get their children back, I was told. I asked the ICW (Indian Child Welfare) director to work up some policies and how they would manage these homes and they never follow through with it. I knew we had a development coming up in the future, but never thought about it being a transformational wrap-around program. I shared my thoughts with John Plumber, our mental health counselor and he said, "Wouldn't it be fun to develop a project that can provide an array of wrap-around services for housing, educational, social, and health service that will help sustain efforts made towards a transformational change they seek. We can call it transformational, not transitional." For families seeking to make transformational life changes. For some it would be a transition from homelessness to simply having a home. For others, it may be transitioned from domestic violence to safety, from

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addiction to sobriety, or the process of unification of parents with their children. One thing they all have in common is a need for a decent, safe and healthy home where stability fosters habits that lead to core values of honesty, accountability and personal responsibility for change. I decided to start with the Council and bring a resolution for it to get their buy-in on the transformational wrap-around program. The Council was speechless when I shared my idea of such a project. They furthered my resolution that I got in front of them and wanted language within the resolution that directed the general manager to mandate the LBC (Lummi Business Council) departments to work with a health and director on a weekly basis.

Moving forward. I started hosting a wrap-around meetings weekly, which included behavioral health, the Lummi tribal clinic, Lummi courts, Employment Training Center, Indian Child Welfare office, Lummi counseling services, victims of crime and Lummi probation just to name a few. The meeting started out large, but two months in the meetings, I realized that there were departments that really didn't want to be there. So, I took it even further and gathered up my housing and team and went in front of the Law & Justice commission, Health Commission to get their buy-in on our project. Then, we went to all the department staff meetings to share our project which sparked a lot more interest from staff, because I realized as a director that sometimes not all directors share with their staff what is going on with other departments. Now, I had my core group of individuals that created a wrap-around team to move forward.

2015. It's important to meet weekly with the architect and project manager on the design and concept. One unique thing that we had with our project is that, we do force account. We are the general. The staff is employed by the Lummi Housing Authority, which made the project work easier when we come to change orders. We showed the wrap-around group what the design looked like and they got their feedback. They were part of this and they started the designing of it, sat down with a tribal attorney, worked with us on a weekly basis, to develop the wrap-around policies. You can see that starting early really helped us make a difference. We'll be ready when we opened up the doors. In December of 2014, we met with the tribal attorney to discuss a Title VI loan for the actual construction of the building. Went to tribal council in February of 2015 to further discuss the Title VI loan and had several telephone calls with HUD. We finally closed the loan in June of 2015, and broke ground on the actual construction of the buildings in July of 2015.

Here we are July of 2017. We held our open house for the Sche'Lang'En Village. We started holding classes for the families that were referred or sponsored by their agencies back in April and May of 2017. Our mental health counselor does an assessment on the family, where he screens for honesty and accountability. Families are required to attend at the minimum of six weekly classes for an hour that are held in the evening at the Sche'Lang'En Village resident center. We program the gate to open at 4:45 and close at 5:10, for the families to come to the meeting that aren't living in the village yet. These meetings allow for families to get to know one another and listen to the elders and share their stories. Wednesday evening meetings are required for all families to attend, along with attendance requirements for a woman's group and a men's group that are held weekly also.

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The gate establishes boundaries. All residents and guests, 14 years and older are drug tested and run a background check on them. Families have given their trust to say no to individuals that could be their close relatives, but aren't clean. We do random UAs on all families every two or three months that are living here.

The picture of the pods. These were designed to build closeness for families to draw one another and create a bond with each other. The covered area between the pods provides a safe place for the kids to play. We have hung several native art carvings above the pods to signify a culture and a way of life. We have for example, a salmon one, we have a frog, halibut et cetera.

The units are typical smaller. We provided a wash and dryer to these units. We don't normally provide in our regular rental units. The floors were painted cement, it's not tiled, it's not lenoleum, which is low maintenance for a home. We have the radiant heating panels which we are unique feature that we've used in these units.

Elders are the gatekeepers to the village. They see everything and aren't shy to let the families know. Our mental health provider, John Plumber, and his wife live in one of elder units, which is good for the village. They have to run away at least once a month to recharge your batteries and come back and get energized because they get a lot of knock on their doors, which is a plus but could be a negative way. That's why he always says, "I needed to run away for the weekend," and come back with his batteries all recharged.

The Resident Center was built with offices facing the playground to allow the children to play, while the parents are doing counseling in the offices. One of these offices are been utilized by John, our counselor, and most recently we have gotten the LBC's behavioral health director to allow us to have one of their clinicians deliver services at the other offices, such as couples counseling et cetera, which is a big step from a year ago when we originally built this one.

These are the offices that face one of the playgrounds, and that's how we built. We got them all fenced around. We got lots of security cameras. This is one of the smaller playgrounds, and if you go to the next slide, you'll see we have another playground in the back of the project. This is for a little bit of bigger kids and provides basketball areas. Then that one we showed earlier in the slide was a toddler section. Lots of picnic benches around the playground because that brings your community by having picnics and have the parents out there watching the kids while they are out there playing.

These are walking paths that we built around and in between some of the units. The kids call these their little hot wheeled race tracks. It's just a nice feature to get the kids off the streets. They play their bikes; the elders walk this path back and forth. It's just a really nice unique feature that we were able to put in the Sche'Lang'En Village when we built it.

The garden. The community garden was a really big event this year. We set aside a piece of the land inside the village. It was just successful with all the families. We were able to partner with a Bellingham food bank, that provided a seed for the

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garden, which later grew into a bigger relationship, by providing food twice a month to the families in the village. We noticed that most of these families are in need of food towards the end of the month. That was when the food bank brings out his refrigerated truck and start holding out boxes of food for the families right after our Wednesday night meeting. It's just been a big hit, and teaching these families about the vegetables and about the community part of having a garden. It was an adventure and a really nice feature that we were able to do.

We started from beginning that we wanted the families to take ownership in the village. We purchased of riding lawnmower, two push mowers, a blower, and a weed eater, and they do the lawn care for the village. It gives the families pride to mow lawns and puts less burden on our maintenance department. This is all run by the families. Individuals family you'll see one will leave a lawnmower laying out, the next person will grab that lawnmower. It just goes on down the path. It's really nice to build. They have built something that they're not waiting for housing to come do their lawns.

Transformational not transitional. Housing is both a center for change provided a base where change is made possible. Residency is open-ended. As long as participating families are fulfilling their contracts, rather than a lease including home visits, to check housekeeping, and mental health from the road-map that residents need to follow to keep their housing.

We have a lot of opiate abuse out here. We have to work really closely with all the care departments, and a lot of them is the ability for them to say no with what they might feature on while we have this gated community, because a lot of families can't say no to other family, friends, even their parents, and stuff. By providing that gated community and its consistency allows us to help move them forward.

Sources and uses. The infrastructure you could see we had some proceeds to sale. 400,000, so those if HUD had money we used and ICDBG and the HUD. That consisted of the infrastructure we put in, and you may say why we use proceeds to sell, well because on the upper south corner of the Sche'Lang'En we have another development which is gated separately from the Sche'Lang'En Village, and that's for our over income families that were building 10 over income homes on, and we're calling that the Sche'Lang'En estates. The construction alone, the Title VI loan was 5.8 million, and at the end of our construction, we were actually \$400,000 under budget. We were able to put that back at the end of the loan. Total development for this area was about 7.6 million.

Creating a culture of transformational. A community facility is used for weekly meetings with tenants, to guide them and accomplishing the sobriety and family goals. Elders, arts and crafts center allows elders to share the culture knowledge with families through cedar bark weaving, carving, harvesting. We also did some salmon, which is a really unique feature this year, that we were able to can. We got somebody to donate us 100 pounds of some sockeye. We took our weekend and got our pressure cookers and went and taught these families how to can some salmon. That was really creating that culture is getting together and we really utilized that

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resident center up there for lots of different things with these families. It was just nice to see those six little moms, even got the kids putting the lids on the jars and the families walked away with cases of salmon and they never had grandparents around the village to show them how to do that. That was really nice getting the elders down and showing them how to do some canned salmon.

Current status. Development is currently which is half full. The Housing Commission has been great with us from to start knowing that the village was going to take some time to fill up since it was a new program. We didn't intend that this program will be self-sustainable with rental income. That is why we asked the tribe to help us out with our Title VI loan with hard dollars. It's hard when we have to evict families and we had to ask three families to leave since we opened the doors a year ago. This eviction is a collaboration amongst a wrap-around group and not solely placed on the housing director. We all come together and talk about the family, so when the family is evicted they aren't running to another agency for sympathy, it's truly a collaboration effort. We've not had one police call in the village since it opened. That's a huge accomplishment compared to our other housing developments. An example, Kwina Village is just not even quarter of a mile down the road, where we have 50 calls a month at this area compared to not one single call in one year at our Sche'Lang'En Village.

Lessons learned. We use contracts for the persons not leases. We had developed a separate eviction code from our standard landlord code under the tribe. The process took over six months, and we started back in 2016 with public hearings and several council meetings. We now have a separate eviction code called the transformational wrap-around eviction code. This code allows us to make a family leave immediately and we don't need to go in front of a judge to get them out. That's probably the biggest plus is having that separate code which it took lots of hearings, lots of meetings, but we actually could open up our code now and see transformational wrap-around code. It's been unique because we know as housing directors that it takes a while to get somebody out of your unit. By that time, especially being in the village and the clean and sober environment, they're contaminating that area more, so we had to do some thinking. We put the code into place. We actually have a code which is really nice to have.

Tips for success. Biggest thing is just your strategic thinking. Weekly meetings with the architect was a plus. We sat down every week with the design team, getting these together, laying out things so we could stay away from lot of change orders. Hire wise, went out and I took my chance and hired a mental health counselor back in 2013, and he's been a big plus to our community. Communication with the tribal councils is key. We're fortunate to have in our housing commission. One appointed council member is appointed to our housing commission.

There's always contact with housing, with the council, because we are a separate entity. You anticipate the needs of your community. Residents moving toward goals, strengthen their new sobriety, by creating methods to allow them to say no to family, friends and partners who are not on the same path to wellness and create policies in advance. The policies would be tested by the residents, and they also

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need to remain compliant with tribal law and NAHASDA regulations. That's sort of what I feel is my tips for success.

Takeaways. Housing is the hub to successful wrap-around services. Desire to keep housing ability to allow clients the mental and physical space to be experience positive change are cited by program staff as important benefits for the program. Partnership, outreaches, ongoing partners, can either arrange and supportive services decrease the number of services that housing could feel compelled to provide, shared responsibility, and consistency is caring, keep the rules consistent. The Sche'Lang'En is not the first attempt at wrap-around services at Lummi. We don't have to start over every time we see them.

The responsibility of monitoring, nurturing and handling down consequences weighs heavily on program staff, it is a form of self-care when the responsibility can be shared among the group. All want to see if you want to get up every morning and do what you need to do. These are families whose lives have been ruled by chaos, violence, low expectations, they have often not had such experience raising their children, are afraid of making mistakes. Sche'Lang'En needs to be a place where they can learn both to succeed and to make mistakes that did not ruin their lives.

**Heidi:** Diana, Thank you so much. What amazing work you're doing. It's just amazing, and it's wonderful to hear the results that you've had so far, and the impact you all have had on the families in your community. I think what this illustrates really is the tools available, but also how it clearly demonstrates that tribes can do amazing work when they have resources and tools to make it happen, to really serve their community. I want you to know you should be commended for this amazing and it's exciting to hear. Thank you so much for sharing.

It'd be great if we can have some discussion and get a little bit more into some of the details or things that you've seen in undertaking this project. If you had to do it all over again would you recommend or use Title VI?

**Diana:** If it was a different circumstances and a chance for more NAHASDA funding or hard dollars in the tribe? No, I would probably not choose to use Title VI, because you have to pay the loan back, but if it was in the same situation and low on funding to build without enough NAHASDA funding, yes, I would do it again because this sort of wrap-around program is needed for our families.

**Heidi:** Great, thank you. Can you share what was the hardest part of getting buy-in from all of your players?

**Diana:** I think the hardest part was deciding on the players for the team and the method of forcing people to be at the table that didn't want to be there from the get-go. These individuals just dropped off and we created a wrap-around team we have today, which is a great team. I didn't see the need even though the resolution and I had seen the disgruntled faces. I didn't feel that they really wanted to be at that meeting. I decided to take it even further and go into the commissions and share what they had because every department has to report to their commissions. They were just like coming back telling their director, "Hey, this is a great program you know. Did you hear about the new housing?" We went that route and then we went

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even further and went and got invited to their staff meetings to all the departments and went every week and hit a different department and just shared what we were going to do.

Just got the staff and the clinicians like, "Wow, you'll helped my clients". That was really the part is trying to get that, because tribes don't know how rich they are. You have to open your door and put your gate down, let departments try to do a wrap-around. Once they find out, it's helping them with their client, it just gets them excited. We just provide the hub. Housing is the hub for all the services. That's why it's just really getting the players to buy in and a lot of my energy and time going to each of the departments and asking them and sharing my program with them.

**Heidi:** Yes, that's amazing, and just the holistic approach really shows through and how effective and the successes has been. Also, I thought was really interesting is that you have a behavioral health specialist on staff. I'd like to hear a little bit more on how this is made a difference in the transformational housing approach.

**Diana:** It was the greatest thing I ever did. It was a chance that took when brought John down on back in 2013, part-time to work with our families that were put on a contract before this wrap-around was even in place. Behavior issues that were on the verge of losing their housing. It never dawned on me that a family faced so much childhood trauma, and by having someone they can talk to help them create structure and stability in their home.

We weren't here to evict them, because they kept having parties. We would put them on a contract and making go see John and just that part of it, he would come back and say, "Wow, there's this a lot of trauma. You know, we need to go this way, we need to go that way", because what they shared with him. It was just a unique experience for these families and mom to help settle them down, so they can raise their kids and focus on their kids and not so much on the chaos that was going on. It's been the greatest thing I have, is bringing him on staff.

I could just say not every housing authority is going to be able to afford to bring on somebody like that. He worked with behavioral health before as a clinician. When he came, he didn't realize on being on this side. He didn't realize until he sat and told me that, "You know, I never thought about housing when I was doing my practice. I didn't know when a client would leave, that they would probably go and couch surf and coming back, because I didn't think about that, but if we all start thinking about that housing, has to give the family the stability". We have learned this from sharing this with John Plumber. My hat's off for what he does here for our families, and he's doing a great job.

**Heidi:** Yes, what amazing work, and like the focus of housing is the hub. That's very, very poignant and very important to stability. Like you said, being able as parents to focus on children and family versus all the chaos going on around. Another important aspect that you talked about was elders and the participation of elders in the community and elders seen as that support or the constant force or security within the community as well. Can you talk a little bit more about that, and in addition to the canning that you talked about with the salmon? What other things that you see



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elders participating in? How you selected those to participate and live in the community?

**Diana:**

Well, the elders were selected by what they could provide to the families and the village. We had a few elder meetings and the get-go invited a few that I've got a feel for them where they would be a good fit for the village. Then the takeaways, the elders get to provide daily guidance for the residents. They get to hear the family stories and struggles every week. They become the Sche'Lanag'En Village grandparents to these families within the community, which these families respect. Each elder is viewed as the embodiment of the stories they have, integrated and lived out through their lives.

The core values of these elders are to reflect the stories passed down from previous generations also generosity, honesty, hard work, kindness, forgiveness and love. At the neighborhood level, elders will have that at their disposal professional providers who will support the work of the resident. It was just a good experience. In August people usually get that salmon and get two or three the elders to come over that morning and sit down and sit there and say, "Just shove the fish in there". Just watching those families, there's this young mom of 25 and it's just like, "Am I doing it right?" "You just got to stick it in there deary." Just that collaboration of having these elders here, and they don't miss a meeting.

We don't require them to come to our Wednesday meetings, but they never miss one. They love it, and they applaud these families every Wednesday. When they get somebody stands up and says, "I have 365 days, sobriety today". They all walk over and they give them a hug and just that feeling of that, "I got my children back. They've been gone for five years and I finally got my children back, and here they are". "Teddy and Avina here there are." He's real proud father with his two kids. We all give them encouragement. That's really what this meeting does. It builds that relationship so everybody can rely on everybody.

It's just cool watching that development. The elders are where people are going to go, where they feel it safest there. They're going to go knock on the door and say, "Hey, you got any jumper cables? Well, no, I don't, but so and so does." Because they're the wisdom of all of our tribes. We always look at the elder as the wisdom. It's really cool to see the children knock on their door and say, "Hey, you got any chips? You got any fruit?" They're like, "Oh, let me see what I got my fridge". Those are their stories too because they love kids. It's a breathtaking thing having to build a community with the elders. I couldn't see not doing it without elders.

**Heidi:**

Yes. What you touched on too, is just the elders there to reassure the young parents. "You're doing, it's okay. You're doing all right. Your kids, they're going to be okay. We're going to be a community. We're going to help you through all this". You can't even put a price on that and that contribution. In speaking of the children, how are children being supported in this community? You discussed, the parents going to meetings or services and being able to watch kids on the playground, which is a fantastic idea, and that is fantastic design, but how are children's specifically being supported, in addition to those design considerations?

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**Diana:** The village was built for the children. It supports their parents who create the structure more needed to produce healthy children. It also provides ongoing training to parents regarding the relationship to themselves, their partner and their children. The elders have also cultivated a relationship with each of the children. There is a clothing bank that helps parents provide clothing for growing children. One has a baby, outgrows its clothes, they go to the elder, the elder has a clothing bank. New moms that come into the village, that come in and-- they're grabbing clothes left and right.

The Wednesday evening meetings provide a daycare for all the children, and their monthly community dinner provides an inter-generational activity. Once a month we get together, and one of those Wednesdays, we celebrate all the birthdays. Everybody has their birthday written on the board. All the kids' birthdays and we have cake and have pizza. That's a just a big thing for all the kids to get together, and a little daycare we have on Wednesday night. One of the moms steps up, and says, "Hey, I'll watch the kids tonight", so we can actually hear ourselves talk because we can't have all 40 kids in one room, because we don't even hear ourselves talk. We tried it for two meetings in a row, and we're like, "We got to do something". You know. It's the village—it was really built for the children.

**Heidi:** That sounds amazing and wonderful and what a great approach. Where do successful residents go after living at Sche'Lang'En Village in village?

**Diana:** Well, the key part of the Sche'Lang'En is that they come in not on a waiting list because they're sponsored by an agency. One of the requirements is that they have to be able to be qualified to be on the waiting list. We get them on the waiting list, and they could be a year out or six months out to come up for a unit to go into. Until then, they'll sit here on a transfer waiting list, and we had a family do that. They came up on the waiting list six months into this project. They were in Sche'Lang'En and they moved into a five-bedroom unit. First, they came to me and said, "Hey, I got this letter. I'm up on the waiting list and I don't know what to do". I said, "How do you feel? How do you feel being outside the gate?

How you feel you're going to do it?", because this young mom and her partner, she got her three kids back, and he got his two kids back and I made one family together with five kids. She goes, "I'm ready for it. I say, "Well, you are too". I said, "You've grown a lot here, and we'll be there. We know where you're going to be at. You're going to be in one of our housing areas, and we'll go and visit you there". So, they graduated and transferred into another unit in another housing area because they worked their way up on the waiting list.

Where we have five or six families living there. They have come up in the waiting list, but they chose not to move out. They want to stay there for a little while longer because you're not ready yet. They'll sit there on the transfer waiting list. They won't lose their spot. They'll just sit there idling. Once a while we have a vacancy come up, I'll go to them and say, "Hey, are you want to take it or you want to wait". "I need to wait". We won't remove them. They sit there. That's why it was important to have them be able to be qualified.

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As a Lummi tribe with a Lummi child to be able to be transferred into something. That was a key. The key to this is those two features and being on a regular waiting list because at some point we want to keep rotating these families. People ask, "Have you ever put a time frame?" I said, "There's no time frame. We have no time frame on this transformational. It's really depends on when they work the program, just like this mom and her partner last year, and transferred into a five-bedroom unit and are doing just great up in there. I just hate to see them go, but they did good. They're doing good. They got to work the program.

**Heidi:** That's wonderful to hear. I think what's coming through loud and clear is that real-life impact, community, children, elders and it's just amazing. I am done asking some of my probing questions, but Diana, is there anything you wanted us to share that we didn't cover in covering questions before we open it up to the callers to ask questions?

**Diana:** No, I can't think of anything. I'm open for the questions and just really want to thank you again for the opportunity to share our transformational wrap-around program in the Sche'Lnag'En Village.

**Heidi:** Thank you. We're ready for questions.

**Facilitator:** Okay. Ladies and gentlemen, as we move to Q&A, please feel free to place yourself into the question queue by pressing pound two on your telephone keypad. You will hear a notification when your line is unmuted. At that time, please then state your name and question. To send a written question, select all panelists on the send to drop down menu of the chat panel located on the lower right-hand side of your screen.

I believe we've had a couple of written questions come in here. I will go to the first. What funding sources are being used to pay for the ongoing services? How much N-A-H-A-S-D-A?

**Diana:** Can you repeat that question again?

**Facilitator:** Yes. What funding sources are being used to pay for the ongoing services. How much N-A-H-A-S-D-A?

**Heidi:** How much NAHASDA?

**Diana:** NAHASDA?

**Facilitator:** I believe that.

**Diana:** Right now, you mean the fund, is it the staff? Are you talking about the mental health counselor?

**Facilitator:** We can wait for clarification on that if you'd like. We do have another written question here. How do you engage staff when directors are disinterested?

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- Diana:** How do you engage staff? How I engage the staff to participate in a wrap-around is that it's just took lots of going to them. My key part was I went actually into the commission. I went into the health commissions, and then they heard about it and they got excited. They went back and directed back to their staff. "Why aren't you doing this or participating with housing?" It pushed that little button to get them more engaged. Now it's like everybody shows up for one hour on a Thursday. We case manage these families. It just fun having the people there, because they're seeing their client get outcomes. They can see outcomes for their client. That's what's making a success.
- Facilitator:** I do believe we have a clarification on the last question. Is the mental health counselor being funded from the NAHASDA entirely?
- Diana:** Yes.
- Facilitator:** We do have a couple of verbal questions that have come in as well. I'll go ahead and go to the first of those. Caller, your line is unmuted.
- Marcus:** Hello, yes. This is Marcus Luke and with the Confederated Tribes of the Umatilla Indian Reservation here in Pendleton, Oregon. I have two questions if I could. How many units are there total and how many staff do you have on site?
- Diana:** We have 45 units that make up the Sche'Lang'En Village if you're referring to the Sche'Lang'En Village and I have two staff members that run that program. A mental health counselor that just doesn't run Sche'Lang'En. He runs all of our other housing areas, and we have one transformational housing coordinator that runs that program.
- Marcus:** Thank you.
- Facilitator:** We'll go ahead and move to the next caller. We do have another verbal question here. Caller, your line is unmuted.
- Janet:** Janet Hren from a Lower Elwha Housing Authority. I wonder do your elders get to live there for free since they're such a big part of the program?
- Diana:** No. Everybody is still at a 30% rule, and most of the elders that are living there, their rent varies, but it's basically by their social security, but no, they're not there rent free.
- Janet:** Thank you.
- Facilitator:** We have a couple of additional written questions here. Thank you for your presentation. Would you be willing to share the ordinances that you use to implement the transformational housing program?
- Diana:** Yes.
- Facilitator:** All right and the next question here. What happens if someone in the family fails a drug test?

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**Diana:** If a family fails a drug test, if they're in the village, and this has happened and they failed the UA, we bring them in, we ask them what happened. If they share, if they tell us and take responsibility, we will work with them. In one case, we had one individual both individuals just like, "I don't know. I'm not really sure why that's like that". They weren't being honest with us, and so we had to ask them to leave, but if it has to do with meth, it's a no tolerance. If it was meth in their system. If there was opiates and stuff like that, we try to work with them as a second chance, but they have to be honest and tell us the true story on why that drug test came up positive. If they test positive when we're getting ready to move them in, they have to wait for 90 days and come back in 90 days and pass the UA before they go in there.

**Facilitator:** Do you have single people receiving services and how do you handle their housing needs?

**Diana:** Yes, we have set aside two homes in the village. One is for single men and one is for single women. At the current time, we're getting ready to put one single woman into one of the rooms in the woman's home, but it hasn't happened yet. It should be happen here in the next three weeks. We were able to get some resources to furnish that place and set up a new different contract based not on a family, but based on a single individual, and we set up some rules within the new contract that talks about getting along, because you're going to be putting three different individuals that could may not be related to each other into the single home. and so, we had to do a lot of resources and re-tweak a different contract for those single people. We have started looking at addressing single people that want this program, and may not have children by setting aside two different units, two three-bedroom units in the Sche'Lang'En Village.

**Facilitator:** Janet Hren from Lower Elwha Housing. Do the elders get to live there for free? Have we answered that one?

**Diana:** I think so. Yes, she was on the phone.

**Facilitator:** You are providing wrap-around services on site rather than having the participants go to an office or clinic for support. Has this changed the way that the tribe is delivering supportive services and other areas of the reservation?

**Diana:** No, they're just now starting to come to the village. Like I mentioned in my presentation, we finally got the behavioral health department underneath the tribe to send a clinician over. They finally recognize that our village. They always look at the billing mechanisms of billing for services. That office has four walls. They're going to test it and they have been coming over for the last month, which is a very big step, because we weren't getting them to come. We just had our regular counselor, and it was really unique. They were able to go over and knock on their door, and then know, "I'll be over in the office", and the family came over and the kids went out and played in the playground. I got an email from behavioral health director saying, "Great. It looks like it's working Diane. My hands are up and let's keep the partnership going". That was a really big step to see that happen.

**Facilitator:** What is the breakdown of units, family versus units for individuals?

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**Diana:** There's 45 units all together and we have nine of them are two-bedroom. We designate those for the elders. Then, we got 24, there are two-story pods we call them. There're three-bedrooms. Then we got 12 separate units building that consistent of three and four-bedroom unit triplexes for bigger families. We got two small 650 square feet, two-bedrooms. Then we got the 1,000 square feet, three-bedroom units. Then the three and four-bedroom triplexes are around 1200 to 1300 square feet for the larger families.

**Facilitator:** Can you talk about the security system, the gate entry system, the on-site cameras. How do you all use the security systems to monitor comings and goings? Was it expensive, and is it worth the expense?

**Diana:** We weren't even considering a gated community, but as we started working the wrap-around program, and we were doing their wrap-around here at the Kwina Village. It was an eye-opener that we needed to have a gate because these guys weren't holding boundaries, let alone here at Kwina Village. How we're going to get them and they are telling us that they don't know how to tell mom, because she's not clean, that my mom can't come over or my dad. We started thinking before we opened the doors that we need to do a gate. I talked to my project manager said, "We need a gate around here". We brought some couple gate companies out. We looked at what would work and the one that we liked the most, I'll give you the cost. You can email me and I can get the exact cost, but the one that we have with the keypad that tracks, you get a code.

We track your code. So, we know if you went out at two o'clock in the morning. We can change the code from my computer at my office. I can change the code like within 30 seconds, and the code stops to give you another code. They can buy a clicker, purchase a clicker that can sit on the dash your car, above your visor, it opens up the gate for when it's raining you don't want to push in your four-digit code, but I would do it in a heartbeat. It was worth the money, the gate it. I can watch the cameras from my office here. We can go back and it's got footage as long as it stays. It holds it for like a week. If somebody says, "Hey, I think somebody took something out of my car last night, could you look?" We'll go back here on the cameras and look at it.

I'll asked my security to sit down and look at it, and we'll put them on a little flash drive for me, I bring it up. We're able to see that footage and just having that visibility of them makes them more safe, that there's cameras and the cameras are really full front entrance with the license plates with infrared. We can actually see different people trying to get in that aren't supposed to get in. It's nice to have a gate, but when I'm learning now since we've been open for a year, the families are actually doing more of the policing than we are, because they're calling us right away when they said, "Hey, a car follow me in and I don't think they're supposed to be here". Well, we would jump in our car right down the road and go down there and follow that car and say, "Hey, you got to get out of here. You're not supposed to be here". That's been a big plus. It's just them starting to take on the ownership of policing that themselves.

**Facilitator:** How do you address needs of independent minors?

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**Diana:** Independent minors. We haven't took on that step of independent minors. People coming in have to be 18 years and older and we're going to probably have it, but we haven't had any young kids show any signs of bad UAs or anything, because people wonder why we went so low on the UAs 14 years old. You want to get them when they're young. You want to get them young and not let them go, because of such peer pressure. That's why we really hit it at 14. Our regular policies are 16 and older for drug test, but they're 14 and older at the Sche'Lang'En Village. I hope I answered your question all the way, but we don't have minors that live here if they're not living here with a parent.

**Facilitator:** Can you talk about what is discussed at community meetings and who participates and how often?

**Diana:** We host these meetings every Wednesday from five to six, one hour only. Myself shows up, mental health shows up and a wrap-around coordinator shows up. We have a topic. He provides a topic and gets people involved. One of these topics could be about, how you parent your child. Once a month we'll ask them, "What do you guys want to talk about?" They are like, "I want to talk about the playgrounds and parents being out here watching their kids". We want to talk about these guys bringing the garbage cans back. Simple, bringing their garbage back to their houses, not leaving them out in the streets for three or four days.

It's really just an area, we always try to come up with a topic that gets them involved and we put them into groups. We put them into couples, where we say, "Hey, go with them. Getting in a couple", and they just start asking each other these questions that are on this handout. It's about establishing that relationship and then seeing all those guys get together. I always say, "This is my people". "You have staff, why don't you go to these. I go because it's my energy. I feed off these families on Wednesday nights.

It may sound crazy, but I get their stories and that one hour in that room just really lights them up. If they have to be there, I feel I need to be there to help support them. The elders take a big part in pride of those at that one- hour meeting, we asked them to participate. It's really about creating that relationships in that community. It's really about why we have these meetings. It's really about that get together we have for one hour.

**Facilitator:** If you had additional funds, like a wish or dream list, what additional services or program buildings, would you have liked to include future expansion?

**Diana:** Yes. I think this is going to grow. We've got 30 units full out of 45, and we're already a year into it. I think we're going to outgrow it fast because we're getting a lot more people coming forward that need this need. My next wish could be probably another development, I'm not quite sure where it would go out. Somewhere we convenient, the bus line, everything that's in a walking distance. If we didn't build those 10 homes towards the back, the over income homes, which is the Sche'Lang'En Estates, that would with great expansion to go off it.

This is going to have to go some other different area, if we end up doing this type of development again, but I could see us outgrowing this development really soon. My

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dream is being fulfilled here right now by having this wrap-around and seeing the success of these families. Then having that mental health counselor, just handy, it's a big plus. I'm just working the program right now and just seeing the results. I can't really see anywhere past this right now, because it's really something we're building on right now is this wrap-around program.

**Facilitator:** Can you talk more about the required referrals from other departments and how that works?

**Diana:** There's no waiting list. Somebody walks in the door and says, "Hey, I want to go into Sche'Lang'En and we'll look at them and say, "Are you in chemical dependency or are your children in your presence or what's your situation?" They're like, "Well yeah, I'm going to care. I'm going to chemical dependency." Then we'll turn them back over there and say, "You need to have your counselor bring your name forward at our next meeting we have on Thursday", because we get one of their clinicians comes to our Thursday's meeting from chemical dependency. The following week he'll come over and say, "Hey, I have so and so. He wants me to sponsor him. I think he'll be a good candidate". We make them try of screen out as best they can to see if they're going to be a fit for the program. I have a little sheet that each of those departments have that ask questions and that make sure they qualify.

Are they tribal member? If they have children, are they enrolled children? Are they clean and sober? They have that question so they kind of screen them off the bat. Then their clinician brings that at wrap-around meeting. They bring that name, then we say, "Okay, let's send them to my coordinator". Then they get to come to see the coordinator. Coordinator sits down with them, tells them about the wrap-around, fills the application out, gets some on the waiting list, gives John a call, and gives us the number to John. John calls them up and says, "Come on in for the assessment". He sits down and does an hour or two-hour assessment with them, and comes back and says, "I think there'll be a great fit for the village. Let's work with them". I invited them to our Wednesday night meeting, and we just start the process right there. Within four or five weeks there're in a unit.

**Facilitator:** Forgive me if you've answered this, is it strictly sober living or is it a housing first strategy, marijuana, alcohol? Thanks.

**Diana:** It's clean, sober, no marijuana and no alcohol. It's a clean and sober community.

**Facilitator:** What is the reaction from neighboring housing developments? Are they supportive or worry about safety and other issues?

**Diana:** Right now there's no other housing development. Where it sits at down the road. There's a one tribal member over the fence on his own private property. He's fine with it, because he got the gate. He got his fenced area, because he adjoins it. It faces the back of his yard. At first, I got feedback, "Well, yes, that housing a gated community only so many people can go in there". I heard the rumble from Facebook or from staff, and I just kind of went, "You know, but the cool thing about it is", A couple of weeks ago, my staff member there're real Facebook people. They come in and say, "Diana, they're talking about housing on Facebook". I said, "Oh, really? What are they saying?" They're like, well, it's this weird.



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I mean, they're all positive. I go, "Well, who's going off on us?" "Well, somebody was mad, because you wanted a 17-year old to come visit her brother that lives there and the mom is really mad and stuff", and she goes but, "There is 20 people that came back", and said, "Oh, you're talking about Sche'Lang'En yes, that's the gated community. It's clean and sober. We don't like the rules don't go there". It was just a good feeling. It took a year to build, to get people to understand, that they know what that is and the families that live there. There is one elder that live there, his siblings that live somewhere else in the reservation said, "Brother that's probably the safest place you're at behind that gate on the reservation.

I'm glad you moved into the Sche'Lang'En". He's been away from the reservation, moved up from Seattle and went looked at it and said, "Hey, I'll become one of your elders. I'll move here". Then right away people like, "You're going there, that's a gated community. That's a lot of bad people, have drugs and all that". He comes to our meetings and shared that story and said, "You know, I applaud you guys. You know you aren't what everybody else is saying on the outside". Now as of today, people are talking positive, that you have a gated community and they know when people say, "gate", they know what they're talking about. They talk of Sche'Lang'En, it's a gated community and the families love it. They love the gated community that live there.

**Facilitator:** How has your behavioral health specialist built trust with the residents?

**Diana:** You got to know John and his background. He's a mental health psychiatrist, and he's been working for the tribal, for the past 12 years. He got a DV background, worked with domestic violence down in Seattle. His first 20, 25 years of his life, he was a pastor. He decided that he wanted to go out and get his degree. He went back and furthered his education, because he had his first degree was a Bachelor's of Science. He decided he wanted to walk away from the parish, walk away and went to school and got his PhD. Part of him being a pastor, he sits and he's just real quiet. He's got really quiet voice. I can't believe he's even a pastor, because you can't even hear how he talks. I guess that just a warmth, because the first time I met him I was just like, "Ah man". I think it's just that relationship.

You just have to meet him to know who he is, that he can walk away from the all that. They feel good to build a share their deepest secrets and know that they're kept there with him. He shares a lot of that fact. He gets them, and I think that's what families really take to him, because when they first say, "I'm going with the contract. I don't want to go see this guy", but after then even though they could be off contract, they're still going to see him.

That's okay, what he's there for, they need somebody to talk to. He cares. When one of the family members passes away and he knows that they're on a contract, he'll go on a Saturday, he'll go knock on the door and say, "How is you guys doing? You know I'm sorry about your dad passed away". He has that ability to do that. I think that what families enjoy about having and recognizing our counselor to open up to him.

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**Facilitator:** Can you talk about six weeks of meetings of future residents have to go through to get on the list? What is covered in those meetings? Do folks participate in all six meetings?

**Diana:** Yes. So these are the meetings. We just tell them to come over on a Wednesday night. You got to participate on those Wednesday night meetings, and if for some reason you have to work, you can't make those meetings, try to make the Thursday, if one of the families is a male, try to hit John's men's groups that he has on Thursday nights. Some of the things that John covers on his men's groups would be, how to treat your partner, it's Valentine's, how are you going to treat your partner, take her out to dinner and stuff like. Those are more of relationships he does in men's group. We have a women's group. If somebody says, "Why work at the casino and I can't make that Wednesday, but I'm off on Tuesday".

On Tuesdays during from 10 to 11, we have, which is ran by our coordinator and the elder women come over and they just sit there and talk about all kinds of topics, on how to support each other, we look for moms their sad story that they might have lost their parent. They listened to them. We just try to mix up all kinds of stuff within the meetings that they have. Like I said, once a month it may just be a birthday month. We just ask anybody for announcements and then we just go right into the cake and pizza. They still get credit for that meeting. Why we created this way, because we know they want to get in and we also give them ability to find out who their neighbors are going to live next to and create that community amongst each other. That's really was why we have created these meetings for them to attend to.

**Facilitator:** Is the Northwest Indian College assisting in the providing educational services at the village, or in other housing on reservation? How has the college been a partner in assisting the Housing Authority?

**Diana:** Well, with where the Kwina apartments are at, not necessarily the Sche'Lang'En village, but with the Kwina apartments, this land was donated by the Northwest Indian College. We have 118 apartments on this piece of property and it just within walking distance from the college. Our partnership with the Northwest Indian colleges that we set aside 20 of these units for the Northwest Indian college to rent out to their families with small children. That's a partnership we've created as a collaboration with it with the college, but as of Sche'Lang'En there's no really ties with it, except that there's some families that actually go to the college and go to school, but no really partnership in that sense of those units.

**Facilitator:** Can you talk about the contract and what's in the contract?

**Diana:** It's a four or five-page contract. It pretty much just talks about, the house requirements. Talks about your participation in. Talks about visitors, it's got a section for visitors. You have to be backgrounded and drug tested, section talks about no weapons are allowed in here, talks about the individual service plan, what's your plan, to lay your schedule out for, what are your goals. When people come in, and we just don't want them just sit at home and do nothing, they got to be doing something, they're going to some school, they are doing something.

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There is a section here, it talks about the length of stay, termination. It's similar to a lease, but we turned it into a contract, because NAHASDA talks about leases and we wanted to stay away from the leases, because that ties us your eviction code, that's all we had to come up with a different eviction code. Our attorney advises us to stick with a contract. A contract can be broken more than leases. You get more technical when you come with leases. We've created a contract, and it's been working for us so far.

**Facilitator:** While we're letting some additional questions come in here. Once again, as a reminder, you can press pound two on your telephone keypad if you have a verbal question, or you can select All Panelists on the Send to drop down menu of the WebEx Chat panel in order to ask a written question.

Do you have families with troubled youth such as drug offenders, school dropouts et cetera? What happens if they become runaway?

**Diana:** Well yes, we did have one family that had two teenagers, 15 and 17. They failed the UA for marijuana. Well, that was jeopardizing the family's house. They went to treatment and one of them dropped out of the treatment didn't fulfill it. The bottom line is right now is, we do have it at the village, but those two individuals are actually staying with aunties because they can't come back to the village, because they can't pass the UA. It's kind of sad, because they're separated from their parents, but they chose that path and we have to stick to our guns on what we're doing here. Maybe they'll wake up and decide they want to be clean, but we definitely do not want that and become toxic with all the other teenagers that are in the village. We haven't had a lot of dropouts. What we do have a close relationship with the courts, with the truancy. That gives us report once a while and if we do have the kids that aren't participating the school, we get the parents back engage and say, "Hey part of living here, you have to follow the rules. You need to get the kids to school", make will help them step up. Haven't really dealt with any runaways, haven't experienced that yet, but I'm sure it's probably something in the future.

**Facilitator:** We do have a verbal question here on the phone. I'll go ahead and open that up. Caller, your line is unmuted.

**Caller 2:** Were there any pre-development funding from the state?

**Diana:** No.

**Facilitator:** That's the end of the question, I do believe that we've had an additional written question come in here. So just a moment. Have any of the tribal departments offering support services experienced an increase in demand from the village that they can't fund or handle? Meaning do any departments see this village as a negative for them?

**Diana:** No, not that I am aware of. We have on our Thursday meetings. There may be some that feel that we may be too strict on not allowing some families to go in there, because maybe they aren't tribal, but yet, some of their sources, they deal with a lot of their department to deal with all natives and they just don't know why. We've had some of that disgruntled that why you guys don't let so and so live? They still

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have their descendants, but they're not enrolled. We lay the fine-tooth line that we will never build move them anywhere because I never worked the waiting list. We've had that type of feedback, but nothing that this village hasn't done it. Pretty think is, it actually helped them out. It's help moms.

It's helped families get their children back, because we can put them in here and be reassured that they're going to get the kids back in three to six months, then move out and go into a three-bedroom unit, under one condition that they're going to work their program. If anything, we work with this family to say, "Okay, you need to get that parenting class done, you need to get this done, because we need to get those kids in your home. That was a win-win from us. If anything that we have put more pressure on them because they could lose their house and that they don't do steps one, two and three to get their kids back. It's really been more of a plus to them than a negative.

**Facilitator:** Once again, we're waiting for any additional questions that might come in. You can press pound two on your telephone keypad. If you have a verbal question, or of course Select All Panelists on the Send to drop down menu of the WebEx chat in order to ask a written question.

We do have a couple of verbal questions that have come in. I'll go to this first. Caller, your line is unmuted.

**Marcus:** Hello, Marcus Luke again, with the Umatilla tribes. Are your other tribal departments stepped up to help you with your staff along with your service to provide, like education, tribal court, their social services, juvenile system et cetera?

**Diana:** I see what they have done, and they stepped up, especially Employment Training Center has been a big partner, because when we have a family that's on TANF going through, they're always the first one to say, "Hey, get the letter out to them, get them down to my office, will pay their first month's rent, we'll get the deposit going, do the kids have beds, we could provide bunk beds". It's really been more of a partnership that way, and we've even had some programs say, "Hey, can I use your resident center to do a parenting class over there and can you let these guys know they're all welcome to come to it. We've opened up one of the buildings over there to allow them do that and have the families school go over there, so kids have a place to play and it's been a partnership than anything else. We are all gaining in on this by allowing people be part of the village.

**Facilitator:** With that, we'll move to the next caller. Caller, your line is unmuted.

**Tom:** Yes, this is Tom Childs with Cowlitz Indian housing, was wondering if we can get a recording of this presentation.

**Heidi:** Great. This is Heidi. Tom, we will be posting this on our codetalk website, and that address is on page 34 of the presentation. We will also be posting a recording of the webinar and a case study for folks interested.

**Tom:** Thank you Heidi.

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**Caller 3:** I would also like to know about the background check for residents.

**Facilitator:** Your line is still open.

**Tom:** All right, Yes, it is.

**Caller 3:** We also like to know about background checks. When you background your people going into Sche'Lnag'En Village, Diana, what things eliminate them? What makes them not be able to be a candidate? They're probably going to have some drugs and that type of thing in their background, but you screen out I would suppose for sexual deviancy and assaults and things like that or what's going to eliminate them?

**Diana:** We do background checks and screening and so no sex offenders. If they're registered sex offender, they're not allowed at all. If they've done some sort of first degree, violent with a gun or something violent, we don't allow them to go into the village. We do work with a lot of them that have certain degrees and felonies with drugs and all that kind of stuff. They still have to come in front of me though. They'll still going to be unsuitable but they sit down with me, and I determine by listening to them what they've changed in their life to be allow them to go into the village. From John's assessment we sit down together and say, "Yes, I think this is good for them to move into here, but we do it at the collaboration together. There are some that do get screened out, but they're more the violent ones and the sex offenders for sure.

**Caller 3:** Thank you, Diana.

**Facilitator:** We'll move to the next caller. Caller your line phone muted.

**Caller 4:** Hello. Hi. You mentioned earlier that you hire wise is what you said, and still aside from that mental health professional that you brought on, you also said to be careful on what type of architect you choose. I was wondering, what was your criteria in choosing whoever the architect was you worked with?

**Diana:** Well, we went with a local architect, just because we knew we wanted to spend time with him on a weekly basis and go over them. We wanted to have that flexibility, and have that sense of that with the architect who we sat with them and got his idea of what we wanted to build and had him come back and do us a little sketch. When I said, choose wisely, it's really about them having the flexibility. We didn't really get charged every time he came up, because every time he came up, I said, "I want to sit for half hour a week just because I want to make sure we're going in the right direction before we actually got the plans". Working that out with him, we don't get a big hourly bill every time he came out to deliver. That was it was a good plus that we got right from the get-go.

I was able to explain that to him. We even had the engineer at the table, but then the engineer started charging after a while, so I said, "Okay, you need to go away". We would bring him back quarterly and not so much weekly, because, first he came like the first, two or three months then I started seeing a bill, and I said, No, we can't have you come. This is really just so quick 20 minute just for us to sit down with the project manager and make sure we're going in the right direction". When I said, just

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hire wisely, it's really about you get that gut feeling if they're going to work out. Just like when I hired by project manager. I just had that feeling that he was out for the best interest for housing and he knew to watch for corners and he knew things that you could save us money, and just having that sense of that development is when I went out and found the team.

**Caller 4:** Thank you.

**Facilitator:** We did have a couple of other written questions come through as well. Is it an issue with your funding that you have vacant units?

**Diana:** No, I was worried about that at first, because, we first opened up, the first three months we had about 10 people in there. I thought we're going to start getting pressure. You got all these units empty. You got to get more in because I knew it was going to be baby steps. Having that communication with your commission and explaining, this is what the program, this is what we're doing and, they get it, they know this is a unique program, that's not going to have the demand when we see a vacant unit.

Now a year into it, I'm feeling a little more comfortable, because I was able to do that over the course of the year, I knew every quarter, I needed to bring this up to the commission to keep them in the loop, because community would start talking. "They got all these empty units, and I need a house". It hasn't been that pressure to think people know what they know stigma of that is. It's transformational wrap-around. They get it and it hasn't been as much pressure on, then if we have units built in another housing area.

**Facilitator:** How many people were on your waiting list at the time of development? How did you determine the need of how many houses to build?

**Diana:** There wasn't anybody. It wasn't driven by a waiting list. It was just driven by a lot of the departments coming to me saying, "You know, we had a bunch of homes set-asides then they could get their kids back. I had a clean and sober house... From that when we built it, we knew we needed the elders, so we needed to do a handful elder units and we had a chance into these pods. Then what if we get bigger families so that we need to build a cluster, three and four bedroom triplexes. It was just really a collaboration of effort that we just came up with a number and said, "Let's try 45, see if that works within our budget". Most of our other projects we built except for the apartments here at Kwina, we build them in clusters of 20, 24 whatever.

I needed a variety of a mix, from small to middle size. There is no waiting list. There is no waiting list as of today. It just that every week, we'll get a name to come forward and will screen that person. We got another family going in on Friday and the last families that went into the village were two Fridays ago. They're just baby steps. We could move one family in, in one month or maybe two families in one month. It's a slow process, because they got to do the classes. It was really not, based on what numbers I need. It was just based I knew there was a need, and we just came up with a number of 45.

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- Facilitator:** We did have another verbal question come through. I'll open that line. Caller, your line is unmuted.
- Caller 5:** Diana, you mentioned you have three and four-bedroom units that are 1200 to 1300 square feet, and two bedroom units that are 1000 square feet, but I didn't catch what the units are. You said something about some 600 square foot units?
- Diana:** Yes, those are the elder units. Those are two-bedrooms duplexes for the elders that are up at the front of the Sche'Lang'En, then the pods are about 1000 square feet. There are three-bedrooms, two-bedrooms upstairs, a one-bedroom downstairs, bath and a half.
- Caller 5:** Okay, so the three-bedrooms have 1000 square feet, and the four bedrooms have 1200 to 1300.
- Diana:** Right. Yes, they're quite a bit bigger than the pods. Right now, we have two families transferring from the pod into the bigger units, because they have babies. We're going to come up with some new rules, housing can't get any bigger. They've got one of their siblings, their relatives are bringing in some kids. They're living with them and their house sizes has grown. They've grown out of that three-bedroom and they're going to get to go into a four-bedroom. But, we purposely created them small, not to get these families comfortable, because we're used to building homes and houses that are 1300, 1400 square feet and people rent them out. They don't want to go nowhere. That's the whole concept of trying to keep them small, to keep them more crowded that they will want to get into the next level of homeownership.
- Caller 5:** Because you found that the 600-square foot elder duplexes are a little small, or is that adequate? Are they complaining at all about being on the 600 square feet?
- Diana:** Oh no. They're loving them. It's a perfect size for them. It's got the washer and dryer, which are located in the bathroom. They got their full handicap bathroom and just enough room. They're loving them. Some of them have couples with elders, but there's two that are just single elders, you know. They use that other room for their sewing room or something. We built in case they needed a caregiver. Some elders can't live alone. We haven't had that run into that yet. They're loving the size of them. They're not too small.
- Caller 5:** Do you allow any pets?
- Diana:** No, not even a fish, *(laughing)* not even bed bugs.
- Caller 5:** How do you make sure that you don't get bed bugs? Do you provide new mattresses for each family coming in?
- Diana:** No, we're just knocking on wood right now, because we've had them here at the (Kwina) village. We just really do a lot of teaching, a lot of education, because we've had them here at the village. I mean at the Kwina village. We've had them at these apartments. We asked them where they get their furniture from, and they got it from a secondhand store blah blah blah. We're doing that education, but a lot of it,

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because when Employment Training Center knows when there are families moving in. Chief says, "Hey, they need beds, so she buys the bed and towels. At least we're sure that those families that don't are low income are getting the clean mattresses any way to go into these into these places. We are on top of it. We know what to look for when it comes to bed bugs, believe me.

**Caller 5:** What department is that that buys the bed? You say the Employment Department?

**Diana:** Yes, Employment Training Center which is run through TANF and your DA. They provide the beds for the families under their program.

**Caller 5:** Oh, really? Okay, I'll write that down, thank you.

**Facilitator:** We have a few additional written questions. Why did you choose to put home ownership homes on the village on the other side of the village?

**Diana:** At the very beginning, when we were developing this, we had put in proceeds of sale, because the Council saying, "We got people upset because they don't can't afford it under HUD guidelines. If you have an opportunity could you look at doing some lots for over income families". When we developed it, we knew we didn't need that whole property around the corner. We cut it off there at that one point and left those other few acres that came out of another road and put the infrastructure in and use proceeds of sale so that those could be turned it over income homes and but it was really being Council driven, because the Council was like, "People are complaining".

It was not my problem because you're don't give us no money, besides what HUD gives us, hard dollars, so I can't do anything else more. We put the proceeds of the sale. He goes, "What if we were able to give you guys some money, would you help build over income home?" So, we were able to get 1.5 million, borrow 1.5 million from the tribe to start building those over income home, that we have seven in there now, and three more to go. Also I couldn't get the families to go in there and want to do 184s and I was like why not? They were like, "We're next to your village. We don't want to follow those same rules." What we did is we ended up separating those two pieces, so they actually have their own entrance with a gate and they can't come. The only thing that those own home ownership homes will not be able to use, they will not use the amenities that are in the village.

The kids will not will get into the village to play with the playgrounds, but they were fine with that, because they didn't want to follow the same Sche'Lang'En Village rules and be connected. It was probably one of the best decisions we did a separate in any way. But that's sort of why those became part of it. Those families don't even know those houses around the corner, because they're kind of an L shape. We got our maintenance shop at the end of the village. Unless you drive all the way around the corner, you don't really see those homes sitting there really. So, it's not like that they're associated with the village at all. That answers a question



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**Facilitator:** Has the pods style architecture been beneficial in terms of interaction of the residents?

**Diana:** Yes, it's one of the best features that we have done, because it connects those families and those moms that have no connection. These guys are asked to give us a list of people that are going to be on your list and to be honest half of these families have nobody on their list, because none of their relatives are clean. So they can't come visit them. Their family becomes the family across the street next to them. They're always asking will come out for their children. "Hey, I'm going to run to the store. Could you watch my child?"

They're all right there together because they walk out and their porches are right across from each other. They kind of create that. It's funny listening to families on Wednesday night. They are like, "We got the coolest pod out here". Those four single moms that are doing it. It's a lot of fun in the wintertime because it rains up here in the northwest and the kids are out there and the covered area riding their little tricycles. That's been another cool feature is having that big covered area, because up in the northwest we get a lot of rain.

**Facilitator:** What is the vacancy rate?

**Diana:** Vacancy rate. Up at the Sche'Lang'En we are still trying to fill it up. We're at 30 families out of 45, we have 15 more units to go. One family moved, transferred, and that created a vacancy, and then we had a couple of people have to leave the program, those become vacancies. But otherwise, if you look at our whole housing stock, we'll probably screen every month for some vacancies we have, but these are the homes. Some of these, vacancies that we have, people either move out or they might have got kicked out, and then the whole tested positive for meth. We got a lot of homes right here. We're cleaning up with meth right now that's why we have a lot of vacancies outside the village. If we're just talking about our other housing developments, we have a lot of those that are boarded up because we have to get in there and clean up the meth.

**Facilitator:** We have a comment here. This is a wonderful model and so well thought out. Thank you for sharing.

Do you UA all of the people going to the parenting class, how's that your community center by non-tenants?

**Diana:** Yes. Because the people that are trying to get into the program get UAed from the get go because they had to be UAed to be able to come to those meetings on Wednesday nights. Those are the ones that participate in the parenting one. Nobody outside of the wrap-around are going to the parenting that they're hosting there at the community. When they're hosting the parenting one, they're hosting for everybody that lives in the village or trying to get into the village, so everybody has been UAed even the professionals that go there get UAed through LNBC, so they make sure they're all UAed, and let us know that there are cleared to be there as clinicians and professionals going there that are hosting different meetings.

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**Facilitator:** Can you describe how the mental health specialist, John influenced the project and housing design at the village?

**Diana:** I always give him the credit. He's got the knowledge. He distills words of the mental health that inspired this whole thing, and I would probably even get mental health. I might just go and tell him about my day and he's just smile. When I told him about the pressure I was getting from everybody in the council about what a bunch of home set aside, they have no clue what they would do these homes. He knew I had to develop on the horizon and he's just like, "You know how cool would it be to develop a project with a bunch of array of services that we can do out of it". I said, "What are you talking about?" He goes, "Wrap-around". I went to a wrap-around meeting five years ago with a bunch of people sitting, and I said, "Behavioral Health SAMSA, put it on and Connections to Care. I sat here and I had no idea what they were talking about. I walked away and I was given a something to do and bring it back the next meeting. We went back in two weeks and I sent what I had to do into them, and the one that was hosted that said, "Hey, Diane housing is only one that responded to what we needed you to do. No one else responded".

Two wrap-around meetings, and they never had another one in about a year and a half. They never had another one. He said that because systems of care is wrap-around. I said, "Oh", and he goes, "So this is what wrap-around is", and so he just was able to really explain what it was and said, "You know, we have a chance to make something unique". I had to give him a lot of credit because he says, "You know, we need to get away from transitional. How about transformational", and I was like, "Hey, I like it".

So, that's why we call it transformational, not transitional. Some people hear it that they feel less stigma than saying as transitional. He's been a big part, I have to, my hands have to go up to him. I would have never done this without him. He's been a big part of this through the whole steps even though he likes me to take the credit. He's really been the big inspirer for this. I told because he can't be here today. He's going get all the credit for this. He's been a big part of this whole thing.

**Facilitator:** As a reminder, you can press pound two on your telephone keypad if you do have a verbal question or select all panelists on the sent to drop down menu of the chat panel in the WebEx in order to ask a written question. We are currently awaiting any additional questions. I'm not currently seeing any additional questions coming through.

**Heidi:** Thanks, Myron. I believe there was one more question that we are getting clarification and I think, is the other any HIPPA issues with group meeting. HIPPA privacy issues?

**Diana:** In the wrap-around, we always make sure that they have a release and in our clinician meetings on Thursdays. Wednesdays, it's the families there, if they want to share stuff amongst each other. They can share stuff because they're actually the ones that are in the room on the Wednesday group meetings. But on the wrap-around meeting, we can't discuss anybody. Everybody makes sure that there's a release form for this to bring this name forward. They'll say, "Hey, I got a name, but I haven't got a release, but I'll bring it up next week". Everybody's really careful about

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doing that, and anybody that goes through an assessment, John, makes sure that he signs, they get all the forms signed off. That's really helpful there.

**Heidi:** Great. Are there any more questions?

**Facilitator:** I'm seeing no additional questions.

**Heidi:** Great. Thank you very much. This is Heidi again. Diana, I want to thank you from the bottom of our hearts. Thank you so much for sharing this wonderful project that you're doing and being willing to answer lots of great questions, providing straightforward insight and also sharing some of the challenges that you've had as you undertake this great work. I want to point out to participants that we have a webinar and case study, we will be posting shortly on the Office of Native American programs homepage at Codetalk and also really encourage all of you to submit comments on what you thought about today's first webinar on best practices, want to know what you like, what we can improve on, suggestions for future webinars, and also of course, if there's any good words Diana and John's great work on this project. So again, Thank you all so very much for attending and look forward to connecting with all of you in the future.