

Attachment D

Interim Rapid Rehousing Navigation and Housing Stability Case Management Scope of Work

Assessment

Note: Some or all of these steps may be completed at Coordinated Entry System (CES) Hubs, shelters, and other CES-participating agencies, and so may not be activities performed directly by the Case Manager.

- I. Assess client with pre-screening tool to “screen in” individuals/households who are potentially eligible for CES housing programs.
 - a. If client meets screen-in criteria, move to step II.
 - b. If does not meet screen-in criteria, give client information re: other community resources such as prevention or diversion.
- II. If agency has capacity, complete “The Big 3” on client or household and enter data into Homeless Management Information System (HMIS)
 - a. Project Entry into HMIS, Release of Information (ROI), and Vulnerability Index (VI-SPDAT for individuals, F-VI-SPDAT for families, or TAY-VI-SPDAT for youth)
- III. If agency does not have capacity on-site, refer clients who “screen-in” to appropriate HUB site, 2-1-1, or other participating agency so that they can complete the Big 3.

Navigation

Note: Navigation will be assigned based on prioritization (length of homelessness and vulnerability) in Registry Management Meetings

- I. Participate in Coordinated Entry Registry Meetings to receive Housing Navigation assignments.
- II. Make contact with client to verify housing status in order to ensure client is still homeless and needs services. If client is not self-reporting Category 1 or 4 homeless at initial contact, do not continue navigation (unless a Veteran). If client is a Veteran, contact CES staff for instruction on how to make appropriate referral.
- III. Verify homeless situation and gather all documents needed for the client and/or household (ID, Birth Certificate, Social Security Card, etc.) and upload onto client profile in HMIS.
 - a. Assist client with obtaining all documents needed, if they do not have at point of intake.

- IV. Review/Update client demographic information and Universal Data Elements in HMIS (ie: Name, date of birth, social security number, etc.).

- V. Make referral in HMIS to CES Permanent Supportive Housing (812 PSH) or Rapid Rehousing (811 RRH).

Housing Stability Case Management – The purpose of RRH assistance is to provide the support necessary to help the household retain or gain housing as quickly as possible. RRH Housing services Coordinators will partner and assist clients with housing stability case management and with housing search and placement services.

- I. There are three phases of Housing Stability Case Management:
 - A. Housing Search (Assignment by CES to Housing Move In)
 - B. Housing Stability (Move In to End of Financial Assistance)
 - C. Follow Up Case Management (Up to three months after financial assistance ends)

General Client Care Guidelines

- I. Guidelines for Communication with Clients: Case Managers must attempt to sustain meaningful communication with clients throughout the case management relationship. Communication will occur through a variety of formats. The following guidelines should be employed to consider best form of contact with clients throughout the case management phase.
 - a. Face-to-Face – This is always the preferred method of contact. The Initial Client intake should always be completed face to face. Monthly client case management meetings should, as often as possible, take place face-to-face.
 - b. Phone – Phone calls are recommended for day to day contact such as scheduling appointments, following up after an appointment, communicating updates about the housing search, etc.
 - c. Email – Emails are recommended for day-to-day contact, especially if client is not available via phone. Email is also helpful after a phone call or face-to-face meeting to recap what was discussed.
 - d. Text Message: While text messages can be helpful for minor issues, such as confirming an appointment time or location, this form of communication should be used sparingly. In the case of communicating substantial client information (ex: discussing potential housing opportunity, client exit, issues with landlord, etc), text message should only be used when all other forms of communication have been exhausted. Text messaging should not be the primary form of contact with any client.

- II. Case Note Standards: The following standards must be adhered to for case notes.

- a. Case notes should be completed for any and all interactions, or attempted interactions with clients.
- b. Case Notes should always include the following key components:
 - i. Method of Communication (ie: face to face, phone call, email, text)
 - ii. Summary of discussion -
 - 1. Especially for intake and monthly meetings, summary should reflect progress around client's case plan, as well as Case Manager's referrals and recommendations to community resources.
 - iii. Outcome/Action Items
 - iv. Copy and pasting emails into case notes may be done sparingly. However, emails must always include additional details that put the conversations into context. Emails should never be the basis of the majority of case notes.
 - v. Refer to Rapid Rehousing Exit Policies and procedures for specific guidelines around case note requirements for Client Exits.

III. Progressive Engagement:

- a. Case Managers are to provide services using a progressive engagement approach - providing the minimum necessary supports in order for the household to be sustainable.
- b. At minimum, the Case Manager should attempt a monthly face-to-face contact with all clients enrolled in Phase 1 and 2 of case management. However, as needs of the individual/household increase, the intensity of services should also increase.

IV. Client Centered Case Management:

- a. Working in the Field: The expectation with all Case Managers is that they will be working in the field at least 80% of the time. Case Managers, following a client centered approach, should seek to meet clients in locations where clients feel most comfortable and are able to get to.
 - i. Examples of times when Case Managers are expected to be in the field include (but are not limited to):
 - 1. Initial Intake Appointment
 - 2. Monthly Case Management Meetings
 - 3. Visiting potential housing units with client
 - 4. Attending lease signing with client
 - 5. Helping client move into their new unit, or move out of the shelter
 - 6. Regular Home Visits
- b. Flexible Hours: Case Managers are expected to meet clients at times that are convenient for the client. This means being available outside of regular business hours for appointments.

- I. Participate in weekly face-to-face Registry Management meetings to link priority unsheltered and sheltered clients to Case Management services.
- II. Fill Housing Case Management caseload exclusively from referrals made via Coordinated Entry System at Registry Management Meetings.
- III. Initial Contact
 - a. Initial contact must be initiated with client within 3 business days of Case Management assignment.
 - b. If Housing Case Manager is unable to make contact with client, they should reach out to Shelter Case Manager or Navigating agency to help facilitate connection.
- IV. Client Contact Expectations During Housing Search Phase
 - a. Case Managers should have an initial face to face intake meeting as soon as they are able with the client. Following that meeting, Case Managers are expected to continue having monthly face-to-face meetings with clients during the housing search phase.
 - b. Every three full months that the client remains in the housing search phase, case managers are required to complete a three month review, inclusive of a new Self-Sufficiency Matrix and updated Case Plan.
 - c. Due to the timely nature of this phase, it is important that case managers are following up with clients on frequent basis to get updates on housing leads, applications, etc. This will likely mean more communication than just the monthly face-to-face meeting.
 - d. At initial intake, monthly meetings and three month reviews, Case Managers are required to complete the forms and assessments outlined in Attachment D and the Rapid Rehousing Client Form and Assessment Matrix for overview.
- V. Case Managers are required to complete a Housing Case Plan with all clients. The purpose of the Housing Case plan during the housing search phase is to help individuals and households experiencing homelessness address issues that may impede access to housing (such as credit history, arrears, and legal issues).
 - a. Plan should have measurable goals, as well as defined timelines and tasks that work toward the goal.
 - b. Plans should use a strengths based approach and should be individualized per each client and based on information gathered using a strengths-based Assessment tool
 - c. During the Housing Search process, plans should address issues including (but not limited to):
 - i. Goals around housing search for the client. This may include submitting a certain number of housing leads per week to case manager.

- ii. Criminal Background: Conduct local background check using publicly available online data sources such as the clerk of court and mugshots.com
- iii. Credit: Obtain credit report on individual/household
 - 1. Review credit reports with individual/household to identify potential barriers with landlords
- iv. Financial Stability Plan: Work with individual/household to create financial stability plan that includes debt reduction and addresses outstanding debt (including judgments)
- v. Employment: Link clients to appropriate employment resources.
- vi. Legal Services: Assist with linkage to legal services and credit repair agencies when appropriate.
- vii. SOAR: When appropriate, link client to SOAR in order to facilitate process of receiving disability benefits.
- viii. Reasonable Accommodations: Assist with writing Requests for Reasonable Accommodations (RRAs) when appropriate. RRAs may be submitted with the application for housing or after a denial from the landlord/property manager. (Submit copies of first 3 RRAs to HSN for review prior to submitting to landlord.)

VI. When needed, implement referral process to access shelter resources for unsheltered individuals/families.

- a. Contact CES team to refer for shelter opening (if family with minor children)
- b. When appropriate and when funding available, link to appropriate bridge housing until permanent housing unit is identified and available.

VII. Assist individuals/households assigned for Housing Case Management with identification of and selection among various permanent housing options based on their unique needs, preferences and financial resources.

- a. Follow all Housing Locator Team workflows and policies to connect clients to appropriate units.
- b. Discuss housing preferences with each assigned individual/household including:
 - i. Long-term affordability in relation to current or anticipated income
 - ii. Safety
 - iii. Location preferences in relation to other life goals
 - iv. Potential landlord barriers
 - v. Accessibility needs
- c. Complete Housing Preference Form on all assigned individuals/households at first face-to-face meeting. Submit Housing Preference Forms to HSN Housing Locator Team for matching purposes
- d. Review potential housing units.

- a. Ensure transportation to potential units for evaluation by individual/household.
 - i. When possible, accompany client to see all potential units (with individual/household consent).
- b. Review each unit's location, size and design with individual/household in the context of overall household goals for housing stability.
- e. Assist client with completing applications, paying special attention to barriers related to limited English proficiency, functional illiteracy, cognitive challenges, etc.
 - a. Review all applications before they are submitted to the landlord to ensure all members of the family are included and that applications have been completed correctly and accurately.
 - b. Pay application fees, if appropriate and in accordance with the policies of the relevant housing program.
- f. Ensure client has set up all utilities prior to lease signing.
- g. Be present at the signing of the lease (with individual/household consent) and ensure lease matches agreed upon terms
 - a. A copy of a signed lease must be sent to HSN Housing Locator Team within 24 hours of signing and upload into HMIS.
- h. Complete Case Notes in HMIS on progress of housing selection, including notation of units not selected, applications submitted, supports provided, status of applications submitted and reasons for denials if any.

VIII. Help individuals/households understand their lease agreements.

- a. Once lease is signed, directly review all lease components in detail with client, focusing on tenant rights and responsibilities, including but not limited to:
 - i. Rent payments and fees found in the lease, with emphasis on fees not in the lease that cannot be charged to the tenant
 - ii. Maintenance protocols
 - iii. Landlord and maintenance access to the unit
 - i. Limits on overnight guests

Housing Stability Case Management - Phase 2 of 3: Housing Stability

- I. Assist client with move-in to unit and ensure the client has necessary household items and basic understanding of unit. Topics to discuss with client include (but are not limited to):
 - a. Furniture
 - b. Household goods
 - c. Transportation of items to new unit
 - d. Physically moving items into unit

- e. Household setup
 - f. Unit orientation, as appropriate
 - g. Maintenance activities to be done by tenant
 - h. On/Off for all utilities (water valve, circuit breaker, etc.)
 - i. Use of appliances
 - j. Emergency exits
 - k. Cleaning techniques for the surfaces in the unit (carpet vs. tile; wood vs paint, etc.)
- II. Client Contact Expectations During Housing Stability Phase
- a. Case Managers should complete an updated Self-Sufficiency Matrix and case plan during the move in month.
 - b. Case Managers will continue meeting with clients for face-to-face meetings every month. The majority of these meetings should take place in the client's unit so that the Case Manager can assess living conditions in person.
 - c. Every three full months that the client remains in rental assistance, case managers are required to complete a three month review, inclusive of a new Self-Sufficiency Matrix and updated Case Plan.
- III. Update Housing CasePlan with household, to include updated and new goals, as appropriate. Goals, which should be reflective of client's priorities, may include, but not be limited to:
- a. Employment: Continue with steps for increase income through employment
 - b. Non-employment income: Provide referrals to SOAR or other mainstream benefits such as TANF, SNAP, etc.
 - c. Connection to positive social networks
 - d. Transportation to:
 - a. Employment
 - b. Child-care/schools
 - c. Groceries
 - d. Support group meetings
 - e. Social networks, including faith-based affiliations
 - e. Address education needs and preferences of families with children:
 - a. Connect parents and children to county Homeless Education Program, if needed
 - i. Include the school of origin and the extent to which the family desires the child to remain in that school among the factors considered in the housing search and placement process.
 - ii. Assist children with school enrollment and facilitate coordination with schools to promote sustained access to education and promote success.
 - f. Connect household to childcare resources, if appropriate

- g. Work with household to develop disaster weather plans, if appropriate
 - h. Work with household to develop holiday crisis plans, if appropriate
 - i. Develop plan for frequency of caseworker visits and phone contact based on needs of household.
 - a. How many visits/calls the first week of tenancy?
 - b. How many visits/calls the first month of tenancy?
 - c. Schedule for visits/calls will be titrated/tapered, based on specified program criteria
 - d. Criteria and process for re-engagement of more intensive schedule of visits/calls if needed
- III. Clarify with client as needed regarding any payments to be made on behalf of the household
- a. Rental assistance to be paid by HSN versus client contribution
 - b. Utility assistance to be paid by agency and reimbursed by HSN when appropriate based on funding source
 - i. Case manager and supervisor to agree on strategic use of available funds
 - ii. Any payment over \$2000.00 must be pre-approved by HSN
- IV. Make appropriate and time-limited services and supports available individuals/households to allow them to stabilize quickly in permanent housing.
- a. Review/Update Housing Stability Plan before expenditure of any funds, with emphasis on how funds are being used strategically to ensure housing stability. Include detailed actions to be taken by household and by agency to achieve housing stability for the household.
 - b. Submit revised Rent Calculation, Exit List or Extension Forms (along with accompanying required documentation) in order to make a determination regarding whether to alter or discontinue financial assistance as changes in circumstances dictate or when ongoing housing stability is obtained. (Any such documentation must be submitted to HSN by the 5th of the month to ensure that payments to landlords are appropriately adjusted or discontinued for the following month.)
- V. Monitor individual's/household's housing stability and be available to support the resolution crises, at a minimum during the period that rental assistance is provided.
- a. Housing Stability Case Management must be provided during any month that the individual/household receives PSH or RRH rental assistance. Housing Case Plan must be updated at a minimum of every 90 days.
 - b. Ensure client is able to pay their portion of the rent each month prior to the 1st
 - i. If client is unable to pay their portion, notify HSN HLT immediately to resolve.
 - c. Meet with client face to face at a minimum of once every 30 days and document outcome of each meeting in Case Notes using the DAP format.
 - d. (for RRH): Housing Stability Case Management services should be provided as needed to promote housing stability and retention during months that rental assistance is not provided. (Services need not be provided in consecutive months.)

- e. (for PSH): Housing Stability Case Management services should be provided in the event of eviction or departure from a housing unit to prevent a return to homelessness. The service relationship should continue until the individual/household is transferred to another Case Manager or terminated from service via the Coordinated Entry System.
 - f. Develop plan for follow-up with and assistance to individuals/households who had previously stabilized but need additional assistance due to onset of a new crisis, if services had previously been reduced or stopped.
 - g. If a client relocates to another unit, assist with moving of personal belongings and ensure unit is cleaned prior to turning in the keys.
- VI. Provide or assist individual/household with connections to resources that help them improve their safety and well-being and achieve their long-term goals. When necessary, provide or ensure individual/household has access to resources pertaining to:
- a. Employment
 - b. Benefits
 - c. Community-based services
- VII. Develop and implement a plan for sustained engagement of individuals/households who continue to receive housing subsidies but refuse or inconsistently engage with ongoing Housing Stability Case Management services.
- VIII. When appropriate, develop and implement a discharge or “step down” plan for individual/household once stabilized and not currently at serious risk for returning to homelessness.
- a. Peer support
 - b. Social engagement
 - c. other extended engagement as needed

Housing Stability Case Management – Phase 3 of 3 Follow Up Case Management

- I. Case Managers should offer follow up case management per the policies outlined in the Rapid Rehousing Exit Policies and Procedures.
- II. Follow Up case management services are meant to be a light touch to continue to help stabilize the client once rental assistance ends. Minimum case management touch during this phase is one phone call per month.
 - a. If needed, case managers may increase intensity of case management services during this time period.

- III. If client becomes in need of Rental Assistance services again, they may not re-enter RRH Rental Assistance. Case Manager should look for outside resources, or refer to CES to TANF prevention assistance.