

A RESOLUTION Adopting a program plan for the
Homeless Assistance Fund Family Program

Introduced: OCT 3, 1988	By: Noland
Referred: OCT 3	To:
Referred:	To:
Reported: OCT 3 1988	
Passed: OCT 3 1988	Signed: OCT 3 1988
Filed: OCT 3 1988	Published:

HE 41
RES 27877

RESOLUTION 27877

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28

A RESOLUTION adopting a program plan for the Homeless Assistance Fund Family Program.

WHEREAS, on February 8, 1988 the City Council approved a one-year moratorium on issuance of permits for demolition or change of use for downtown buildings which contain low-income housing; and

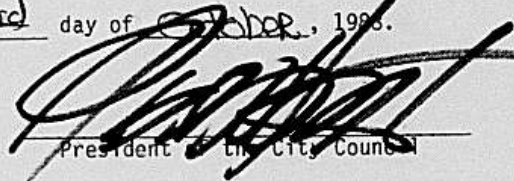
WHEREAS, concomitant with passage of the one-year moratorium, the City Council approved Resolution 27749, which included a directive that the Executive develop a Homeless Assistance Fund to provide case management, first and last months' rent and damage deposit loans for homeless families and individuals; and

WHEREAS, the City's proposed 1989 Community Development Block Grant and Human Services Program allocations include \$75,000 for the Homeless Assistance Fund;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SEATTLE:

That the Homeless Assistance Fund Family Program plan attached as Exhibit A is hereby approved. As stated in Exhibit A, the Homeless Assistance Fund Single Adult Program plan will be further developed by the Executive during October and November, 1988, with a recommendation to be made to Council by December 15, 1988.

ADOPTED by the City Council of the City of Seattle this 3rd day of October, 1988, and signed by me in open session in authentication of its adoption this 3rd day of October, 1988.



President of the City Council

Filed by me this 3rd day of October, 1988.

ATTEST: Norward J. Brooks
City Comptroller and City Clerk

BY: Theresa Dunbar
Deputy

9/23/88

**RECOMMENDATIONS
FOR
HOMELESS ASSISTANCE FUND**

This project has two components. The first focuses on a program assisting homeless families transition to permanent housing; the second targets assistance to homeless single adults to help them move out of shelters into permanent housing.

A. FAMILY HOMELESS ASSISTANCE FUND

SCOPE:

This will be a one year Demonstration Project with an evaluation component.

The purpose of the project will be to assist homeless family households in securing and maintaining permanent housing.

The project will focus primarily on providing direct assistance and support services to households who participate.

PROGRAM DESIGN:

1. **City Role:** The City will play three primary roles which are described below.

Coordination:

The City, through the Department of Human Resources, will play a key role in coordinating the development and access to other public and community resources and systems. This will include working with DSHS, SHA, the PIC, and relevant City programs. The goal of this coordination is to help client families gain access to resources they need to secure and maintain permanent housing and to avoid duplication or gaps in services. This task will involve developing formal and informal agreements with agencies regarding processing of applications or provision of services for program participants. The City also will work with the contracting agency to assure access to community resources

that are provided through the non-profit agency network. This may involve special arrangements with agencies, either formal or informal.

Program Design:

The City, through the Department of Human Resources, will maintain overall control of the program design during implementation of the program to assure that key components of the demonstration are carried out in such a way as to permit evaluation of the program. This will be incorporated into the contract, and will involve regular contact with the contracting agency to coordinate program implementation, particularly regarding needed changes in the program design and evaluation.

Evaluation:

The City, through the Human Services Strategic Planning Office, will be responsible for designing and carrying out an evaluation of the demonstration program. The evaluation design will be completed prior to actual implementation of the project and will clearly describe the data requirements that must be met by the contracting agency to carry out the evaluation. Necessary permission and agreement for cooperation by both the agency and clients in the evaluation will be incorporated into the agency contract and client forms.

2. Selection Process/Program Parameters

The City will select a program operator through a competitive RFP process. The RFP will be used to set parameters of the project which will include:

- o capacity of the operator to provide directly or assure access to multiple services on a county-wide basis;
- o strong linkages with the shelter and homeless services network;
- o agreement to serve an agreed upon minimum number of families over a one year period;
- o agreement to set up and operate a revolving loan fund to provide clients with access to additional financial assistance for housing related expenses during participation in the project;
- o potential capability of leveraging additional funds for project administration/staffing if needed;
- o agreement to collect and provide data needed for program evaluation and to participate in the evaluation;

While these basic criteria and parameters for the program will be used in the program design, flexibility will be essential to adjusting to the varied and fluctuating circumstances of the clients.

3. Assistance Model/Program Operator Role

Program Operator Role:

The program operator, along with DHR, will be responsible for developing and carrying out the program. As in the pilot project, agency staff will work directly with clients, provide direct assistance, collect data and provide needed information for program monitoring and evaluation.

Assistance Model:

The need for support during the transition from emergency shelters to permanent housing is an important underlying assumption of the Homeless Assistance Fund and of many programs which provide services to help break the cycle of homelessness. The nature of that support can range from comprehensive case management to less intensive support services that focus on brokering tangible need and financial resources/services. While the term case management is widely used to describe the provision of services to people in need, most programs that serve the homeless do not provide traditional case management.

Traditional case management is a structured approach to assist an individual or family to obtain and effectively use necessary support services to achieve stable, independent living. It relies on a strong diagnostic assessment and a therapeutic model of intervention in working with clients. In this model, the agency/case manager is trained to do diagnostic assessment and takes primary responsibility for the client achieving stability.

A support services model is recommended for use in this project, based on the success of this model in the pilot Rent Assistance Project and other transitional programs for homeless families. This model uses a less intensive assessment of the clients. The client takes primary responsibility for securing housing and needed support services, with the program staff focusing their energy on providing financial assistance and resource information regarding other support services. The Pilot Project has shown that client responsibility for securing housing as a primary screening criteria is effective in targeting people who are motivated to find and maintain permanent housing.

The Support Services model includes the following basic services:

- o Initially screen for program eligibility for families referred through shelters or other service programs;
- o Assess clients for other resource needs;
- o Provide direct financial assistance to cover move-in expenses as well as assistance obtaining other tangible needs;

- o Provide referrals to other agencies for identified service or treatment needs;
- o Maintain follow-up contact by phone and home visit to monitor client needs (up to six months);
- o Provide needed follow-up information and referral assistance;
- o Monitor and provide limited follow-up assistance on an on-call basis for second six months;
- o Terminate clients with final interview at end of one year.

4. Evaluation

An amount of \$5,000 will be allocated to HSSPO from the program budget for evaluation of the project. The evaluation component will be built into the program design and will assess the effectiveness of the demonstration project and the City's role in this program.

HSSPO, DHR and the program operator will cooperate in the evaluation. It will include analysis of objective data collected on the program and qualitative assessment of the program design and performance results.

TIMELINE:

November, 1988: DHR will issue RFP to select program operator
January, 1989: Program operator selected; program initiated
January - December, 1989: Program Operating
April, 1989: Interim evaluation of initial outcomes
August, 1989: Evaluation Report

BUDGET:

TOTAL ALLOCATION - \$75,000

Client Financial Assistance	\$35,000
Agency Staff/Administration	\$35,000
Evaluation	\$ 5,000

It is important to note that \$30,000 is allocated for the broad category of financial assistance. This allocation will be used for direct cash grants for first, last months rent and damage deposits. A minimum of \$5,000 will be placed in a revolving loan fund. This may be loaned to program participants to pay for other housing related costs throughout the life of the project. This assures that sufficient funds are devoted directly to helping people obtain and stay in permanent housing. The \$35,000 amount allocated for staff/administrative costs assumes an ongoing case load for the project of 25 client families, with a minimum of 50 families served over a one year period. It is possible that the operating agency will need to leverage other funds to increase staff/administrative resources to provide the needed support services to families for the one year program period.

B. SINGLE ADULT HOMELESS ASSISTANCE PROGRAM

SCOPE:

Over the next two months, the City will analyze several models for a companion program focused on homeless single adults. In our initial research it has been less clear that rent assistance and related support services are the most effective focus for a program that seeks to help single adults transition out of shelter or to reduce the number of homeless single adults on the streets. Many more people within this population have special needs and require more intensive support and assistance to be ready for permanent housing.

This analysis should examine existing programs (e.g. Sea-VAC, Angelines) as well as major initiatives that are proposed through King County's Policy on Street Alcoholics and the PIC Employment Project (See Attachments). In particular the City's role through the Health Department to provide alcohol and support services to downtown adults should be explored.

Therefore, it is proposed that the City's Homeless Assistance Fund working group (including a City Council Central staff person) conduct a more thorough analysis and develop a recommended Homeless Single Adult Assistance Program over the next two months. This analysis and resulting recommendation will incorporate, to the greatest extent possible, existing programs and proposed initiatives cited in the attachments, and will propose actions for 1989.

TIMELINE:

Sept. - November, 1988 - Analysis of existing programs; proposed initiatives for homeless single adults that focus on moving people out of shelter, into permanent housing and stable situations.

December, 1988 - January, 1989 - Recommended actions/program to City Council

February, 1989 - Initiate program for homeless single adults

ADDENDUM: Description and Comparison of Case Management/Support Services Models

Traditional Case Management Model

Traditional case management is a structured approach based on diagnostic assessment to assist an individual or family to obtain and effectively use necessary support services to achieve stable, independent living. It includes the following:

- o Assessment - written evaluation based on in-depth diagnostic assessment and interview with client;
- o Service Plan - developed by case manager and client, that identifies service needs and the steps to addressing client's problems;
- o Implementation - case manager works with client to carry out service plan - case manager works as coordinator to the family/individual to obtaining resources;
- o Monitoring/Follow-up - regular check up to case manager with client to help assure they are continuing to receive needed services/support; advocacy, assistance in case of problems;
- o Termination - case manager terminates client from program after stabilization has been maintained over a period of time.

As noted in the Recommendations, a traditional case management is not often used in providing services to homeless families primarily because it requires more intensive services and requires more expertise in diagnostic and therapeutic care than most agencies can provide.

The program proposed by Seattle Emergency Housing Services, while using the term case management, does not provide a specific definition of the services that will be provided. This project requires a very strong relationship between SEHS staff, the client and landlords providing the housing. The client family's development of independence is based on very stringent selection criteria and on intense case management. To assure that clients meet the initial criteria (drug and alcohol-free, employed or seeking employment, responsible for taking care of apartment), case managers will need to provide very close contact and assistance. This will likely include more components of traditional case management -- in-depth assessment, development and use of a service plan, frequent monitoring and assistance in meeting goals. The staff-client ratio is 1 to 10, thus allowing for this more intensive case management.

Support Services Model

The City proposal for Homeless Family Assistance does not call for intensive case management. In this model, families are referred by shelters or other service agencies, who are assumed to have completed some level of assessment. Each family's responsibility for securing permanent housing is a primary screening criteria. They are responsible for maintaining their housing, with the support services staff assisting with financial aid or referrals to other needed services and resources. Support services staff in this project do not provide counseling or therapeutic assessment or assistance to the family. The case load ratio is somewhat larger than for the traditional case management model, reflecting the less intensive nature of the support service component.

We would propose that both of these models deserve funding and analysis. They will help us to learn more about the types of assistance that are essential to maintaining permanent housing and will test two variations of assistance models to this population. Therefore, the City may want to consider evaluation of the SEHS program if it is funded, to allow comparison of these different approaches in dealing with families in transition

DRAFT
9/16/88

**Your
Seattle**
Department of Human Resources



David R. Okimoto, Director
Charles Royer, Mayor

September 23, 1988

M E M O R A N D U M

TO: Councilmember Jane Noland
FROM: Dave Okimoto *[Signature]*
SUBJECT: Homeless Assistance Fund

Attached is a recommendation for the Homeless Assistance Fund. This proposal represents the combined efforts of DHR, OMB, HSSPO, the Health Department and City Council staff. We believe that the additional services proposed in our recommendation can be instrumental in assisting homeless families to move off the streets and into a more stable living environment.

If you have any questions, please let me know.

DO:sc

Attachment

cc: Bonnie Snedeker
Jim Ritch
Cindy Maisel
Jack Thompson

An equal employment opportunity - affirmative action employer.

City of Seattle -- Department of Human Resources, 400 Yesler Bldg. • Seattle, Washington 98104 • 206/684-0101

Printed on Recycled Paper

9/23/88

SUMMARY:

RECOMMENDATIONS FOR HOMELESS ASSISTANCE FUND

A. FAMILY HOMELESS ASSISTANCE FUND

SCOPE:

- o One year demonstration project, with an evaluation component
- o Goal is to assist homeless families secure and maintain permanent housing
- o Project focuses on direct assistance and support services to participating families for one year

PROGRAM DESIGN:

- o City will coordinate development, access to public and community resources
- o City will maintain overall control over program design
- o City will design and carry out program evaluation

- o Program operator will be selected through competitive RFP process
- o RFP will include criteria that assure capacity of operator to provide services, links to services/shelter network, to cooperate in evaluation of program
- o Program design will include flexibility to adjust to varied and fluctuating circumstances of clients

- o Support Services model recommended. This model focuses on provision of direct financial assistance, financial planning assistance, referral to other needed services and resources, monitoring/follow-up for one year.

- o Evaluation will include analysis of objective data and overall assessment of effectiveness of program in meeting goals.

TIMELINE:

- o November, 1988 - RFP issued
- o January, 1989 - December, 1989 - Program initiated/operating
- o March, 1989 - 1st Quarter Evaluation
- o August, 1989 - 6 month evaluation, recommendations for continuance of program

BUDGET:

TOTAL ALLOCATION: \$75,000

Client Financial Assistance
Agency staff/administration
Evaluation

\$3⁵,000
\$35,000
\$ 5,000

B. SINGLE ADULT HOMELESS ASSISTANCE PROGRAM

SCOPE:

- o City will conduct additional analysis on existing programs and proposed County and State initiatives focused on single adult homeless populations
- o Recommendations will be presented to the City Council for a Single Adult Homeless Assistance Program for 1989 funding. This may be a stand alone project or or a component of a larger initiative focusing on homeless single adults.

TIMELINE:

Sept. - November, 1988	Analysis of existing programs; proposed initiatives
December, 1988	Recommended actions/program to City Council
February, 1989	Initiate program for homeless single adults

FOR INTRO & ADOPTION

7-76 only

RESOLUTION _____

(A RESOLUTION adopting a program plan for the Homeless Assistance Fund Family Program.)

WHEREAS, on February 8, 1988 the City Council approved a one-year moratorium on issuance of permits for demolition or change of use for downtown buildings which contain low-income housing; and

WHEREAS, concomitant with passage of the one-year moratorium, the City Council approved Resolution 27749, which included a directive that the Executive develop a ~~proposal for~~ Homeless Assistance Fund

to provide first, last month rent and damage deposit loans, and case management.
WHEREAS, the City's proposed 1989 Community Development Block Grant and Human Services Program allocations include \$75,000 for the Homeless Assistance Fund;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF SEATTLE:

That the Homeless Assistance Fund Family Program plan attached as Exhibit A is hereby approved. As stated in Exhibit A, the Homeless Assistance Fund Single Adult Program plan will be further developed by the Executive during October and November, 1988, with a recommendation to be made to Council by December 15, 1988.

TIME AND DATE STAMP

TIME AND DATE STAMP

SPONSORSHIP

THE ATTACHED DOCUMENT IS SPONSORED FOR FILING WITH THE CITY COUNCIL BY
THE MEMBER(S) OF THE CITY COUNCIL WHOSE SIGNATURE(S) ARE SHOWN BELOW:

Jane Abund

SPONSORSHIP

THE ATTACHED DOCUMENT IS SPONSORED FOR FILING WITH THE CITY COUNCIL BY
THE MEMBER(S) OF THE CITY COUNCIL WHOSE SIGNATURE(S) ARE SHOWN BELOW:

FOR CITY COUNCIL PRESIDENT USE ONLY

COMMITTEE(S) REFERRED TO: _____

FOR CITY COUNCIL PRESIDENT USE ONLY

COMMITTEE(S) REFERRED TO: _____

