

POLICIES AND PROCEDURES

DIRECTIONS HOME PLAN: CITY-FUNDED INITIATIVES

Program Year VIII

(APRIL 1, 2016 – MARCH 31, 2017)



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Introduction

In 2008, the City of Fort Worth (the “City”) adopted *Directions Home: Making Homelessness Rare, Short-Term, and Nonrecurring in Fort Worth, Texas within Ten Years* as its official homelessness plan (the “Plan”). The Plan articulates seven (7) key strategies that focus on the goal of ending homelessness and serves as a partnership and spending guide. The Plan and other resources are available online, www.DirectionsHome.org/directions-home-plan/

The United Way of Tarrant County (the “United Way”) serves as a fiscal and grant-making agent for public and private funds in support of the Plan. The United Way, in close consultation with City staff, oversees an annual grant-making process for community organizations to operate initiatives that accomplish the strategies contained in the Plan. Across the community, additional resources have been secured and leveraged from the private and public (federal, state, and local) sectors to pursue the Plan’s vision.

The City retains the exclusive right to determine timetables, guidelines, and conditions under which funds are made available and what, if any, funding awards are made. The United Way Special Allocations Committee on Homelessness receives and reviews applications as well as makes awards for the competitively awarded funds.

Applicability

All Contractors except Independent Evaluators are responsible for abiding by both General Provisions and Initiative-specific requirements. Independent Evaluators are responsible for Initiative-specific requirements. It is the responsibility of each Contractor to ensure compliance with these Policies and Procedures and the achievement of expected performance metrics. Further, each Contractor will obtain clarification and guidance as needed from City staff on the implementation of these policies and procedures.

General Provisions

Contractor Eligibility

Contractors must maintain:

- Expertise in working with people who are homeless, especially those that are chronically homeless and/or particularly vulnerable, to improve housing stability and self-sufficiency (e.g. employment, income, utilization of services, social supports);
- Capacity to work collaboratively with other Contractors to document and achieve measurable program outcomes;
- Capacity to comply with Homeless Management Information System (HMIS) protocol and enter accurate data in a timely manner; and
- Fiscal and organizational capacity to administer public funds.

If the Contractor falls below the acceptable thresholds described above during the contract period, the United Way, in its sole discretion, may modify or terminate the contract.

Client Eligibility

In order to be eligible to receive services, single clients must be homeless for a minimum of fourteen (14) days and families must be homeless for a minimum of seven (7) days in Fort Worth, Texas as appropriately documented unless otherwise stated in this document.

Documentation of homelessness and/or disability will conform to the U.S. Department of Housing and Urban Development (HUD) guidelines and will be recorded in the Fort Worth/Arlington/Tarrant County CoC (TX-601) HMIS database, maintained by Tarrant County Homeless Coalition (TCHC).

For purposes of this document and related agreements, “homeless” means an individual or family meets the criteria of HUD’s Category 1 or Category 4 definition:

- I. Category 1, “Literally Homeless,” individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning:
 - a. Has primary nighttime residence that is a public or private place not meant for human habitation;
 - b. Is living in a publically or privately operated shelter designed to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, state, or local government programs); or
 - c. Is exiting an institution where (s)he has resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution.
- II. Category 4, “Fleeing/Attempting to Flee Domestic Violence,” any individual or family who:
 - a. Is fleeing, or attempting to flee, domestic violence;
 - b. Has no other residence; and
 - c. Lacks the resources or support networks to obtain other permanent housing.

It is expected that Contractors will use strengths-based approaches that are appropriate for the circumstances of the individual or family. Although a client may be classified as high-priority, housing placement with a family or nursing facility may be a more appropriate option than Permanent Supportive Housing. Contractor is expected to review all possible appropriate options before making housing placements. ▸

Documentation of Priority Status (DOPS)

In order for a client to be eligible for Housing Placement or Housing Retention, case managers must receive a prioritization status from TCHC:

1. Collect documentation (e.g. critical documents, homelessness, disability, severity of service need);

2. Upload the data into HMIS;
3. Email request for DOPS to Melanie Pierce, melanie@ahomewithhope.org ; and
4. TCHC staff will process documentation, assign priority status, and notify case manager.

If Contractor believes a client is highly vulnerable and well-suited for services, but the client is deemed ineligible or there are substantial barriers to participating in DOPS, the Contractor is encouraged to contact the City's Directions Home Coordinator and request a waiver.

TCHC staff conducts DOPS training twice a month for new case managers and those that may need a refresher. Additional information on the DOPS process can be found on TCHC's website, www.ahomewithhope.org.

Housing First

The Directions Home Plan emphasizes "Housing First", a flexible, strengths-based, client-driven approach to ending homelessness guided by the following principles:

- I. Housing is a basic human right;
- II. Clients do not have to prove their readiness for housing;
- III. Clients do not have to "earn" housing;
- IV. Client choice is valued and allowed without adverse consequences;
- V. Client's needs are addressed from his or her perspective;
- VI. Client defines his or her needs and goals;
- VII. Client receives personalized, collaborative care;
- VIII. Client-driven recovery is adhered to;
- IX. Services are provided in the client's environment; and
- X. A harm-reduction approach is used to address substance abuse, psychiatric symptoms, or crises.

Contractor is expected to deliver services consistent with a Housing First approach. For more information on Housing First, visit the National Alliance to End Homelessness' (NAEH) website, www.endhomelessness.org.

Fair Housing

The Federal Fair Housing Act makes it illegal for landlords, home sellers, mortgage companies, and homeowners associations to discriminate against persons in any housing-related transaction because of race, color, religion, sex, disability, families with children, immigration status, or national origin; per HUD:

- Clients cannot be evicted from housing;
- Rules cannot unfairly target immigrants;
- Clients cannot be denied a housing application;
- Clients cannot be denied housing for sale or rent;
- Clients cannot be charged more rent or related fees;
- Clients cannot be assigned to one area of a building or complex;
- Clients cannot be steered to one neighborhood or area; and

- Clients cannot be required to show extra forms of identification to apply for housing.

The City certifies that it affirmatively furthers fair housing in its annual HUD Action Plan; eligibility for participation in Directions Home programs will not be denied to any person because of race, color, religion, sex, disability, familial status, national origin, sexual orientation, transgender, gender identity, gender expression, or criminal background.

All persons must abide by City and Federal Fair Housing rules and regulations. Contractor will be informed of any suspected violation of these rules. Failure to address these concerns may result in contract termination and/or referral.

Safe, Appropriate, Permanent Housing

In order to rapidly move people off of the streets, out of shelters, and into appropriate housing, it is necessary for those involved to be knowledgeable regarding the availability of housing, resources, and supportive services in the community. It is also important to be creative when collaborating with community partners and analyzing appropriate housing options.

In all cases, housing must meet the characteristics of safe, appropriate, and permanent housing:

- Must be environmentally and structurally safe;
- Must be free of abuse;
- Must be appropriate to the client's needs in terms of mobility and accessibility to needed medical and social supports;
- Must improve housing stability and quality of life (e.g. assisted living, supportive housing, nursing home, rapid rehousing, apartment without supportive services, family reunification, moving in with a roommate); and
- Client typically has his or her name on the lease.

For example, in-patient hospitalization or treatment, jail, prison, transitional housing, hotel or motel, time-limited halfway house, temporary familial arrangements, and temporary group homes are *not* considered safe, appropriate, permanent housing.

Open Records

All documents emailed, faxed, or delivered to the City and/or other public entities are subject to Public Information Requests without redaction. To limit the exposure of personal information, written and electronic communication pertaining to specific clients that is shared with the City should include only the client's first initial, last name, and should not include sensitive information (e.g. addiction history, health, HIV status).

Contractor must understand and acknowledge that the City is a public entity under the laws of the State of Texas, and as such, is subject to disclosure under Chapter 552 of the Texas Government Code, the Texas Public Information Act (the "Act").

If the City and/or other public entities receive a request for any documents that may reveal any of the Contractor's proprietary information under the Act, or by any other legal process, law, rule, or judicial order by a court of competent jurisdiction, the City and/or public entities that will utilize its/their best efforts to notify the organization prior to disclosure of such documents. The City and/or other public entities shall not be liable or responsible in any way for the disclosure of information not clearly marked as "Proprietary/Confidential Information" or if disclosure is required by the Act or any other applicable law or court order. In the event there is a request for such information, it will be the responsibility of the Contractor to submit reasons objecting to disclosure. A determination on whether such reasons are sufficient will not be decided by the City and/or other public entities, but by the Office of the Attorney General of the State of Texas, or by a court of competent jurisdiction.

Reports

Homelessness jeopardizes the health and well-being of those who experience it; therefore, Contractor agrees that time is of the essence in all aspects of funded initiatives. Late reporting may be cause for recapture or withdrawal of awarded funds.

Using a Quarterly Report Form provided to each Contractor at the beginning of the year by City Staff, quarterly reports will be required electronically for all initiatives by the fifteenth (15th) of the month following the end of the quarter (i.e. July 15, October 15, January 15, and April 15). A copy of this form is attached to this document.

Contractors will receive a list of important dates and report information within the first month of the Program Year.

Attestation

Each report submitted to the City will include the following, signed attestation:

Contractor: _____
Name of Person submitting report: _____
Date Range Covered by this report: _____

I have reviewed this report and certify that it is a complete, accurate, and up-to-date reflection of the services rendered under the terms of our Agreement with the United Way of Tarrant County.

Signature: _____
Date: _____

Homeless Management Information System (HMIS)

Contractor will collect and maintain client-level data per the HMIS user agreement and federal statutes. To ensure that data is up-to-date and accurate, all services rendered must be recorded in HMIS within five (5) business days. All fees for participation in HMIS are the responsibility of Contractor.

Evaluation

Contractor will actively participate in evaluation activities including planning, periodic meetings, data collection, monitoring, and reporting.

Right of City and United Way to Audit

City reserves the right to perform an audit of Contractor's financial and business records that pertain to its duties and services provided under a duly executed agreement at any time during the program year (April 1 – March 31) and for five (5) years thereafter. Contractor agrees to allow City reasonable access to all records pertaining to the duties and services contracted with the United Way.

Conflicts of Interest

Actual or perceived conflicts of interest such as serving persons who have familial or financial relationships with board or staff members of Contractor must be avoided. Where an actual or perceived conflict of interest exists, clients that would otherwise be eligible for services should be referred to another Contractor.

Use of Funds

Directions Home funds are intended to expand existing capacity of the Continuum of Care (CoC) to serve people who are homeless residing in Fort Worth, Texas. Awarded funds shall not be used to cover preexisting costs. It is the expectation of the City and the United Way that every effort is made to maximize volume and speed of service delivery without sacrificing quality.

Budgeting Process

In consultation with the Fort Worth Advisory Commission on Ending Homelessness (FWACEH), the City staff will prepare a budget for City-funded initiatives in support of the Directions Home Plan not later than January 31. The City Council will be asked to authorize City staff to enter into an agreement with the United Way not later than March 1.

Leverage

Funding from public and private sources used to supplement Directions Home initiatives will be closely tracked. While there is not a required percentage or dollar amount of funding and/or in-kind contributions, Contractor must bring to the table, Contractor will be asked to provide projections and track actual expenditures throughout the year. At a minimum, Contractor is challenged to document an amount of leverage greater than the percentage of their application that is budgeted for administrative costs or fifteen percent (15%), whichever is greater.

Payment and Schedule

Unless otherwise stated, Contractor in good standing will be paid at contract signature (i.e. Base Payment and upon meeting designated performance metrics for performance payments (i.e. Performance Payments). If any metrics are not met, payments may be reduced, withheld, or recaptured at the discretion of the United Way.

Direct Assistance

Under no circumstances will Directions Home funding be provided as cash assistance to any client.

Initiative-specific Requirements

Continuum of Care (CoC) Coordination

Introduction

Tarrant County Homeless Coalition (TCHC) is the lead agency for the Fort Worth/Arlington/Tarrant County Continuum of Care (CoC TX-601). CoC Coordination funds are used to ensure alignment of the goals and objectives of the City and the federal government in an effort to maximize funding availability across the sector.

Contractor will:

- Manage local HMIS eCART implementation for production of CAPER reporting and provision of training and technical assistance to City of Fort Worth and ESG sub recipients
- Participate in seventy-five (75%) of all Coordinating Committee meetings;
- Provide and present a quarterly report to FWACEH;
- Provide a dashboard report of key HMIS metrics every other month.
- Cover HMIS costs of City of Fort Worth for Directions Home, Community Court and Community Action Partners
- Submission of all City-required and HUD-required HMIS reports within 30 days;
- Comprehensive report of Point in time count and survey data completed in the first quarter of the program year
- Submission of quarterly documented progress on CoC goals and HUD National Objectives

Programmatic Reporting

Contractor will submit reports to the City per the performance metrics outlined in the Memorandum of Agreement.

Critical Documents

Introduction

Birth certificates, driver's licenses, identification cards, Social Security cards, and other critical documents are essential tools for people who are homeless. They help connect people to employment, housing, and benefits. Funding is available to assist people who are homeless access these essential documents. In addition, agencies are expected to link people who are homeless to services such as case management, emergency shelter, mental and physical health care, substance abuse assessment and treatment, and housing.

HMIS scan cards, another essential document for people experiencing homelessness, will be provided by TCHC and are not tracked under this initiative.

Contractor will:

- 95 people per quarter receive Case Management
- At least 85% of document requests are completed
- Client records are up to date on HMIS
- Submission of reports on time
- Quarterly reports with the following information

Category	Number of requests	Number of completed requests	Number of requests pending	Number of requests denied and reason
Birth Certificates				
Drivers License				
Social Security Card				
Identification cards				
Voter registration				

Programmatic Reporting

Contractor will submit an electronic copy of the appropriate HMIS report(s) to the City that demonstrate progress to date towards the performance metrics as outlined in the Memorandum of Agreement. Contractor will affix a signed attestation to each report.

Direct Client Services Fund (DCSF)

Introduction

The DCSF serves as a fund of last resort and helps fill an unmet need for direct services to help those who are homeless and those who have been recently rehoused. Expenses may be categorized in five (5) main categories: (1) critical documents; (2) housing and household; (3) employment and training; (4) transportation; and (5) healthcare. Uses are restricted to goods and services that are directly related to housing stability, employment, self-sufficiency, and access to healthcare. Cash assistance is strictly prohibited.

Contractor will:

- Abide by all initiative-specific policies and procedures as well as general conditions set forth in this document.
- Provide monthly report to include amount used per client

Eligibility

DCSF funding provided by the City is only available to residents of Fort Worth that are enrolled in a Directions Home initiative, a CoC program, or are documented as unsheltered or emergency sheltered. TCHC will verify that the client is in HMIS with a current homeless status, current HUD assessment, and will review income status for evidence of “last resort.” Eighty percent City DCSF funding must serve Directions Home clients.

Assistance will not exceed \$800.00 per household per year, except in special cases. For example, if the treatment plan for a JPS Dental client is in excess of \$800.00, requests to exceed the established limit must be approved on a case-by-case basis by the Executive Director of TCHC in conjunction with JPS Dental staff.

Management Controls

TCHC manages the DCSF. TCHC documents DCSF financials to the United Way and follows all internal TCHC Policies and Procedures. If a DCSF request is questionable or deemed non-standard, the Executive Director of TCHC will review claim for final determination.

The DCSF is audited annually through the TCHC’s independent auditor.

Programmatic Reporting

TCHC will submit a monthly performance and expenditure report to City staff that demonstrates how funds are being spent (e.g. transportation, training), percentage of funds used to support Directions Home clients, percentage of funds used for administration costs, and percentage of funds used for financial institution fees.

Housing Placement Services

Introduction

Housing Placement Services has proven to be a cost-effective approach to helping people who are experiencing homelessness access safe and stable housing. Focused on using the least intensive intervention first, this initiative helps clients by leveraging their existing resources and capacities (e.g. income, support systems).

Contractor will:

- Meet 90% of placement targets on a quarterly basis
- No more than 20% of approved placements return to shelter within 60 days
- Client records are up to date in HMIS
- Submission of reports on time
- A minimum of two follow-up calls at 30 days and 60 days after placement
- A minimum of one face to face visit within 30 days of placement

HUD Assessments

At the time of enrollment, Contractor will complete a HUD Intake Assessment. HUD Update Assessments should be completed when a significant change has taken place (e.g. amount of income, employment) or at least once mid-year. HUD Exit Assessments will only be completed if the client is disenrolled from the program.

Client Tracking Sheets

Contractor must record the services provided in assisting an individual or family to obtain housing in HMIS. The data recorded should reflect a level of effort that indicates an investment of time beyond one case management meeting with someone who entered the Contractor's facility one night, found housing on their own and left the facility within a day or so.

Contractor should provide as much detail as possible for all of the data elements. Data recorded will detail professional services rendered that were critical to a household accessing housing such as eliminating barriers, locating housing, applying for assistance, planning and budgeting, move-in assistance, and activities related to move-in and adjustment. All data elements on client tracking sheets must be accurate and complete in order for the case record to be acceptable.

Ineligible Placements

In-patient hospitalization or treatment, jail, prison, transitional housing¹, motel/hotel, time-limited halfway house, and temporary group homes are not considered safe, appropriate, or permanent housing. Additionally, publicly-funded permanent housing that is controlled by the Contractor, such as CoC-funded supportive housing is not eligible. There is not a compelling City interest in paying for services that are redundant or nominally linked to the critical path of accessing safe, appropriate, permanent housing. For example, the Department of Veterans Affairs (VA) pays for supportive services including outreach and housing placement for VASH-eligible Veterans. Thus, while it would be redundant for the City to also pay for these services, case notes that document significant professional work performed by the Contractor could be submitted for consideration. In this case, the City would be looking to see evidence of service delivery that was professional and necessary – well beyond, for example, merely referring someone to the VA.

Problem Solving

If a client returns to shelter, it is expected that the Contractor will continue to work with said client to find an alternative permanent solution. If an alternate permanent solution is identified, the client's temporary return to shelter will not count against the Contractor.

Programmatic Reporting

¹ Transitional housing will not automatically be an approved placement option; however, exceptional circumstances will be considered on a case-by-case basis, e.g. a young adult who has aged out of foster care and could benefit from transitional housing while determining next steps or a domestic violence survivor for whom transitional housing would provide safety and the time needed to make decisions about the future.

Contractor will submit an electronic copy of the appropriate HMIS report(s) to the City that demonstrate progress to date towards the performance metrics as outlined in the Memorandum of Agreement. Contractor will affix a signed attestation to each report.

Housing Retention Services

Introduction

Contractor will work closely with clients to eliminate barriers to obtaining and maintaining housing. In practice, this can be very complex, requiring that case managers possess specialized knowledge and a variety of skills. Collaborative relationships with other community partners are critical to the success of this initiative.

Contractor will:

- Meet targets:
 - >90% occupancy
 - <10% disenrollment classifications are considered “negative
- Client records are accurate, complete and up to date in HMIS, including service contact logs, client tracking sheets, HUD assessments (only for the primary voucher holder)
- Provide clear and timely documentation and explanation of changes in enrollment and housing status
- Submission of on time quarterly reports detailing occupancy rates, enrollment and disenrollment information (a list of clients and their status):
- Collaborative case reviews
- Thorough documentation in HMIS of a coordinated case plan with Tenant Support Services Staff including no **less than two** joint home visits; **and**,
- Documentation of monthly collaborative case review meetings with Tenant Support Services Staff and appropriate case follow-up.

Additional details may be found in the attached **Directions Home Process for Housing Priority Clients**.

HUD Assessments

At the time of enrollment, Contractor will complete a HUD Intake Assessment. HUD Update Assessments should be completed when a significant change has taken place (e.g. amount of income, employment) or at least once per quarter. HUD Exit Assessments will only be completed if the client is disenrolled from the program.

Client Tracking Sheets and Service Delivery Logs

Using the Client Tracking touchpoint, the contractor must record enrollment status, contact information, and key dates (move-in, move-out, exit program) for all clients who were enrolled at any point during the program year. This information should be reviewed and updated on a monthly basis. Additionally, a client tracking sheet should be completed if a major change in the client's progress takes place (e.g. arrest, eviction, graduation). When a client is disenrolled from the program, a final client tracking sheet must be completed, regardless of the circumstances surrounding the disenrollment. If a final client tracking sheet is not completed when a client is disenrolled from the program, the client's disenrollment will be considered "negative." If insufficient explanation is provided, or the tenant appears to be no longer receiving logged services, the disenrollment status will be classified as negative.

All data elements on client tracking sheets must be accurate and complete in order for the case record to be acceptable.

All interactions, such as phone calls, home visits and meetings, should be recorded in the DH Services TouchPoint. Contractor should provide as much detail as possible for all of the data elements. Data recorded will detail professional services rendered that were critical to a household accessing housing such as eliminating barriers, locating housing, applying for assistance, planning and budgeting, move-in assistance, and activities related to move-in and adjustment. It is very important that time spent working with and on behalf of tenants is recorded accurately and completely as DH Services TouchPoints may be used as supplemental information to determine whether or not a Contractor has provided adequate support to clients.

Classification of Disenrollment, Housing Loss, and Appeal Process

Disenrollment means the Contractor has made the decision to terminate supportive services for a client. Disenrollment will be classified as positive, negative, or neutral by the City's Directions Home Coordinator. Housing loss (while still enrolled) may also be classified as negative.

Housing loss will generally be classified as negative when the client's subsequent housing situation represents a decrease in stability, safety, or health. Housing loss will generally be classified as positive when the client's subsequent housing situation represents an increase in stability, safety, or health.

Positive April 1 or neutral examples include:

- Client has a positive reunion with family and moves to another location to live near or with family;
- Client achieves stability so that retention services are no longer needed and there has been no evidence of significant crises or need for material supportive services in the previous ninety (90) days; or
- Client moves to another, more appropriate, level of care such as assisted living or a nursing home.

Negative examples include:

- Eviction;

- Client returns to an abusive situation;
- Client disappears;
- No contact with client in forty-five (45) days, ultimately resulting in disenrollment; or
- Client is incarcerated or out of the unit for other reasons for a period longer than ninety (90) days.

Case note documentation will provide evidence supporting the steps taken to avoid a negative disenrollment outcome and negative housing loss. If, in the determination of the City, the case note documentation evidences a robust, good-faith effort, the housing loss may be designated as neutral. An example of a neutral housing loss would be a client overdose despite significant efforts to engage the client in services and treatment as documented in case notes.

Contractor may challenge the classification of the housing loss by contacting the City's Directions Home Coordinator for an appeal. If the Contractor is still not satisfied with the decision, a final appeal may be brought to the City's Directions Home Manager. The decision made by the City's Directions Home Manager will be final.

Problem Solving

Clients may risk eviction by their landlord for:

- Nonpayment of rent;
- Repeated unacceptable disturbances to neighbors;
- Substantial damage to property;
- Criminal activity or criminal activity by client's guest on the rental property;
- Unauthorized occupancy; and/or
- Other violations of a signed lease.

Contractor will work closely with clients and landlords to address potential problems early enough to prevent eviction. If eviction does occur, services are expected to continue and the case manager will assist the client in finding new housing as soon as possible. Eviction does not lead to automatic disenrollment from services and a plan should be developed to address the problem that led to the eviction.

It is expected that clients will become increasingly involved in the community through employment, volunteer opportunities, and/or various social activities. If a client becomes unresponsive to Contractor, a review of the client's history and his/her progress in becoming more engaged should be undertaken. Contractor must notify the City's Directions Home Coordinator and the FWHS by email if the Contractor has not had meaningful contact within forty-five (45) days.

Following the Housing First approach, it is expected that services will be offered, but services may not always be accepted; however, regular contact with case managers is a basic expectation of the program. Contractor is expected to contact the client in person or in writing on a biweekly basis; **substantive, monthly home visits are a minimum expectation of this initiative.** It is important that Contractor

continue to “keep the door open”. Names of clients remaining unresponsive should be brought forward during monthly Tenant Solutions Committee meetings.

The purpose of the Tenant Solutions Committee is to be a source of support to Housing Retention Services Contractors by acting as a sounding board to review difficult and challenging issues. The Tenant Solutions Committee meets monthly immediately following the Permanent Supportive Housing Liaisons Committee meeting.

Contractor is encouraged to contact the City’s Directions Home Coordinator prior to a client being transferred to another Contractor and/or prior to a decision being made to disenroll a client so that there is an opportunity to review the situation and explore other options. Discussing a client’s situation at the Tenant Solutions Committee does not ensure a positive disenrollment, nor is the recommendation of the Tenant Solutions Committee final.

The Tenant Solutions Committee may be convened with a few days’ notice if an urgent need to address a client issue arises. Please email the City’s Directions Home Coordinator to schedule.

The City’s Directions Home Coordinator will record notes from the meeting; however, it will be good practice for case managers to record decisions in HMIS.

Programmatic Reporting

Contractor will submit an electronic copy of the appropriate HMIS report(s) to the City that demonstrate progress to date towards the performance metrics as outlined in the Memorandum of Agreement. Contractor will affix a signed attestation to each report.

Occupancy will be measured on a cumulative basis, calculated as follows:

$$\frac{\text{Sum of Days Housed ALL Households}}{(\text{Contracted \# of Households} \times \text{Days in Performance Period})}$$

If a Contractor has a vacancy on April 1, 2016, the Contractor will have up to sixty (60) calendar days to fill the vacancy. This cushion will allow the Contractor additional time to fill their caseload without being penalized for vacancies from the previous program year. The sixty (60)-day period will be subtracted from the “Days in Performance Period” for the number of vacant households.

If a Contractor receives additional funding any time during the Program Year, the Contractor will have up to ninety (90) calendar days to fill any existing and new vacancies, unless otherwise stipulated in the amendment.

If not all performance metrics are met, the United Way reserves the right to reduce or terminate payments per the executed Memorandum of Agreement.

Independent Evaluation

Introduction

Independent Evaluators provide unbiased reporting and analysis of initiatives, including periodic reports for benchmarking, performance management, and continuous improvement. Independent Evaluators assess the degree to which funded initiatives are working to achieve intended results. Additionally, Independent Evaluators provide data, analysis, and support to the City and United Way on an as-needed basis for planning and program improvement.

Contractor will:

- Meet with Directions Home key personnel and stakeholders on a monthly basis
- Produce an interim evaluation report on key metrics and data quality analysis by October 31, 2016.
- Produce an evaluation summary report including background information, supporting literature, data analysis, program year and program-to-date findings by July 1, 2017

Programmatic Reporting

Contractor will submit reports to the City per the performance metrics outlined in the Memorandum of Agreement. No other programmatic reports are required.

Rental Assistance and Administration

Introduction

Rental Assistance (also known as “vouchers”) is for very low-/no-income households so they may be able to afford decent, safe housing in the private rental market. A housing subsidy is paid directly to the landlord by the Fort Worth Housing Solutions (FWHS). These funds may also be used to pay for application fees and security deposits.

FWHS administers the Rental Assistance initiative for a fee (i.e. Rental Administration). This includes processing applications, assigning clients to a particular funding source, conducting housing briefings, facilitating initial and subsequent apartment inspections, overseeing the resolution of inspection deficiencies, managing leases, accounting and processing, maintenance of documents and records, and working with Contractors and the City to ensure execution of a successful Housing First program.

Contractor will:

- Submit monthly expenditure reports to the City and United Way
- Submit monthly list of housed clients with the date application was received, date of inspection, date moved in and Client’s DOPS status
- Client records up to date in HMIS
- Submission of reports on time detailing progress on these goals:
 - FWHS will complete the application-to-inspection process within thirty (30) days for a minimum of eighty-five percent (85%) of clients.
 - FWHS will ensure that seventy-five percent (75%) of individual funded applicants’ new voucher recipients will be considered “high priority” per TCHC.

Programmatic Reporting

Contractor will submit monthly performance and expenditure reports to the City and the United Way consistent with Texas Department of Housing and Community Affairs (TDHCA) requirements for Homeless Housing and Services Program (HHSP) for both Directions Home and HHSP funds. A blank copy of this form will be attached to the Memorandum of Agreement.

Unlike other Contractors, the Rental Assistance and Administration Contractor will receive funding on a reimbursement basis Contractor reports will be reviewed by City and United Way staff for consistency. Any inconsistencies will be identified to the Contractor within thirty (30) days. If the Contractor fails to remedy identified inconsistencies, the United Way reserves the right to withhold payment until the issues are fully resolved.

Tenant Support Services

Introduction

Tenant Support Services focuses on increasing the housing stability, health, and self-sufficiency of Housing Retention clients by addressing addiction, mental health, social, and coping skills, and other adjustment difficulties. Contractor will be expected to customize services to the individual needs of each enrolled client.

Contractor will:

- Meet targets:
 - ≥90% of currently housed tenants will have received baseline mental health and substance abuse screening within 60 days of move-in
 - ≥90% of currently housed tenants will have received at least two joint home visits
 - 10% increase of group attendance from April 1, 2016 to March 31, 2017
- Client records are up to date in HMIS
- Submission of on time quarterly reports
- Collaborative case reviews
- Thorough documentation in HMIS of a coordinated case plan with Housing Retention Services Staff including no **less than two** joint home visits; **and,**
- Documentation of tenants participating in group meetings
- Documentation of monthly collaborative case review meetings with Housing Retention Services Staff and appropriate case follow-up.

Programmatic Reporting

Contractor will submit an electronic copy of the appropriate HMIS report(s) to the City that demonstrate progress to date towards the performance metrics as outlined in the Memorandum of Agreement.

Contractor will affix a signed attestation to each report.