

Direct Housing for Families Administrative Functions

A. Agency Partners

- *The Community Shelter Board* administers the Direct Housing Program (DH), coordinating services between the other agency partners, providing Direct Client Assistance, and acting as intermediary between the agencies and funders. CSB ensures the smooth operation of the program, including oversight of the referral process, family eligibility, case reviews, and reporting requirements. In addition, CSB staff reviews check requests to ensure completeness, accuracy, and consistency with DH policies and procedures and assures checks processed through CSB accounts are payable per DH & CSB policies and procedures.
- *The YWCA Family Center (YWCA-FC)* is the referral agency for the DH programs. As the front-door shelter for families in Franklin County, the Resource Specialists at the YWCA-FC screen households for appropriate housing referrals, assist in obtaining background information and documents, promote and explain the Direct Housing Program, refer appropriate families to DH, and work closely with DH Case Managers while families remain at the YWCA-FC shelter.
- *The Salvation Army* provides case management services for the DH Program. The Franklin County Housing Coordinator reviews and accepts families appropriate for the programs, notifying those accepted and denied, and assigns new cases to the program's Case Managers and provides case supervision. The Case Managers assist the family to find suitable permanent housing, obtain needed financial and material resources, and provide community linkages to services needed to enable maintenance of the home and stabilize the family within 3-4 months of move-in.
- *The Homeless Families Foundation* provides case management services for the DH Program. The Family Services Director reviews and accepts families appropriate for the program, notifying those accepted and denied, and assigns new cases to the program's Case Managers and provides case supervision. The Case Managers assist the family to find suitable permanent housing, obtain needed financial and material resources, and provide community linkages to services needed to enable maintenance of the home and stabilize the family within 3-4 months of move-in.
- *Volunteers of America of Greater Ohio Family Shelter* provides case management services for the DH Program. The Program Director reviews and accepts families appropriate for the program, notifying those accepted and denied, and assigns new cases to the program's Case Managers and provides case supervision. The Case Managers assist the family to find suitable permanent housing, obtain needed financial and material resources, and provide community linkages to services needed to enable maintenance of the home and stabilize the family within 3-4 months of move-in.

B. Agencies' Roles & Responsibilities

Each member of the DH team shall operate in accordance with the policies and procedures outlined in the ESG Policies and Procedures, and the contract with CSB. They shall strive to achieve the Program Outcomes Plan for the DH. The primary role is to provide direct services to families to enable them to obtain appropriate housing in a timely manner and sustain housing. Each member of the DH team will work collaboratively to provide timely and appropriate services to homeless families. Roles and responsibilities are detailed in the CSB Family System MOU (Attachment 5A), partnership agreements between the agency and CSB, and the CSB Partner Agency standards. Additional responsibilities include:

1) Community Shelter Board:

- Raising the financial resources necessary to pay for Direct Housing Program costs;

- Establishing annual contracts and Program Outcome Plan with the Salvation Army, HFF, VOA and YWCA FC;
- Producing a full evaluation of the program on an annual basis as part of CSB's annual program evaluation process;
- Approving all changes to the ESG Policies and Procedures;
- Approve DH brochure for clients;
- Program Manager is responsible for:
 - Facilitating the Family Systems Operation Workgroup meetings (FSOW)
 - Abide by Memorandums of Understanding with housing partners
 - Attend scheduled housing partnership meetings (e.g., CPO)
 - Breaking ties in Program Administrative Meetings (PAM) and utilizing veto power if moving forward on an item at hand would constitute a violation of the program's funding/contractual regulations with CSB or its funders or exceed financial assets
- DCA-Program Manager is responsible for:
 - Ensuring that all payments made are allowable under the terms and conditions of program policies and funders' guidelines
 - Ensuring that financial assistance data are collected and entered into CSB's CSP database.
 - Producing and distributing monitoring reports
- The Program Manager and DCA-Program Manager are not responsible for direct provision of supportive services or supervision of Case Managers.

2) YWCA-FC

- Utilize Family System Intake Assessment and individualized housing service plan;
- Work jointly with housing partner staff to maintain a list of clients housing by partnership and track the status of each applicant in order to report to PAM and FSOW;
- YWCA-FC Resource Specialist is responsible for subsidized housing referrals, updates and opportunities and will assist in facilitation of meetings between DH staff and subsidized housing staff during the monthly FSOW.

3) Salvation Army

- Enrolling at least 95% of all eligible referrals;
- Utilize Family System Intake Assessment and individualized housing service plan;
- Releasing of program brochure, with CSB approval, for distribution to potential and enrolled families which includes program eligibility, admission, rights and responsibility and Program Agreement information.

4) Homeless Families Foundation

- Utilize Family System Intake Assessment and individualized housing service plan;
- Releasing of program brochure, with CSB approval, for distribution to potential and enrolled families which includes program eligibility, admission, rights and responsibility and Program Agreement information.

5) Volunteers of America

- Utilize Family System Intake Assessment and individualized housing service plan;
- Releasing of program brochure, with CSB approval, for distribution to potential and enrolled families which includes program eligibility, admission, rights and responsibility and Program Agreement information.

C. Collaborative Meetings

Program Administration Meeting (PAM)

Purpose: The purpose of these meetings includes, but is not limited to:

- Review status of all families referred to DH
- Ensure the accepting DH Case Manager has received all pertinent client files,
- Ensure proper notification of acceptance or denial has been provided to each family;
- Discuss acceptance or denial of families referred to DH within 12 months after exiting DH-assisted housing with the final decision to accept being made;
- Review the status and needs of families in the program but not yet in permanent housing;
- Inform YWCA-FC of permanent addresses of families that have moved into housing along with documentation of housing if needed;
- At least monthly, have general case reviews of all active families;
- At least monthly, review adherence of DH agencies to established timeframes for referrals, enrollment, housing placement, and aftercare
- At least monthly, review monitoring reports on established indicators
- Determine and approve unsuccessful exits;
- Transfer cases from one Case Manager to another or determine the need for subsidized housing when appropriate;
- Discuss extensions of intensive service beyond three months;
- Review and update program and administrative procedures as needed.

Facilitation: YWCA FC will facilitate meetings. Agencies will report out on the sections of the agenda that are relative to their program.

Frequency: Meetings will normally occur weekly at the YWCA-FC. If no new families have been referred, and if PAM members determine there is no other need for the meeting, it may be cancelled. At each meeting all unhoused and open cases will be reviewed.

Attendees: The mandatory attendees for this meeting are: YWCA FC Family & Housing Advocacy Manager, YWCA FC Resource Specialist, and THE Salvation Army Franklin County Housing Coordinator, HFF Family Services Director, VOA Family Services Director, and all DH Case Managers. Others may attend (YWCA-FC Intake Supervisor, etc.) as needed. All mandatory attendees should be present for each meeting unless a prior, supervisor-approved absence has been authorized. Other appointments should not be made at the time of this meeting unless absolutely necessary.

If any required participant is unable to attend the PAM they are to let the Family & Housing Advocacy Manager know and provide any information they would have reported at the meeting. This includes but is not limited to client information, intake dates, updates on unhoused or open cases, exit information, addresses, etc. This information should be provided in writing, via email or fax, to the Family & Housing Advocacy Manager no later than 2:00 P.M. the day of the missed meeting.

Decision Making Process: The group will function under a consensus-based decision making model and abide by the DH Policies & Procedures.

Family System Operations Workgroup Meeting (FSOW)

Purpose: The purpose of these meetings is to ensure that the family and prevention systems meet the emergency shelter and housing needs of families year round. At each meeting the following will be discussed:

- Review the clients served and financial activities since the last meeting;
- Recommend expenditures for outside services;
- Revise policies and procedures during the year as needed;
- Annually review and approve updated policy documents;
- Enhance the quality of the DH program through information sharing, guest speakers and program development;
- Analyze grievances, appeals, and satisfaction surveys on a quarterly basis to see if changes are needed.
- Review monitoring reports;
- Meet with and obtain updates from housing partners such as the Columbus Metropolitan Housing Authority and Community Properties of Ohio.

Facilitation: The CSB PM is responsible for facilitating these meetings in accordance with CSB meeting management procedures.

Frequency: These meetings are to be held at least monthly at the Community Shelter Board or designated agency. Meetings may be requested more often if issues arise requiring FSOW attendee attention.

Attendees: The mandatory attendees for this meeting are: the Salvation Army Franklin County Housing Coordinator, HFF Family Services Director, CSB Program Manager, YWCA-FC Family & Housing Advocacy Manager, and Volunteers of America Director of Family Services. Consultants and other family shelter providers or interested community agencies/programs may attend as non-voting participants.

If any required participant is unable to attend the FSOW they are to let the CSB PM know and provide any information they would have reported at the meeting. This information should be provided in writing, via email or fax, to the CSB PM no later than 5:00 P.M. the day before the missed meeting.

Decision Making Process: The group will function under a consensus-based decision making model. The CSB PM is responsible for ensuring FSOW members are aware if any decisions may constitute a violation of the program's funding /contractual regulations with CSB or its funders. The CSB PM also advises regarding financial guidelines, financial status of participants, and other administrative issues.