

**Families Moving Forward Case Management Model
Policies & Procedures**

Homeless Prenatal Program

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Part 1: Program Description

Introduction

Homeless Prenatal Program’s Families Moving Forward Case Management Model integrates clinical case management and housing search and placement, while fostering interagency partnerships and engaging in collaborative case planning. Building upon HPP’s success with engaging and supporting families, the project aims to implement a structured model of crisis stabilization and ongoing supportive housing. HPP’s case management model is strengths-based and client-centered, integrating three main evidence-based practices: Motivational Interviewing, Solution-Based Casework, and Safety Organized Practice.

FMF embraces an approach to housing families that eliminates barriers typically facing high-need families in the housing process. In some instances, families have immediate goals that do not include becoming housed. In these cases, as neutral advocates for the families, FMF case managers support families in meeting these goals while maintaining a Housing First focus through coordination with Housing Specialists.

We understand that the families who need supportive housing are those who by design, cannot obtain or sustain housing on their own without services. We understand that obtaining housing consists of multiple smaller objectives, and that clients will most likely not demonstrate the ability to effectively carry out the steps needed to meet those objectives. FMF families are intentionally targeted to be those who no other provider can help. As a result, the role of the FMF case manager is extremely challenging and unique. FMF case managers go beyond the office hours and their desk. The core practice components of the FMF case manager are: Engage, Team, Collaborate and Advocate. Please see the grid below for a summary of tasks associated with these core components:

Figure 1: Critical Practice Components

Engagement, Team Collaboration & Assessment	Service Partnership Engagement & Advocacy	Housing Search, Advocacy & Placement	On-going Housing Stabilization & Maintenance Services
<ol style="list-style-type: none"> 1. Develop initial “plan of care” 2. During 30-day assessment period, CM meets with family at least once weekly 3. Arrange Rapid Team Meeting; secure informed consent from family 4. Identify family strengths 5. Prioritize needs and goals of family and assign action steps to team members. 6. Determine outcomes and indicators for each goal. 7. Determine potential serious risks; develop safety plans. 8. Finalize plan. 9. Complete documentation and logistics. 	<ol style="list-style-type: none"> 1. Connect family with initial services, provide treatment recommendations, advocacy. 2. Orient family to supportive housing program and case management services 3. Identify any immediate concerns and stabilize crises. 4. Engage other team members 5. Elicit information from child welfare about concerns and potential crises 6. Explore family strengths, needs, culture 7. Discuss the family’s previous experiences with and current view of seeking help 	<ol style="list-style-type: none"> 1. Work with head of household to gather all documents needed for housing applications. 2. Once applications have been submitted, follow-up with each housing option with periodic phone calls. 3. Provide contact information for appointed case manager on all housing applications so PHA/other housing entity have someone to contact. 4. Refer family to FMF Housing Clinic or provide 1-on-1 Housing Search appointment for families unable to participate in Housing Clinic. 	<ol style="list-style-type: none"> 1. Conduct regularly scheduled home visits, matched with level of need, (see Part 2 for detail) 2. Carry out action steps, track progress, evaluate success. 3. Celebrate family successes 4. Revisit and update the plan: consider new strategies 5. Maintain and build team cohesiveness, trust, “buy-in”. 6. Complete necessary documentation and logistics 7. Create a transition plan for reducing intensity of case management, including post-transition crisis management 8. Document the team’s work 9. Celebrate success 10. Conduct regular check-ins

Utilizing the program's historical knowledge about housing placement and client need, HPP works to improve client processes and integrate services so that they are optimal and efficient. This document is intended for use at Homeless Prenatal Program, as well as for integration with the broader FMF Program Manual (2014) developed in conjunction with Human Services Agency of San Francisco and other project partners.

Practice Profile

This section focuses on the services component of Families Moving Forward, and is specifically designed to be applied to the programmatic approaches of the family Supportive Housing Case Managers and Housing Specialists. The document:

1. Provides a brief rationale for the approach, using a logic model,
2. Describes the values that guide all interactions between FMF staff and family members,
3. Presents the core components and operational definitions of those practices, and
4. Provides ways to measure those practices performed by FMF staff.

The model is informed by human services work in general and grounded in the practices of family supportive housing programs, including those developed as part of the Administration on Children, Youth and Families' *Partnerships to Demonstrate the Effectiveness of Supportive Housing for Families in the Child Welfare System*.

Rationale and Logic Model

Case management services for families participating in a supportive housing program, defined as *non-time limited subsidized housing*, are voluntary. The case manager works in partnership with family members, meeting with family members at their home or in the community to assess the family's strengths and needs, set goals, and coordinate services. Case managers are hired, trained, supervised, and supported to offer the following:

1. Direct services, to assist family members in:
 - a. Defining and achieving goals, including meeting obligations of tenancy in order to secure and maintain a lease;
 - b. Identifying and accessing community-based resources which improve family functioning;
 - i. Services are both planned and responsive to crises related to the Child Welfare case and/or housing need;
 - ii. Referrals are documented and tracked in HPP's HENRI database;
 - c. Increasing financial security: accessing and maintaining employment, entitlements, and/or benefits;
 - d. Development of communication and self-advocacy skills;
2. Groups and activities, including the development of family councils, tenant or program participants' group and other community-building activities;
3. Innovative methods of engaging with family members in an attempt to increase likelihood of participation in improving various aspects of their lives.

For a more detailed overview of the key roles and partners in service delivery, please refer to the Zoom-In HPP Logic Model below.

Families Moving Forward San Francisco: Homeless Prenatal Program Case Management Logic Model

Inputs	Activities	Outputs	Short-Term Outcomes	Outcomes
<p><u>Human Services Agency</u></p> <ul style="list-style-type: none"> • Child welfare workers (PSWs) • Project Director • Planners • Evaluators 	<p><u>Outreach/Intake</u></p> <ul style="list-style-type: none"> • Outreach to families by phone/mail • Outreach to PSW • Intake 	<ul style="list-style-type: none"> • Contact PSW within one week of referral • Contact family with appointment within 48 hours 	<ul style="list-style-type: none"> • PSW & families increase attendance at FTMs • Families are successfully linked to supportive services • Parents are able to identify on-going needs • Parents successfully complete their child welfare case plan • Parents increase life skills • Parents complete Section 8 application process • Stabilize housing in the short term during permanent housing search 	<p><u>Child Welfare</u></p> <ul style="list-style-type: none"> • Decrease rate of re-abuse • Decrease rate of placement • Increase rate of reunification • Increase likelihood of reunification • Accelerate child welfare case closure <p><u>Housing</u></p> <ul style="list-style-type: none"> • 90% of families permanently housed within 6-8 months • 90% of families remain housed after 1 year <p><u>Child and Parent Social and Emotional Well-Being</u></p> <ul style="list-style-type: none"> • Improve CANS scores • Improve ANSA scores • Improve parent/child relationship (finalize scale) • Parents increase their ability to attach to their children (finalize source) <p><u>Income</u></p> <ul style="list-style-type: none"> • Income stability • Employment retention
<p><u>Housing Authority</u></p> <ul style="list-style-type: none"> • Section 8 vouchers • Housing Specialist 	<p><u>Rapid Family Team Meeting (RTM)</u></p> <ul style="list-style-type: none"> • Conduct with family, PSW and HPP Case Manager within 30 days • Action plan • Review expectations of CPS case plan 	<ul style="list-style-type: none"> • Enroll 32 new families per year: 		
<p><u>Homeless Prenatal Program</u></p> <p>ROLES</p> <ul style="list-style-type: none"> • Program Manager • Assistant Program Manager • Case Managers • Housing Specialist/Broker(s) • FTM Facilitator <p>SERVICES</p> <ul style="list-style-type: none"> • Referrals • Housing Clinic • Furniture Program • Move-In Assistance 	<p><u>Initial Assessment & Engagement</u></p> <ul style="list-style-type: none"> • ANSA • Mini Ham (assess current/future) housing status • Meet weekly to review progress for housing/CPS case plan 	<ul style="list-style-type: none"> • Conduct 32 RTMs • Initial ANSA and housing (Mini-HAM) assessment within 30 days • Informed consents 		
<p><u>Infant Parent Program</u></p> <ul style="list-style-type: none"> • Mental health services for families with children 0-5 	<p><u>Housing Search and Application</u></p> <ul style="list-style-type: none"> • Landlord outreach • Weekly housing workshop • Gather vital docs-BC, SS#, income verification, etc. • Complete Section 8 application 	<ul style="list-style-type: none"> • Build rapport with family and PSW • Identify other services needs/reduce crises • House 32 families/yr within 6-8 months 		
<p><u>Dept. of Public Health</u></p> <ul style="list-style-type: none"> • Mental health services for families, adults, children 	<p><u>Ongoing Case Management</u></p> <ul style="list-style-type: none"> • Meet w/family 1-2x's per week • Coordination with PSW ensuring compliance, invites for FTMs or home visits, court and other referrals for compliance • Coordinate tx and services in-house or referrals to services in the community • Connect to IPP or other dyadic MH treatment for well-being/trauma • Safe Care • Connect to Family Resource Centers • Home visit monthly after lease-up • Benefits advocacy • Services for family functioning • Jobs Now Referral • Motivational Interviewing • Solution-based casework 	<ul style="list-style-type: none"> • Monthly FTMs for all newly enrolled and ongoing active families • ANSA assessments every 6-mo • Service referrals for children, parents to IPP and Safe Care. HSG related referrals to HFC Broker Services • Supportive services accessed by children, parents-parenting classes, parent & child play groups, support groups, fatherhood groups • 25 parents receive wage subsidy • Referrals to childcare • Meet with FTM facilitator for Jobs Now referral and assistance with resume and cover letters • Life Skill Classes • Peer Parent Support Groups 		
	<p><u>Exits</u></p> <ul style="list-style-type: none"> • Use assessments to determine timing and plan for step-down of services/exit • Exit interview 	<ul style="list-style-type: none"> • Close case and refer to outside resources 		

Guiding Principles

Housing stability is a platform and precursor to the well-being of families and children.

Safe, stable, and affordable housing serves as a platform for engaging family members with a network of persons: professionals/formal supports and non-professionals/informal supporters. The supportive housing case manager works to develop a network of service providers and interventions which maximize a family's tenure in housing: assistance maintaining household and finances; performing activities of daily living; upholding the terms of their lease; maximizing tenant safety and security within their community; building a sense of community among other families within the supportive housing program and within the family's neighborhood; and preventing avoidable evictions.

Trusting relationships promote positive change and growth in families. An underlying assumption of the role of the family supportive housing case manager, arguably in any such helping relationship, is that building and maintaining a trust-based relationship is essential for working towards positive outcomes. Case managers encourage open communication and cultivate trust with family members. Families should view all services providers as a source of support and assistance, both for routine services as well as in times of crisis. Every interaction with family members is an opportunity for further engagement and alliance building.

Services are non-time limited and voluntary. Given the complexity and persistence of service needs among families, needed interventions have no fixed time limits. There is **no indication that service participation is required or mandatory by the supportive housing program provider.** It is anticipated that after achieving stability and improved outcomes, some families may no longer need as many formal supports or may need and desire less frequent contact with service providers, including the supportive housing case manager. Such decisions should be made based upon mutual agreement between the service providers and the family members. A family's trusting relationship with providers should reinforce a culture of open communication where a family's changing needs can be discussed and addressed.

Service Approach

Team-based. Services are **well-coordinated with other providers.** The safety, stability and well-being needs of family members in supportive housing are complicated, requiring wide ranging practice knowledge and skills. Often individuals representing multiple disciplines and programs or agencies work with families. Practices such as team case conferencing and team clinical supervision allow staff and supervisors to help troubleshoot difficult situations and to reinforce a non-judgmental, supportive and collaborative culture. Family Team meetings which involve family members, in an environment where the family is an integral part of the work and success of the team, can be also used to review the status of family members and for planning. The Family Team Meeting is also an opportunity to identify any issues that are of concern to the parent and the child welfare worker. It's a chance for these concerns to be discussed early, to avoid jeopardizing the progress of the family and their housing stability.

Emphasizes community support and safety. Stress and isolation undermine health and parenting. Supportive housing case managers actively work to build community and a culture of support and interaction among families involved with supportive housing, as well as their non-

supportive housing neighbors. There will be many families who have learned not to trust their neighbors and would rather engage in activities outside the immediate community. Opportunities to connect to other families both in the program and in the community should be offered on an-ongoing basis.

Collaborative relationships. FMF staff work to build rapport between the landlord and the family, to reduce the risk of the family feeling isolated in their new home, and safeguarding against a return to homelessness. Additionally, the relationship fostered between the landlord and FMF allows for direct communication, should any issues arise (i.e., late payment of rent, concerns of domestic violence, or relapse), to ensure any risks are being managed and the family is being supported through these life events.

Flexible. The strength of the supportive housing model is that it provides unique opportunities to work with and directly witness family circumstances in real-time and, at times, on a daily basis. Supportive housing providers deliver services “in vivo” contributing to the ability to attend to the wide range of needs experienced by families with complex needs. The work of an FMF case manager goes beyond their desk and typically does not take place only within the hours of 9-5. **Case managers are flexible in arranging meeting times, locations** and services. These forms of assistance and troubleshooting further reinforce families’ perception and experience of services as being dependable and a true source of help.

Trauma-informed. Supportive housing practitioners should be aware of the stressors with which many supportive housing families live and the fact that many family members may have been exposed to a range of traumatic experiences: community violence, domestic violence, physical abuse, traumatic grief, child welfare involvement, substance abuse, and mental health issues. Exposure to multiple or prolonged traumatic events, typically beginning in early childhood within the primary caregiving system, produces complex trauma. Providers should have the skills to identify and appropriately respond to trauma symptoms. As well, organizations, including supportive housing settings, have become much more aware of how the physical environment of office spaces and even administrative procedures may elicit negative responses related to a person’s experiences with stress and trauma.

Strengthens protective and promotive factors. Traditionally, many social services and interventions for families have focused on identifying and addressing risk. In contrast, a protective and promotive factor approach focuses on what we know about families who are able to be stable and even thrive in the face of risk. By focusing a protective factors approach on both parents and children supportive housing can build the capacity for:

- Children to adapt, heal and thrive
- Parents to provide the nurturing supports that children need
- The whole family to increase stability in internal and external interactions

A Protective Factors approach supports families in building the skills and the capacities they need to deal effectively with stress and challenges when they arise.

Components and Definitions

The work of a family supportive housing case manager is laid out below in [Figure 1](#) which provides a high level illustration of the case management activities. While the presentation here is linear and clear, most often in real-life it is not. Given challenging circumstances and events, families may appear to regress, even after making significant progress. Following a description of the phases, the critical components of the practice in which case managers engage are defined and presented in behavioral terms, with guidance on how case managers and/or supervisors can (self) assess performance.

Organizational Supports

These practices will only succeed if the case managers receive the support and coaching they need to perform effectively. This includes:

The supportive housing program or organization is responsible for supporting case managers in their ongoing practices of engagement, assessment, and teaming with qualified, committed, well-compensated, trained and supported staff. Case managers must have manageable caseloads and workloads in order to dedicate the time needed for each family. The principles and values of the organization should be clearly stated and all efforts made to be infuse them into business practices and daily practices with family and provider partners. Practice expectations and outcomes should also be clear to all (staff, management, family members) and all must be held accountable for the role they play in helping to achieving those outcomes.

The supportive housing program or organization may have to establish Memoranda of Understanding, agreements or procedures to facilitate the mutual work of the multiple organizations with which supportive housing program staff and participants interact. Families are often engaged across multiple programs and case managers are expected to identify and interact with staff of those programs.

Organizations need to be aligned with best practices in providing trauma informed care. Families served by supportive housing programs may have experienced trauma. Trauma can cause changes in brain neurobiology; social, emotional impairment, and cognitive development; adoption of risky behaviors as coping mechanisms and persistent physical, social and mental health problems. Physically comfortable and safe spaces, caring reliable staff, policies and procedures perceived as fair and clear, all help towards healing people. From the executive to the family member level, understanding the challenges and behaviors exhibited by people who have experienced trauma and possessing skills to address them are needed to help heal family members. These experiences can be provided on a daily basis by all supportive caseworkers who work with families and especially a family supportive housing caseworker who plays a special role in a family's life.

Staff Roles

Program Manager

The FMF Program Manager is responsible for the overall daily operations, supervision, planning, development, and implementation of the FMF Program at HPP. The FMF Program Manager's responsibilities include communicating and collaborating with multiple outside agencies participating in the FMF Program and directly supervising an intensive case management and individual counseling program for families from the San Francisco Child Welfare Program selected to participate in the FMF Program.

Assistant Program Manager

This position is responsible for assisting the Program Manager in the supervision of case managers and applicable contracts, and providing a level of direct service as determined by the Program Manager. The Assistant Program Manager is also responsible for coordinating data and service delivery models between HPP and external project partners.

Outreach Case Specialist

The Outreach Case Specialist will be responsible for facilitating initial contact with families randomized into the Treatment Group, as well as their assigned Child Welfare worker. The Outreach Case Specialist is responsible for obtaining informed consent for participation, and for beginning the assessment process with newly referred families.

Housing Specialist/Bilingual Housing Specialist

The Housing Specialist will work closely with Case Managers and other members of the FMF team to identify housing opportunities suitable for each family in the program; prepare families for a housing voucher program and remove barriers to housing; assist families in securing a specific housing unit and obtaining necessary rental assistance; help families through their housing transitions; and support successfully housed families with any housing-related problems they may be experiencing.

Family Case Manager

The Family Case Manager is responsible for providing guidance, extensive support, and resources to families who are currently dealing with homelessness, substance use, mental health, and domestic violence issues. The Family Case Manager must promote a positive, professional attitude towards families, and is responsible for conducting assessments, family team meetings, face-to-face interviews, and home visits. They will act as a liaison between the PSW and the Family.

Holloway House Family Case Manager

The Holloway House Family Case Manager (HHFCM) is responsible for providing guidance, extensive support, and resources to families who are currently residing at Holloway House, while assisting each family with their housing search. The HHFCM will be responsible for conducting initial and follow-up assessments, family team meetings, housing searches, and home visits. The Family Case Manager will be required to meet with representatives from the Child Welfare System on a regular basis.

Family Team Meeting Facilitator

In the role of Family Team Meeting (FTM) Facilitator, one staff member is responsible for coordinating and conducting FTM encounters between participating families, child welfare workers, and other providers. (See Engagement phase below.) Additionally, the FTM Facilitator provides team support during home visits, offers targeted services to participating fathers, as well as driving connections with JobsNow services through Human Services Agency of San Francisco.

Phase-Specific Key Tasks

<u>Service Phase</u>	<u>Case Manager</u>	<u>Housing Specialist</u>	<u>Child Welfare Worker</u>
<u>General</u>	<ul style="list-style-type: none"> • Supports client in all aspects of housing search placement and stabilization 	<ul style="list-style-type: none"> • Facilitates intensive housing application efforts • Networks with landlords and housing options • Consults with team regarding best options for family 	<ul style="list-style-type: none"> • Provides case management in support of the child's well-being along the court dependency process
<u>Intake</u>	<ul style="list-style-type: none"> • Facilitates client's entry into program • Begins assessment 	<ul style="list-style-type: none"> • Offers auxiliary support as needed 	<ul style="list-style-type: none"> • Consults with housing team • Shares information regarding plan of case
<u>Engagement</u>	<ul style="list-style-type: none"> • Completes assessment and Family Action Plan • Identifies barriers to housing • Works with housing specialist to determine best options • Motivates clients to focus on housing search • Builds relationship with client • Fosters protective and promotive factors for client • Accompanies clients on interviews, supports clients with lease signings • Supports client with transition into apartment 	<ul style="list-style-type: none"> • Acts as liaison between the family, rental assistance sources, and landlords for expediting the coordination of applying that funding to a specific eligible unit • Guides the FCM and client in the application process • Partners with FCM to support client in housing search • Advocates with PHA when necessary • Identifies barriers or red flags regarding potential unit • Builds a network of landlords open to leasing-up FMF families, • Negotiates with landlords on behalf of clients as necessary. 	<ul style="list-style-type: none"> • Child welfare casework
<u>Stabilization</u>	<ul style="list-style-type: none"> • Provides regular home visits supporting client in building social network and self sufficiency • Works with client to foster protective and promotive factors • Provides crisis intervention support and treatment linkage 	<ul style="list-style-type: none"> • Follows up with client and landlord to ensure the things are going smoothly • Advocates on behalf of client when necessary regarding problems with unit • Provides guidance and consultation regarding landlord challenges • When necessary, supports client with eviction prevention and unit transfer 	<ul style="list-style-type: none"> • When case is opened, CWW provides child welfare focused case management • Recommends case for closure when appropriate
<u>Maintenance</u>	<ul style="list-style-type: none"> • Does regular home visits • Provides ongoing support to maintain stability • Implements crisis intervention strategies (i.e., domestic violence advocacy or relapse support) to ensure maintenance of housing 	<ul style="list-style-type: none"> • Completes periodic check ins with client and landlord 	<ul style="list-style-type: none"> • No CWW involvement when case is closed

Part 2: Primary Service Phases

I. Intake (Referral Open)

See [FMF Overview and Program Expectations](#) for additional details regarding this process.

Outreach

Upon being randomly assigned to the Treatment Group and subsequently referred to FMF, our Outreach Case Specialist (OCS) will contact the child welfare worker to gather initial information about the family's child welfare case and housing situation. The OCS will attempt to contact the family using the phone number provided with the initial lottery referral, repeating once a week for up to 90 days or until contact is made, at which point a brief overview of the program will be given, and a first meeting will be scheduled at HPP to begin informed consent and their initial assessment.

Initial Meeting with Family

Informed Consent

Upon arriving at HPP for their first meeting with FMF staff, the OCS will support the family with review and completion of the HPP Registration Form, as well as all HIPAA signature pages. The OCS will review the [FMF Overview and Program Expectations](#), and begin the family's initial assessment. Further, the Informed Consent process will continue into the Rapid Team Meeting (RTM), at which time additional Consent Forms will be signed and placed in the client file.

Initial Assessment

HPP case management staff members are trained in administering an amended version of the [Adult Needs & Strengths Assessment](#) (ANSA), which will be used to develop a comprehensive biopsychosocial snapshot of the individual functioning of each eligible adult in the family. This assessment will begin at the initial meeting between the OCS and the primary family member, who will complete all items through the Residential Stability section.

At this time, the OCS will also complete the [Short-Form Housing Assessment Matrix](#) (Mini-HAM) and consult with the Housing Specialist (HS) to determine a recommendation for housing appropriate to the needs of a particular family.

Moving Toward Engagement

Assigning a Case Manager

Following this initial meeting with the family, the OCS will meet with the Program Manager to assign an FMF Case Manager (CM). The OCS will be responsible for transferring 'ownership' of the client's case in HENRI to the CM assigned.

Rapid Team Meeting (RTM)

The OCS will assist with scheduling the RTM and will be responsible for informing the assigned CM of the RTM date, time, and location. The OCS will also be responsible for attending the RTM and collecting signatures on the following additional consent forms and placing them in the client file:

- [Consent to Release Information for Families Moving Forward](#)
 - Data Sharing Consent Form
 - Survey Consent Form
- [Authorization to Release Protected Health Information](#)

Before concluding the RTM, the family will coordinate with their assigned FMF Case Manager to schedule their first appointment together. It will be the FMF Case Manager's responsibility to enter that appointment into HENRI.

Intake Phase Summary

Intake Phase Summary of OCS Expectations

1. RTM scheduled within 2 weeks of lottery referral
2. Consents and agreements Signed
3. Initial ANSA started
4. Mini-HAM completed
5. Case Manager assigned

Data Follow-Up

Case Status Change

The OCS will monitor initial CM progress with client, and upon completion of the initial ANSA will change the client's FMF case in HENRI from 'Referral Open' to 'Case Open' status. If unable to engage family over the first 90 days, OCS will close FMF referral in HENRI.

FMF Referrals Entry

The OCS and/or assigned FMF case manager will be expected to document all external referrals given to FMF clients under the FMF Referrals area of the client's FMF case in HENRI.

Housing Events Entry

The OCS will be responsible for communicating the family's housing status at intake directly to the Housing Specialist, who will be expected to enter an initial Housing Event in the family's case.

II. Engagement (Case Open)

During this phase, HENRI will list a client's FMF Case status as "Case Open", indicating that they have entered an intensive phase of FMF case management focused on crisis intervention, biopsychosocial assessment, building of collateral supports, and the development of a supportive relationship. The Case Manager and Housing Specialist will utilize a multidisciplinary approach to identify any motivational or practical barriers to a family's engagement in the housing search process, and will respond using the strategies described below. All participating families will be offered services to support their ability to identify appropriate funding while searching for eligible permanent housing units. In practice, some interventions may primarily target the reduction of barriers to a family engaging in that process; this is intended to enhance, rather than to preclude, the implementation of a Housing First service model. These potential barriers, as well as their associated programmatic responses are discussed below.

The Housing First philosophy holds that homeless individuals require stable housing before they can effectively address other treatment needs such as addiction and mental illness. It is intended to address housing needs from a consumer perspective, rather than requiring treatment programs as a condition for receiving housing. Positive results from Housing First programs demonstrate the value of being stably housed while offered supportive services. While most existing studies focus on single adults, the FMF project will contribute to an understanding of how Housing First models can support families.

Given the current climate of rental markets in San Francisco and the surrounding metro areas, there are a number of larger systemic barriers which can present challenges to the application of a Housing First approach. For example, while a family may have secured sustainable funding and present as highly motivated to engage in the process of identifying a unit, rental prices for available units may remain too elevated for that funding to be applied, or another prospective tenant may offer to pay above market-rate rent in order to secure the unit. With these issues in mind, the role of FMF in implementing a Housing First approach must also necessarily include efforts to sustain the motivation of participating families, in part, by addressing outstanding case management needs as the housing process moves forward.

Engagement in Case Management Services

Within 1 week of completing the RTM, the family will be expected to attend their first meeting with the assigned FMF Case Manager, who will complete the ANSA previously started by the OCS, and begin development of a [Family Action Plan](#) (FAP), in which any potential barriers to engagement will be identified. This plan will place special emphasis on the family securing permanent housing, and will take into consideration the recommendation previously indicated by the family's Mini-HAM outcome, unless circumstances have changed considerably, in which case the [Family Action Plan](#) may be updated immediately with the family.

Ongoing Clinical and Peer Support

The assigned FMF Case Manager will be expected to engage the family in weekly case management meetings to address any crisis intervention needs, provide any appropriate referrals, and discuss temporary housing situation and options, such as with family or friends, emergency shelters, transitional housing programs, or with specific contract referrals such as

[STAR Community Home](#) or Holloway House. (See *Bridge Housing Referrals* below for additional details.)

In these weekly meetings, case managers will implement solution-focused strategies informed by a Motivational Interviewing approach, in order to continually identify and address barriers impacting the family's engagement in the housing search process. Issues of motivation will be addressed through person-centered, strengths-based interventions aimed at increasing clients' readiness for change and confidence in their abilities to effectively participate in the process. Through the individualized service relationship, as well as through appropriate referrals, FMF Case Managers will also enhance client engagement by working directly with clients to address any challenges related to literacy, knowledge of technology, access to transportation. Lastly, FMF Case Managers will mitigate the impact of complex biopsychosocial factors (such as diagnosed mental illness, active substance use, or physical disability) by offering continued compassionate interventions, making suitable external referrals, and providing reasonable accommodations to support all participating families in their progress toward housing.

The family's FMF Case Manager will also be available for phone and email consultation with child welfare around risks associated with family functioning, as well as advocacy around the family's needs. The FTM Facilitator (or another FMF staff, depending on availability) will also coordinate with the child welfare worker to schedule at least one monthly *Family Team Meeting* (FTM) held with the family members, the assigned child welfare worker, and any additional service providers.

In our efforts to connect these families to more appropriate immediate supports, we may partner during this phase with service partners that may include residential treatment programs, Family Treatment Court (FTC), and Infant Parent Program (Meghan Spyker, Post-Doctoral Fellow: meghan.spyker@ucsf.edu).

Bridge Housing Referrals

Integrated into our efforts to provide specialized resources to FMF families are two contracts which allow us to provide temporary, semi-structured "Bridge Housing" to eligible FMF families who are actively engaged in efforts to identify and secure an appropriate housing unit within the Housing First framework our program offers. Families are prioritized based upon the lack of alternate options for temporary housing, as well as degree of fit for a particular contracted partner agency described in the sections below.

Holloway House

HPP's Families Moving Forward team has partnered with the Human Services Agency of San Francisco and Hamilton Family Center to provide a limited number of FMF families with a temporary living environment while parents work toward obtaining more stable permanent housing and addressing the broader needs of their family. Each family will continue working with their primary FMF Case Manager while also receiving on-site support at Holloway House, both from the Holloway House Family Case Manager & Coordinator, staffed part-time by HPP, as well as the Residential Counselors, staffed 24/7 by Hamilton Family Center.

The Holloway House program balances a client-centered, harm-reduction model of care with the clear and consistent expectations needed to maintain a safe cooperative living environment for all families, staff, and visitors. Additional details about the philosophy, programming, and expectations of participants can be found in the [Holloway House Community Agreement](#); information about family eligibility and the referral process is located in [Holloway House Referral Process](#).

Star Community Home

We have also partnered with [Star Community Home](#), a project of Catholic Charities which offers single-parent families “a safe place to live, providing nutritious meals and beginning to build the skills necessary for a self-sufficient future.” This important resource, which boasts a 97% housing stabilization success rate, has agreed to maintain space for up to two (2) qualifying FMF families on an ongoing basis. Our FMF Case Managers and management maintain regular phone communication with this external program to track the family’s progress, as well as any challenges that may arise for the family. The requirements and referral process are briefly outlined below:

Requirements

- Homeless woman with child(ren) under 12 years old
- No substance use or alcohol problems for at least 6 months
- No domestic violence problems for at least 6 months
- Willing to move outside San Francisco
- Willing to participate in money management program
- Participate in weekly community meetings
- Complete chores, which rotate on a weekly basis
- Meet with on-site Case Manager at least once weekly
- Respect all house rules

Referral and Intake Process

1. The FMF Case Manager discusses potential referral family with FMF Program Manager
2. If appropriate, the FMF Program Manager will send an email to Lucia Lopez (Program Manager, llopez@catholiccharitiessf.org) with a brief description of the client, and the family’s current contact information.
3. Lucia Lopez will conduct the initial screening
4. If the client is a good candidate for the Star Community Home program, she will be referred to a Case Manager there for a more intensive interview.

Family Action Plan

The family will collaborate with the FMF Case Manager to develop a [Family Action Plan](#) (FAP) to clarify the overall goals, divide objectives into individual steps, and better understand who is responsible for associated follow-through. (Depending on the Action Item, the person responsible may be the client, the FMF Case Manager, the FMF Housing Specialist, the family’s child welfare worker, or another service partner.) The initial FAP will be developed within 30 days of completing the initial ANSA.

The family’s current FAP will be reviewed regularly at case management appointments. Additionally, following each subsequent semi-annual ANSA, (regardless of program phase), the

FMF Case Manager will be expected to review the most current FAP in supervision, to ensure all action items adequately address the family's current needs and strengths. Further, should a particular event (i.e., change in living situation, change in family structure, relapse, etc) indicate an immediate need to update the current FAP prior to re-assessment, the FMF Case Manager may work together with both the client and the Program Manager to do so.

Housing Search, Placement, and Advocacy

The FMF Case Manager will also provide support to the family in identifying, applying to and securing permanent housing that is appropriately matched with the funding source approved for the family. FMF Case Managers are committed to making intensive efforts to support clients in the process; this may be through spending time searching online for units together, reviewing and completing rental application forms, and discussing strategies for interacting with landlords. If necessary, the FMF Case Manager and/or Housing Specialist may be available to accompany the family for viewing a desired apartment to determine whether the unit and the surrounding area will be likely to provide the family with a safe, healthy, and caring community.

The Case Manager or the Housing Specialist may not disclose any personal client information or status with the child welfare system, and will encourage clients to be selective in the details they choose to share with landlords.

In order to advocate for the family as a potential tenant, the FMF Case Manager and/or the Housing Specialist may speak with landlords in general about the FMF program, focusing on the benefits of case management, without disclosing confidential client information.

Once an eligible unit is selected, the FMF Case Manager will work in coordination with the Housing Specialist to ensure all necessary documentation is accurately completed and compiled, prior to the family signing a lease. (See *Housing Specialist Services* below for additional details.) When a unit is secured and funding has been assigned, the FMF Case Manager will be available to provide limited support with the process of moving the family's belongings into the new unit, as well as access to assistance with needed household items. (See *Move-In Support* below for additional details.)

In addition, the FMF Case Manager will continue working with the family in a Supportive Housing Case Management role, in order to support further stabilization through semi-structured monthly home visits, continued child welfare advocacy, and external service referrals. (See *Stabilization* section below for additional details on next phase of services.)

Move-In Support

Furniture & Home Goods

Upon moving into permanent housing, all FMF families eligible for assistance with furniture will receive the same type of items. If the families are not satisfied with the furniture items provided, they have the right to purchase furniture on their own. Below is the list of eligible items.

- One adult queen bed
- One bed for each child, or bunk beds as requested

- One dresser for each family member
- One table with chairs for the family

Funding for furniture for families can come from two potential sources: Season of Sharing (SOS) and FMF One Time. When families apply for move-in assistance from HPP (for deposit and first month's rent), the Housing Specialist will inform the case manager whether the family is expected to have remaining funds available for furniture from SOS. If the family does not have funds available from SOS, then the family will need to use One Time funding. Additional items may be requested from the family's FCS worker. FCS workers should be able to provide a bed and dresser for the family.

The FMF Case Manager will request approval of furniture budget by Program Manager. When budget is approved, the FMF Case Manager will work with the client to order furniture. Although each FMF family is allotted a maximum \$1500 for furniture assistance through FMF One Time, this number should not be disclosed to families. Furniture is usually ordered from El Corazon or Today's Furniture. Both agencies, will usually ship furniture directly to client's home.

Procedure for Ordering Furniture:

1. CM will check-in with Housing Specialist to determine funding source
2. CM will request budget approval from Program Manager.
3. Meet with client and order furniture from Today's Furniture or El Corazon
4. Request a promissory note from the Assistant Manager of HPP's Housing Assistance Program for payment
5. Arrange furniture delivery date with furniture company

Beds can also be ordered through the Tufts and Needles Program by going to HPP Resources and filling out a bed request. Case Managers should consult with the Assistant Manager of HPP's Housing Assistance Program to make a request.

Home Goods: Case Managers may request home goods valuing a maximum of \$100, on a family's behalf, by submitting the appropriate request in HENRI under the FMF case of the primary family member.

Integration with Family Treatment Court (FTC)

A subset of families referred for FMF may have identified "harm or danger" related to substance abuse, and may be mandated by child welfare to go into residential drug treatment. As FMF is a Housing First program, it does not reject potential tenants because they need treatment. In these cases, Housing Specialists and child welfare workers can work together with the family to obtain appropriate paperwork so that a voucher will be available to the family as soon as they exit treatment.

When risks related to substance use are identified, child welfare will follow their standard procedure in referring families to HPP for engagement and assessment services with FTC. To avoid duplication of case management services and to establish emphasis of initial case management and on-going engagement efforts, the FMF team will outreach and introduce themselves to the family but the FTC team will initiate assessment, treatment placement, and child welfare advocacy.

Procedure

1. Parents identified for FMF **AND** HPP substance use support & engagement services:
 - a. The child welfare worker will submit the referral for HPP services.
 - b. Parent will be invited to the **Family Service Intake** group by the FTC Outreach Team, where they will be presented with the general information about the dependency and assessment processes.
 - c. Child welfare worker will flag the referral as an FMF family, when they are aware of the lottery spot issued.
2. During RTM, team will develop plan for collaboration:
 - a. The FMF Case Manager will work on a Housing Action Plan
 - b. The FTC CM will assist the client with all treatment related actions.
3. If parent enrolls in FTC:
 - a. FTC case management will primarily focus on treatment & parenting issues
 - b. FMF Case Managers that have a family participating in FTC services will attend the FTC weekly team meeting to discuss FTC cases. This will take place every Tuesday from 1-1:30 pm.
 - c. Both the FMF and the FTC case manager will attend all FTM's
 - d. The FMF CM will attend any Team Decision Meeting (TDM) to ensure continued eligibility for FMF services and to assist with housing issues that may arise due to any changes in child placement status.
 - e. The FMF CM will check in with child welfare worker to see if the client can start the housing process *after 90 continuous days of treatment* or the housing placement process will be placed on hold until Collaborative Case Review and Housing Plan can be established parallel to the Treatment and Participation plan.

Housing Specialist Services

Prioritizing a Housing First placement requires intensive, targeted focus to assist families in navigating a complex affordable housing landscape and guiding them through processes which can often feel baffling and bureaucratic. The FMF program has designated Housing Specialists on-staff available to support families with navigating the housing search process by helping to identify vacant units, providing transportation, negotiating with landlords, as well as coordinating with both SFHA and other local regional public housing authorities (PHAs). These supports are ultimately aimed at helping families move into eligible housing as fast as possible, and, specifically for families holding Family Unification Program vouchers, expediting the local PHA's lease-up rate.

The primary role of the Housing Specialist in the Engagement Phase is (1) to identify a funding source and provide targeted support with closely following these procedures to maximize a family's opportunities for obtaining permanent housing, (2) to act as liaison between the family, rental assistance sources, and landlords for expediting the coordination of applying that funding to a specific eligible unit, and (3) to facilitate the move-in process by accessing *rental assistance* funds either through HPP or other local agencies. Additionally, the Housing Specialist will work directly with landlords to (a) promote the FMF program, (b) develop key professional relationships to build a network of landlords open to leasing-up FMF families, and (c) negotiate with landlords on behalf of clients as necessary.

Weekly meeting with Housing Specialist

The family will arrange an initial meeting with the Housing Specialist at HPP to further review the steps by which they may obtain access to the funding source indicated by their Mini-HAM results. The Housing Specialist will further help the family to set up an email account for housing search (if needed), create a draft e-mail for communicating with landlords, and provide coaching to families around speaking with landlords by telephone and email.

Families meet with the FMF Case Manager as frequently as possible to search listings and identify possible housing opportunities. In order to advocate for the family as a potential tenant, the FMF Case Manager and/or the Housing Specialist may speak with landlords in general about the FMF program, focusing on the benefits of case management, without disclosing confidential client information.

Housing Search Support

After the family has completed the Mini-HAM, the client will work primarily with their FMF Case Manager to look for an apartment that meets FMF standards, with targeted additional support from the Housing Specialist. The Housing Specialist will support the family in compiling documents for a Landlord Packet, an individualized folder containing copies of important documents to be shared with prospective landlords to facilitate communication and improve landlord confidence. (See “Landlord Packets” section below for additional details.)

Weekly FMF Housing Workshop

Every Monday, the FMF Housing Specialist and FMF Intern facilitate a specialized Housing Workshop in HPP's computer lab. This is a workshop where all FMF clients are referred for opportunities to access one-on-one support from the FMF Housing Specialist and FMF Intern in creating landlord packets, finishing their Section 8 applications, and searching for housing.

Landlord Packets

The individualized Landlord Packet is developed with support from the FMF Housing Specialist or FMF Intern, and will generally contain items such as the family's (1) current Section 8 voucher, (2) HPP Deep Subsidy Letter (see “Housing Choice Voucher [Section 8]” below for details), (3) recent credit report, (4) blank [Intent to Rent](#) form, and (5) blank [W9 form](#). Additionally, each Landlord Packet will be accompanied by a business card with contact information for the Housing Specialist.

In the FMF Housing Workshop, families will receive targeted support with running a credit report through [annualcreditreport.com](#) or [National Tenant Network](#), and writing a self-reference letter. The Housing Specialist will also provide a personalized subsidy letter to the family, along with a copy of their Section 8 voucher, blank [W9 form](#), and a blank [Intent to Rent](#) form. For ease of use, a copy of the completed landlord packet will be kept on file by the Housing Specialist, while the client is provided with several copies of their own.

Section 8 Application Support

Some clients may be in the process of completing their Section 8 application, making the Housing Workshop a useful opportunity for staff put in an order for a birth certificate, make a referral to the local DMV for a [Reduced-fee ID Card](#) or [Social Security card](#), or call CalWORKs/an employer to request proof of income be sent to HPP via fax. The process of completing the full Section 8 application can take upwards of a full hour on its own, and so is

generally scheduled for a separate meeting with the Housing Specialist. (See “Housing Choice Voucher [Section 8]” below for additional details.)

Housing Search

The FMF Housing Workshop is also utilized as an opportunity to provide clients with new [SF Below Market Rate](#) applications, help them set-up and learn how to use e-mail to contact landlords, search with clients on [GoSection8.com](#) and [craigslist.org](#) and call landlords together. The Housing Specialist may also provide a script of how to talk to, e-mail, and/or leave voicemails for landlords when they are searching on their own time.

In order to provide additional incentive for using this valuable resource, a family will be given a \$10 FoodsCo card each week they attend.

HFC Housing Brokers

Our contracted partners at Hamilton Family Center (HFC) are available for additional support with the identification of, and access to potential housing opportunities. Referrals can be made directly by the FMF Case Manager or Housing Specialist.

Rental Funding Sources

The identification of an appropriate funding source is a crucially important step in connecting FMF families to viable housing options for maximum stability, given a family’s particular situation. Over the course of a case, the Housing Specialist and FMF Case Manager will collaborate to remain flexible, acting as a liaison between rental assistance sources and clients while ensuring that a family’s current funding source remains appropriately matched with potentially shifting circumstances. A summary of the processes for accessing each of these funding sources is provided in the subsections below:

Housing Choice Voucher [Section 8]

Under this program, participants lease units from private landlords and pay no more than 30% of their adjusted income for rent, with SFHA paying the remaining balance of the rent.

In order to begin the housing process, FUP-eligible families must have a completed and approved Housing Voucher Application (HVA) Packet on file with the San Francisco Housing Authority (SFHA). Additionally, the Housing Specialist may provide FUP families with an HPP Deep Subsidy Letter, on agency letterhead, offering limited rental assistance funds while waiting for their Housing Choice Voucher (HCV, also known as Section 8 Voucher) to be issued by the SFHA, so that they may begin their housing search.

Families in the FMF project have many challenges and are suffering from complex trauma. All staff working with the family must understand that the issues that brought the family to FMF are also the ones that will make it difficult for them to assemble a housing authority application packet and continue through the complicated process of becoming housed with a public subsidy. In order to house families quickly, Child welfare workers and the Housing Specialist must work hand in hand to assist their clients with applications and obtaining documents.

Housing Voucher Application Packet Checklist

The Case Manager begins collecting the housing packet as soon as the client is assigned. The packet should be filled out completely by the client, without use of white-out or cross-outs. The

Housing Voucher Application Packet should consist of the following items (underlined items should be hyperlinked to forms, some can be found here: <http://www.sfha.org/Forms.html>)

- A birth certificate for **each** household member listed under Household Composition section of the application
- A Social Security Card for **each** household member listed under Household Composition section of the application
- [Declaration of 214 Status](#) Form for **each** household member (including children)
- Marriage certificate and/or divorce decree, if applicable (if last name on social security card and birth certificate are not the same, this provides the housing authority with a documented explanation for the name change)
- Payment plan for debt or statement of \$0 balance/letter of good standing from Housing Authority (if the client lists on p. 2 of the application that he/she has lived in public housing or had Section 8)
- Medical documentation in cases of disability requiring reasonable accommodations in the housing unit.
- Green Card (if client has come from another country and has a green card).

[Note: If the client is not here legally, they will not be able to produce a green card or their social security card. In this case, please note their immigration status on the packet checklist so that the designated Housing Specialist will know not to look for those items. It is important to note here that if the client is not here legally, if and when the family is issued a voucher, the client will not be considered in the number of bedrooms on the voucher.]

The following items for **each** household member who is **18 years of age or older**:

- Signed HUD [Authorization for the Release of Information/Privacy Act Notice](#)
- Signed [Release of Information](#)
- Signed SFHA [Authorization to Release Information](#) (for background check)
- Third Party income Verification for **all income sources**, including child support, DSS, SSI, etc. (no more than 30 days old).
- [Statement of No Income](#) form (if applicable)
- Copy of bank statement, with client's name, account number and bank name, no more than 30 days old (if applicable)

Packet Submission

The Housing Specialist will review application packets and ensure they are complete and legible before moving forward with the packet submission process.

Once the completed packet is complete, the Housing Specialist will send an email to MaryAnn Cerasoli (Social Worker Specialist, maryann.cerasoli@sfgov.org) and Robin Love (Program Manager, robin.love@sfgov.org) at HSA-SF, requesting a digital copy of the "Family Unification Program Referral Letter" (FUP Referral Letter) for that family. We normally receive the FUP Referral Letter from MaryAnn either the day of the request or the day following. This FUP Referral Letter and the application must be sent together, and must both have matching dates.

Upon receiving the FUP Referral Letter from HSA, the Housing Specialist scans it with the completed application packet, submits the scan to Lily Duong (Eligibility Worker, duongl@sfha.org) at SF Housing Authority (SFHA).

Lily at SFHA will review the packet and will inform the Housing Specialist if there is a need for corrections. Although we have not been made aware of a standard wait-time for a response, it generally takes between 5-7 business days for the packet to be processed by SFHA. When the packet has been approved, Eligibility Worker will notify the family by phone, and the Housing

Specialist by email, and an Intake Appointment will be scheduled at SFHA. This Intake Appointment will consist of a document/eligibility review, as well as completing the following forms, as appropriate:

- [Personal Declaration Form](#)
- [Supplement Form](#)
- [General Release of Information](#)
- [Debts Owed to PHA and Terminations Form](#)

After approximately 5-7 business days, Lily will attempt to contact the family by phone to schedule a Voucher Pick-Up Appointment. If Lily is not able to speak with the family directly at that time, Lily will then email the Housing Specialist, who will provide the family with Lily's phone number and encourage them to schedule a Voucher Pick-Up Appointment. When that appointment has been scheduled between Lily and the family, Lily sends a confirmation e-mail to the Housing Specialist. The client may attend this appointment on their own, at which they pick up their voucher at the SFHA office, generally from the front desk.

Extension Requests

Vouchers remain valid for 60 days, after which time a Voucher Extension Request must be submitted to SFHA, or other appropriate PHA. A voucher may be renewed up to three times, meaning the total lifespan of the voucher equals 180 days.

At the time of the initial request for extension, the Housing Specialist will assist the family in filling out a [Section 8 Housing Extension Request](#) form, along with a [Record of Search for Housing](#), and send both together, via email, to Lily Duong (Eligibility Worker, duongl@sfha.org). At the second and third extension, the Housing Specialist will also send a letter accompanying the extension request; this letter, sent via email to Eligibility Worker (Lily Duong, duongl@sfha.org) will re-state that the family is part of the FMF program, and describe the family's efforts to search for housing.

If a client's voucher reaches its full lifespan (180 days), a client may request a new voucher by completing the application process again -- as long as they are still FMF eligible. This will include providing a new [Personal Declaration Form](#), [Authorization to Release Information](#) (for background check), and submitting of up-to-date vital documents (time sensitive documents: income verification, bank statements, and student verification). Housing Specialist will send the new application to Eligibility Worker and a new referral sheet from HSA with the same date.

Denial of Eligibility

Following negotiations with SFHA, we are currently at the Federal minimum for exclusionary criteria regarding eligibility. The remaining potential barriers to eligibility are (1) owing back rent for Public Housing unit(s), (2) being a registered sex offender, or (3) having been involved in the production of methamphetamine on SFHA property. Upon encountering one of these barriers, the FMF Case Manager may choose to write an appeal (such as "[Request for Informal Review for Denial of Eligibility](#)" or "[Request for Reasonable Accommodation](#)"), which is sent via email to Director of Leased Housing (Sarah Ramler, ramlers@sfha.org). [Additional details pending.]

Securing a Unit for Use with FUP Voucher

HPP establishes that the landlord will rent to the family, either by verbal or written confirmation (i.e., with [Intent to Rent](#) form completed by landlord). At that time, the Housing Specialist, family and landlord fill out a [Request for Tenancy Approval](#) (RTA), which the Housing Specialist emails to Eligibility Worker (Lily Duong, duongl@sfha.org) at the SFHA.

Unit Pre-Inspection

FMF requires that all units occupied by families receiving FMF rental assistance or security deposit assistance meet HUD's [Housing Quality Standards](#) (HQS). In order to ensure that the client will be living in a safe and sanitary unit, the potential apartment must pass an HQS inspection completed by a housing inspector from the local Housing Authority (if applicable). HQS inspections are required before the lease is signed and at least annually (if the lease is renewed).

The Housing Specialist uses the [Overview of Housing Quality Standards](#), or other “common fail checklist” to conduct an informal pre-inspection of the family’s unit to ensure that the client will be living in a safe and sanitary unit, and to increase the likelihood that the unit will pass the formal HQS inspection carried-out by the PHA.

Any modifications needed should be negotiated with the landlord before the PHA inspection. It is recommended that the Housing Specialist come prepared with batteries and other items that could quickly fix any potential inspection issues on the spot. This builds FMF’s reputation among landlords and will help encourage landlords to rent with FMF again.

Housing Authority HQS Inspections

The Housing Specialist is notified of inspection date by SFHA Program Manager II (L’Tanya Allen-Harris, allenl@sfha.org). In some cases, especially in the context of re-inspection, the inspector calls client directly. It is recommended that housing specialist reach out to inspection department to let them know that an FMF client is awaiting inspection. This typically takes approximately 5-7 business days. The Housing Specialist should contact Program Manager II if s/he has not been notified of inspection appointment after 7 days. The Housing Specialist and family attend the inspection with the landlord. If unit does not pass inspection for facility reasons, the Housing Specialist negotiates with landlord to correct the identified issues in the unit and a re-inspection is scheduled. After the unit passes inspection, the Housing Specialist will contact the landlord by phone to review the Payment Standard and negotiate as needed, in order to make a final confirmation that the full rent will be paid and that the landlord is satisfied with the price. Once this has been confirmed, the family may sign the lease.

Portability Requests & Outside PHA Advocacy

The pricing in our current rental market in San Francisco can be prohibitive to many FMF clients; even affordable units may fail to meet SFHA payment standards. As a result, a number of families choose to port their FUP vouchers to other county PHAs, where there is often little knowledge of the FMF project, and thus a potential for delays in the lease-up process for FUP-holding families. The Housing Specialist may provide targeted support to these families by developing relationships with staff at PHAs outside of SF, as well as offering advocacy on the family’s behalf in order to reduce delays with processes such as porting and inspections.

In cases where a family elects to live in a community outside of San Francisco City & County, a [Portability Request Form](#) must be submitted to Lily Duong at the SFHA after an apartment has been identified and landlord agrees to rent to the family. The Housing Specialist submits this form to Lily via email, noting additional requests for hand-delivery, and for the Housing Specialist to be notified when the processed Portability Request is ready for pick-up. (Note: If

the family's voucher is less than 30 days away from expiring at that time, the Housing Specialist will also submit a [Section 8 Housing Extension Request](#) and accompanying [Record of Search for Housing](#), together with the Portability Request.) Upon receiving the request, Lily notifies the Housing Specialist of receipt via email. Lily then reviews the request with her supervisor, Housing Program Manager I (Londell Earls, earlsi@sfha.org), and the request is sent to Senior Eligibility Clerk (Lei Rochelle Johnson, johnsonl@sfha.org) for processing.

SFHA typically processes the portability request in approximately one week. If there is no response from SFHA after 7 days, the Housing Specialist should then check with Lei Rochelle Johnson, or her supervisor, Program Manager II (Charles Akhidenor, akhidenorc@sfha.org).

Once the porting documents are processed and ready, Senior Eligibility Clerk will notify the Housing Specialist via email. The family will need to bring valid ID to the SFHA in order to pick-up the port packet envelope, which **MUST** remain sealed until hand-delivered to the destination Housing Authority. Upon approval of the Portability Request by the destination Housing Authority, the family and the Housing Specialist will attend an intake appointment at their new housing authority, and an initial inspection will be scheduled.

Throughout the porting process, the Housing Specialist will communicate with the landlord while ensuring that Deep Subsidy funding is issued in ½-month increments until the port has completed and the unit has passed inspection. The date on which the unit passes inspection is the date when the lease can be signed.

Deep Subsidy

Eligible FMF participants have access to the SF-HSA/HPP Rental Subsidy Program, which can be used over a 12-24 month period and is designed to help participants secure housing while waiting for their Housing Choice Voucher (HCV, also known as Section 8 Voucher) to be issued by the San Francisco Housing Authority (SFHA) and during the time they are searching for a unit. The use of the subsidy varies between each participant and depends on the safety plan developed by the FMF Case Manager and the participant. This subsidy may be used for client needs including, but not limited to the following:

- Emergency hotel stays
- Rent payments in temporary housing
- Collecting documents and supplies needed for permanent housing
- Rent payments for permanent housing until the HCV is received.

Families enrolled in FMF are eligible if they are on a housing track in which a Section 8 voucher is being pursued. The deep subsidy would most likely not be used with families who have the opportunity to move into a LOSP unit (see below) or those who receive a shallow subsidy.

For additional details about the limitations of this subsidy, please speak to the FMF program manager, or refer to the [FMF Subsidy Contract](#). The SF-HSA requires that tenants pay 50% of their income towards rent; the City paying the remaining balance.

Shallow Subsidy

A shorter-term, *Shallow Subsidy* offers up to \$1500 per month, for a period of 1-2 years, to families who will be able to cover their rent and living expenses independently in the near future.

Local Operating Subsidy Program (LOSP)

FMF also utilizes the SF-HSA's *Housing and Homeless Services Local Operating Subsidy* which helps fund the development of permanent supportive housing complexes throughout the city. Some families will have the opportunity to move into these units, but openings are relatively rare. When a unit becomes available, the FMF Case Manager and/or Housing Specialist will support eligible families with the application process.

Move-In Support

If families need help with move-in costs once securing permanent housing they can apply for *rental assistance* through HPP or another agency (CalWORKs, Season of Sharing Fund, First Avenues/Hamilton Family Center, Raphael House, Compass Connecting Point). Housing Specialist meets with family and works with landlord to obtain all documentation needed to acquire HPP funds (and if needed [Season of Sharing](#) funds) for first month's rent and deposit. Move in paperwork includes Deposit Return Policy, [W9 form](#), proof of ownership, client vital documents, and FMF subsidy agreement, and any other applicable items listed in [Important Housing Information](#)

Engagement Phase Summary

Case Manager Expectations

- Weekly Case Management Meetings (average 15 hours during first month of participation)
- Monthly *Family Team Meeting* (while child welfare case still open)
- Initial ANSA to be completed no more than 2 weeks after RTM
- Initial [Family Action Plan](#) developed within 30 days of ANSA
- New ANSA assessment every 6 months
- [Family Action Plan](#) updated as needed.

Data Follow-Up

Offsite Visits Entry

While case managers may visit families that have not yet obtained permanent housing (in residential treatment, shelter, doubled up), they are **not required** to do so; these meetings will be entered into HENRI by FMF staff as direct services with the Location field indicating "Offsite".

FMF Referrals Entry

All FMF Case Managers are expected to be documenting all internal and external service referrals provided to FMF clients under the FMF Referrals area of the client's FMF case in HENRI. Additionally, FMF Case Managers are encouraged to follow-up by entering Outcomes whenever possible for referrals already made.

Housing Events Entry

The Housing Specialist is responsible for obtaining information (i.e., from the family, FMF Case Manager, property managers, housing authorities, etc.) and is further expected to enter all Housing Events into the family's FMF case in the HENRI database. These data will reflect any changes to the family's housing status and/or access to specific funding sources.

III. Stabilization

Once a family has successfully moved into leased housing, their FMF case will enter the Stabilization Phase, in which their case manager will provide Supportive Housing Case Management services while the Housing Specialist remains available to address issues related to the unit in which the family is now living.

Supportive Housing Case Management Services

During this time, HENRI will still list a client's FMF Case status as "Case Open", indicating that they will continue receiving intensive FMF case management support, which will now be primarily focused on (a) strengthening of collateral supports, (b) successful closure of the family's child welfare case, (c) maintaining the family's new housing placement, and (d) management of the family's short-term subsidy and/or transition to a Section 8 voucher if eligible, with the overall goal of gradually reducing the family's need for ongoing case management support.

Home Visiting

Within the first 30-days of a family moving into leased housing, the FMF Case Manager will complete an initial semi-structured Home Visit in order to (a) assess the degree to which the family has begun adjusting to their new unit, (b) identify any outstanding issues in regards to the living situation or property management, and (c) update the [Family Action Plan](#) to incorporate aspects of the family's progress and ongoing need for case management or external referrals. Particular attention will be paid to safety in the home and life skills related to retaining housing including: budgeting and bill paying, relationship with the landlord and other tenants, cleanliness and household maintenance.

Conceptual Framework

An important part of FMF's integrative approach to stabilizing families is the Home Visit. Working with a client in their home reduces barriers, fosters engagement and supports a comprehensive assessment process. Home visits differ from case management appointments in that they are specifically geared toward the challenges a client is facing in their environment. Homeless Prenatal Program's Clinical Case Managers conduct regularly scheduled home visits matched with level of need.

Tenant meetings in their living environment include the following core elements:

1. **Clinical Support:** *building rapport, continued assessment, identifying risks & strengths;*
2. **Action Planning:** identification of targeted goals and stepwise outcomes;
3. **Linkage:** connecting family to immediate treatment services that support action plan;
4. **Psychoeducation:** coaching around fostering safe environments, healthy attachments;
5. **Skill Building:** development of life skills for problem-solving and navigation of systems.

Policy & Procedures

At the time of the initial Home Visit, the FMF Case Manager will provide the family with a printed copy of the [You're Housed! What Now?](#) information sheet. The FMF Case Manager will then review the corresponding page from the [FMF Home Visit Follow-Up](#) packet (i.e., "Home Visit #1") with the family, marking any items that may indicate action steps, advocacy, or collateral referrals may be needed. The current [Family Action Plan](#) will be updated to reflect the family's new living situation, and to outline strategies for supporting ongoing stability in their unit.

Due to the limited transportation resources available to our program staff, Home Visits will be prioritized for families housed within San Francisco; those families placed in housing beyond San Francisco will be called monthly for a semi-structured phone check-in that covers the same types of information gathered during an in-person Home Visit. These Home Visits or phone calls will continue for a period of at least 6 months before a family is considered for transition to the Maintenance Phase of the program. However, Home Visits may continue beyond the initial 6 month period on an as-needed basis, in order to continue deepening a family’s supports for ongoing stabilization.

Following each completed Home Visit, the family’s FMF Case Manager will review the related page of the [FMF Home Visit Follow-Up](#) packet with her/his supervisor for ongoing support.

Ongoing Case Management Support

The family’s assigned FMF Case Manager will continue meeting with the client at least 2-3 times each month, including the monthly Home Visit described above. These meetings for Supportive Housing Case Management services will emphasize goals around family members finding employment and strengthening independent living skills. Additionally, while the family’s child welfare case is still open, Family Team Meetings will continue to be held monthly, and may take place in the family’s leased housing if appropriate. Following the initial Home Visit, the family’s assigned FMF Case Manager will review the current [Family Action Plan](#), either at subsequent Home Visits or at case management meetings, and will work together with families to update the plan as needed.

Supportive Service Referrals

In order to address specific needs identified in the current [Family Action Plan](#), the FMF case management interventions in this stage may also be characterized by targeted referrals through “warm hand-offs” to a growing network of community partners. These referrals may provide support with case management needs including, but not limited to, the following:

Family Need	Supportive Service Referrals	Family Need	Supportive Service Referrals
Independent Living Skills	<ul style="list-style-type: none"> ● Parenting Classes, SafeCare ● Nutritional Services ● Financial/Benefits Counseling 	Housing Services	<ul style="list-style-type: none"> ● Tenant Rights ● Utilities Assistance ● Eviction Prevention
Physical Health	<ul style="list-style-type: none"> ● Routine Medical Care ● Health & Wellness Education ● HIV / AIDS Services 	Substance Abuse Services	<ul style="list-style-type: none"> ● Relapse Prevention Plan ● Outpatient Treatment ● Methadone Maintenance ● Alcoholics / Narcotics Anonymous
Mental Health	<ul style="list-style-type: none"> ● Individual or Family Psychotherapy ● Child or Parent/Child Psychotherapy <ul style="list-style-type: none"> ○ Infant Parent Program ○ Child Trauma Research Project ● Group Therapy / Support Groups ● Psychiatry, Medication Management 	Employment Services	<ul style="list-style-type: none"> ● JobsNow Referrals ● Job Readiness Training <ul style="list-style-type: none"> ○ Resume Development ○ Interview Skills ● Continuing Education ● Volunteer Opportunities

Housing Specialist Services

During the Stabilization Phase of a family's participation in the FMF program, the Housing Specialist will continue to provide housing retention services as needed in order to support continued housing stability as case managers focus on home visiting, Family Action Plans, and supportive service referrals.

Services offered by Housing Specialists during this phase may include, but are not limited to:

- resolving landlord-tenant issues around maintenance, repairs, or lease compliance;
- satisfying unpaid rent through arrangement of payment plans with tenant and/or one-time financial assistance through the program;
- navigating administrative issues that may arise periodically between landlord, family, and the PHA.

Stabilization Phase Summary

Summary of Case Manager Expectations

- Family Action Plan updated within 30 days of move-in, and then updated as needed
- Initial Home Visit within 30 days of move-in
- Monthly Home Visits or phone follow-ups for at least 6 months after move-in
- At least 2-3 meetings per month with FMF Case Manager
- Monthly *Family Team Meeting* (while child welfare case still open)
- New ANSA assessment every 6 months

Data Follow-Up

Home Visits Entry

Home visits are required only for families that have obtained permanent housing, and will be entered into the HENRI database by FMF staff as direct services with the Location field indicating "Client Home". While case managers may visit families that have not yet obtained permanent housing (in residential treatment, shelter, doubled up), they are **not required** to do so; these meetings will be entered into HENRI by FMF staff as direct services with the Location field indicating "Offsite".

FMF Referrals Entry

All FMF Case Managers are expected to be documenting all internal and external service referrals provided to FMF clients under the FMF Referrals area of the client's FMF case in HENRI. Additionally, FMF Case Managers are encouraged to follow-up by entering Outcomes whenever possible for referrals already made.

Housing Events Entry

The Housing Specialist is responsible for obtaining information (i.e., from the family, FMF Case Manager, property managers, housing authorities, etc.) and is further expected to enter all Housing Events into the family's FMF case in the HENRI database. These data will reflect any changes to the family's housing status and/or access to specific funding sources.

IV. Maintenance (Check-In)

After at least six months of continued progress in the Stabilization Phase, the family may reach the decision, in discussion with their FMF Case Manager, that they are ready for a reduced level of program involvement. Regardless of when the most recent ANSA was completed, the case manager will complete an updated ANSA, which will need to demonstrate **all three of the following** in order for the family to be considered for the Maintenance (or “Check-In”) phase of the program:

1. The family has signed a lease of subsidized housing and has a successful track record of paying their portion of the rent independently,
2. All child welfare cases have been successfully closed, and
3. The family has no outstanding case management needs, as demonstrated by ratings of **either 0 or 1** on all ANSA items.

Additionally, the FMF Case Manager will work with the family to complete an updated [Family Action Plan](#), which should reflect the family’s current stability and collateral supports, as well as strategies for responding to potential challenges that may arise, given the family’s case history.

The FMF Case Manager will review both this newest ANSA and the updated [Family Action Plan](#) in supervision with the Program Manager, who will determine whether the family is eligible to move to the Maintenance Phase of the program. If the family is approved for this change, the Program Manager will add the “Check-In” sub-status to the client’s FMF case in HENRI.

Supportive Housing Case Management Services

This phase involves at least 6 months of regular case management check-ins, either in the form of in-person meetings, or phone contact, between qualifying families and their FMF Case Manager. Interventions in this phase are intended to connect families to needed resources that will support their family’s ability to maintain the stability they have achieved, even after their FMF case is closed. This includes an emphasis on external referrals, as well as auxiliary services offered at HPP on an ongoing basis.

As in previous program phases, the FMF Case Manager will continue to complete a new ANSA assessment every 6 months, and will update the [Family Action Plan](#) as needed, until the family is eligible for Graduation. Home visits will also continue as needed to bolster the family’s independence as FMF services are reduced.

Housing Specialist Services

As families settle in to their housing, the Housing Specialist role shifts toward supports that emphasize housing retention. For some families with complex histories, the housing retention efforts focus on basic housing/living skill building; interaction with landlords, neighbors and property managers, maintaining current reported income and adjusting rent as necessary, maintaining the unit, and so on.

Housing Retention

During the Maintenance Phase of a family’s participation in the FMF program, the Housing Specialist will continue to provide auxiliary housing support services on an as-needed basis.

Services offered by Housing Specialists during this phase may include, but are not limited to:

- resolving landlord-tenant issues around maintenance, repairs, or lease compliance;
- satisfying unpaid rent through arrangement of payment plans with tenant and/or one-time financial assistance through the program;
- navigating administrative issues that may arise periodically between landlord, family, and the PHA.

Maintenance Phase Summary

Summary of Case Manager Expectations

- At least 1-2 case management meetings monthly, or more as needed
- New ANSA assessments continue every 6 months
- [Family Action Plan](#) reviewed and updated as needed
- Home Visits continue as needed

Data Follow-Up

Home Visits Entry

Home visits during the Maintenance Phase will continue to be entered into the HENRI database by FMF staff as direct services with the Location field indicating “Client Home”.

FMF Referrals Entry

All FMF Case Managers are expected to be documenting all internal and external service referrals provided to FMF clients under the FMF Referrals area of the client’s FMF case in HENRI. Additionally, FMF Case Managers are encouraged to follow-up by entering Outcomes whenever possible for referrals already made.

Housing Events Entry

Should a family’s living situation change during the Maintenance Phase, the Housing Specialist is responsible for entering any subsequent Housing Events into the family’s FMF case in the HENRI database. These data will reflect any changes to the family’s housing status and/or access to specific funding sources.

V. Graduation

- Exit Criteria: See Engagement Flow Chart
- Closing ANSA (all ratings either 0 or 1)
- Case Review with FMF Program Manager
- Exit Interview See [“FMF exit interview”](#) PDF

CM/Client Expectations Dependent on Case Status & Sub-status

- Inactive: (*i.e., has enrolled, still eligible, but no current engagement*)
 - monthly check-in attempts for 6 months
- Case Closure
 - Complete Urban Institute “Family Exit Form”
 - Yelena to upload