

# Community Solutions Workgroup – Continuum of Housing CSW Member Responses to Questions

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## A. With regard to BUILDING ADDITIONAL CAPACITY in housing and housing services...

### 1. What could your agency do to meet the current demand for subsidized rental housing?

- Pioneer Human Services continues to seek out opportunities to serve our justice involved population in Service Enriched Housing. Besides operating City Gate, that intentionally targets people with criminal histories, Pioneer is actively looking at buildings, properties, or other relevant ventures across Washington State. We are embarking on a HTF project in King County that will be the new brand and standard for housing across WA. When we are successful, we will leverage local operational funds to bring this model to Whatcom County and the City of Bellingham.
- Our agency is currently collaborating with the Opportunity Council to create 40 additional units of affordable rental housing in the community. These units should be operational in late 2018. Our agency can also continue to aid youth eligible for subsidized rental housing in finding and securing a unit in the community.
- As the largest administrator of subsidy programs in Whatcom County with a long track record of developing affordable housing, we are actively reviewing strategies to build new affordable housing units including approximately 155 units on Samish Way.
- As a funder we (along with WCF and others) could provide support for an effort to expand the capacity of existing subsidized rental housing through case management, navigators or other extenders. Not sure if this is the right place but involving more private developers and landlords in expanding acceptance of Section 8 through a landlord liaison and support services that could be part of a private/public funding arrangement
  - Continuing to use local philanthropy to leverage outside resources to support new housing with more flexibility. For example: CHF granted \$100,000 for 22 North to support building of flexible units for homeless youth.
  - Look to public/private partners to develop new housing capacity. Work with private partners to develop a proposal that maximizes the capacity.
- Work with other funders to maximize resource allocations for rental assistance as well as case management.
- I can be a more effective Advocate for my Peers by following my mandate to be an Advocate for system change.
- Lydia Place will continue to seek out and consider creative partnerships (such as our DVSAAS partnership through which we purchased and converted a 7 unit complex to PSH), we are actively working on a development project for a 10 unit PSH complex, recently purchased and converted 5 PSH units, and are willing to engage in other such projects in the future. Lydia Place continues to raise funds to expand our ability to provide RRH services and build relationships with landlords that furthers this goal of increasing subsidized units.

- Opportunity Councils' strategic plan calls for significant capacity building to (A) produce more units of affordable, service-enriched multi-family rental housing, (B) preserve multi-family rental housing at risk of significant rent increase or deterioration, (C) improve our capacity to cost-effectively own and/or manage a larger portfolio of rental housing.

We are currently developing 40 new units of supportive housing (22 North), and OC will encourage the next LIHTC projects to proceed with others in the lead, including the Bellingham Housing Authority's proposed development at the north end of Samish Way. OC may consider taking a lead role in future LIHTC projects, depending on the circumstances.

Opportunity Council is in the process of developing a new multi-family rental housing in partnership with a local faith community. This is envisioned as a service-enriched community for families with children that will include on-site Head Start classroom, playgrounds, community gardens, and other amenities to enhance the community and the tenants' housing and financial stability, and mobility.

To create more multi-family rental housing, OC is attempting to create a Bellingham version of the successful recipe being perfected by Home First Development in Portland. This new financing method could result in many projects in the years ahead, led by OC and/or led by others. Ideally, a large fraction of, and potentially all of, the homes built using this method will be affordable at 50% AMI or below.

We have proposed, in cooperation with Kulshan Community Land Trust, a CLT hybrid homeownership concept that would be new to Bellingham and has many attributes in common with rental homes, in terms of cost. The CLT hybrid homes would offer another affordable choice that is currently not available for people with income at 50% of median or below. The CLT hybrid will likely appeal to people with income above 50% AMI as well, and therefore it may be possible for a mixed income group of homebuyers, up to 80% AMI or above to become resident/co-owners when the property is purchased. Like other CLT homeowners, residents have a chance for shared equity after a reasonable period of ownership. In Bellingham, the multi-family is allowable within the Residential Transition zones where townhouses and small apartments are popular. OC and KulshanCLT have offered to work with the City and KulshanCLT to create pilot projects that offer this new housing choice to people with low income.

Meanwhile, OC is calling for new financing methods to acquire, preserve and improve existing apartment blocks throughout the City and the region. In some cases, OC can serve as the owner and/or manager of the resultant homes, as can other agencies. What's needed are replicable methods specifically devised to convert unaffordable homes into something well maintained and more affordable, long-term. Ideally, a significantly larger fraction of existing homes can convert to being more affordable for people with incomes currently below 50% AMI.

We have established a new department: Housing Development Department, and have hired an experienced Housing Development Director to lead these new efforts. The new department and the new position will begin in October of this year.

2. **What are the barriers and/or systemic issues that affect the ability to succeed in this?**

- Property availability and operational costs for staffing.
- Barriers youth face in finding a subsidized rental unit include: source of income discrimination, general lack of available units, and a lack of a rental history.
- The primary development finance mechanism for new construction (9% credit) is a highly competitive program and due to recent changes in the Qualified Allocation Plan only projects that are 75% homeless supportive housing can score enough points to be awarded credits. This in itself is a barrier, but when coupled with the anticipated expense to operate a property serving 75% homeless it becomes increasingly difficult. Our goal would be to get back to a model where a project could be competitive by having 20% of the units reserved for homeless supportive housing. This was the previous model and has been successful for BHA property development and for residents as they are integrated with other populations.
  - Low vacancy rates create an environment where landlords can be choosy in their tenant selection.
  - Low vacancy rates continue to drive market rents higher making them inaccessible to participants in some subsidy programs because of affordability requirements. The disconnect between market rent amounts and HUD's Fair Market Rent contributes in part to this barrier, and as a result areas of concentrated poverty are being created/perpetuated.
  - Stigma around Section 8 and other subsidy programs based on assumptions and/or prior experiences .
- I'm not a service provider who can speak to the specific barriers but I heard many in the meeting. Given that I believe if we engage diverse partners and work for a community solution we are only limited by our creativity.
- None. Just need to set up a well-defined system.
- Not being at the tables where decisions are being made. Not knowing how, when, and where to engage City and County government, service providers, and community organizations. Access to, and the skills to use the internet and social media. The stigma of being or having been, or on the verge of Homelessness.
- The current state of the economy presents challenges to any housing developer related to the costs of development: a roaring construction sector results in escalating construction costs and related workforce scarcity challenges.
- Zoning constraints that limit multi-family (meaning, large multi-family) development to relatively few places, which also tends to concentrate poverty in ways that present other challenges to the families who reside there and to the School District.
- The City of Bellingham has some very good incentives for affordable housing development. These could be tweaked and made more flexible to maximize development potential and to attract more developers to the table.
- COB Planning Department is great to work with. And there are opportunities to make this team even greater. The levy could fund a staff position that is primarily tasked with leveraging new resources including dollars and development deals more strategically and proactively. Alternatively, this could be outsourced and we would be happy to discuss those possibilities.
- The general scarcity of supportive services funding make special needs housing development a particular challenge. Again, the City has done much to improve in this area, and there needs to be more resource invested in services. The City also needs to continue

funding supportive housing services already committed AND expand to new supportive housing projects, which means the pie has to increase.

- The City could maximum its investment of Bellingham Home Fund, HUD HOME Partnership and CDBG grant dollars to build the capacity of local community housing development organizations like Opportunity Council, Kulshan Community Land Trust and others.
- Good information about the Housing System is an ingredient in too short a supply, among the general public, leaving a barrier to systemic change. A role of a good government is Public Information, leading to a better understanding of how the Housing System works now and could work in the future. NGOs alone cannot fill the role of government when it comes to Public Information that demystifies the Housing System. Eventually, it will become common knowledge why the Housing System has not been able to make homes as affordable as needed for a large fraction of the population.

3. **What other partners could expand your capacity if they were brought on board? What opportunities do you see for public-private partnerships?** (Please name specific entities if possible, not general categories, e.g. “developers”)

- If current apartment owners were willing to provide many units or a building at market rate rent, that would be amazing. A local developer “KC” is quite supportive of homeless housing efforts. If any non-profit could leverage low income tax credits in the acquisition of a larger building, it would accelerate the project launch, reduce the costs of the project when compared to a non-profit building their own and seeking HTF funds, and it would get people housed. Despite this, we would have to come back to the operational dollars needed to support the population.
- With our current system, landlords should be brought on board. To include landlords, there is an education component to this (i.e. what they can do to help better our community and reduce the housing crisis in the County), but also an action component (i.e. could we provide incentives to minimize the risks associated with renting to a client with no rental history, etc.). The Landlord Liaison position has been a nice addition to begin this partnership. For our agency in particular, they have been able to notify our agency of available units.
- There is also the growing trend across the country of private landlords switching year-long rental units into short-term AirBnB units. I am not sure the impact of this on Whatcom County in particular, but it might be interesting to track. This takes units off the market for residents.
- Development of a damage mitigation fund that landlords could access regardless of type of subsidy program and which agency administers that program. This could potentially be funded and operated by the City as a way to show unified support for landlords.
- Opportunity Council, Whatcom Community Foundation, Habitat for Humanity, PeaceHealth, Mike Hammes – Ram Construction
- More trained and supported Peers. Organizations like: The Bellingham Tenants Union, Restorative Community Coalition, Washington Low Income Housing Alliance, Washington Housing Alliance Action Fund, the Resident Action Project, National Alliance for the Mentally Ill, Center for Community Change, Building Industry Association, Neighborhood Associations, Homes Now not Later.

- We envision a partnership with Pioneer Human Services to help develop dedicated recovery housing for Drug Court participants to enhance the efficacy and capacity of the drug court program. We can use the Mayor's help in lining up local philanthropic donors to help make a project like this pencil out.
- Lining up local philanthropy from wealthy social impact investor is something the City might help with more generally for other projects as well.
- There are certain specialist consultants that can help us put together multi-use projects that involve a complex funding mix including New Market Tax Credits and other financing mechanisms not normally used in Bellingham.
- We are piloting a new form of development that requires the participation of general contractors, subcontractors, architects, engineers, and others to provide their services at less than a market rate, and this new model also depends on land donations. While I am using general categories of partners here, I will say that we are finding some amount of enthusiasm from specific firms. It would be useful to discuss this more specifically to brainstorm ways the City might help us bring these partner to the table.

**B. With regard to BETTER UTILIZING EXISTING CAPACITY in housing and housing services...**

**1. What does your agency need to better or more fully utilize the resources available today?**

- Service/operational support is typically the biggest need in new projects. If capital funds are covered to build new, or LITEC funds are available for investment of existing, operational funds will typically lack to support the population.
- Northwest Youth Services needs more funds for case management. With our current administrative and management capacity, we could immediately add a .5 FTE case manager, serving 15-20 youth within a year. This position would aid in spending down the remaining S+C dollars in our community. The case manager could support 5 additional youth in permanent supportive housing (2 S+C, 3 SHP) and 10 clients transitioning into housing programs from the Housing Pool and NWYS Housing Wait List. The PSH clients typically need more intensive support while the waitlist youth have varying needs. This provides an opportunity for the case manager to help youth identify alternate housing options to prevent homelessness, as well as support youth navigating the system and entering into the appropriate housing option.
- Case management and other referral resources for homeless, persons with disabilities and other health related issues.
- A way for landlords to recoup the costs of damages that result from a subsidized tenant. Without this resource landlords are reluctant to gamble their retirement on perceived "high risk" tenants.
- A good sustainable plan developed and backed by public/private partners with creative use of City, County and private dollars
- Need transparency among partners in order to understand need for resources in real time, so that we can adjust resources in a timely manner when indicated and appropriate.
- Need to be more focused on ways to engage, encourage, and enabled my Peers to be involved in the decision making process.

- Risk mitigation funding to help keep landlord on board after tenant damage (this might not be something to advertise, but would be a good thing to have, just in case)
- Additional vouchers/long term subsidy options. Especially for high rental barrier families.
- Low barrier access to legal representation, specifically for custody and parenting plans.
- Dollar for dollar program to help pay off rental debt. Promotes community responsibility.
- Application fee money
- We have HUD COC rental assistance resources which risk going unused. We need more housing case management resources (2.0 FTE at Opportunity Council) to support chronically homeless singles as that is a primary target sub-population of our housing pool and of the City's goals around helping people who are unsheltered (singles represent about 90% of the person's on the Housing Pool). Additionally, our homeless coordinated entry system has successfully added new participating agencies accepting referrals including: Mercy Housing, Lighthouse Mission, and Pioneer Human Services. HUD changed the documentation required to document chronic homelessness and it requires far more staff time than in the past. Our system needs an additional 0.5 FTE to assist in getting individuals assessed and placed into appropriate housing.

## **2. What are the barriers and/or systemic issues that affect the ability to succeed in this?**

- Continued funding source, extended contract years.
- Currently, the main barrier is cost. The cost of a .5 FTE would be around \$19,000, plus administrative and supervision costs.
- In addition to additional case management needs, the State's documentation requirements for chronically homeless are burdensome and creating barriers in the Shelter Plus Care Program.
  - There are concerns around delays in getting applicants out of the housing pool or not having enough people in the housing pool (families is an area we're struggling with). Funding both for new units and for case management and LL liaison services.
  - Funding for new units, case management and landlord liaison services.
  - It might also be good to have an impartial party administer some of these programs to ensure they serve the entire community without preference for specific organizations.
- Only the limitations (political, etc.) we place on ourselves.
- Again, stigma is pervasive. Meeting spaces are not welcoming and inclusive, nor are they comprehensible. Again, access to and knowledge of technology.
- 1) Despite the financial support provided to a client during the beginning of their tenancy, the case management and landlord-tenant mediation support we provide, many landlords are hesitant to rent to housing programs that do not provide any financial support or insurance during the terminal stages of a client's tenancy. Many landlords have expressed a desire for insurance that would cover their costs should a client ever fail to pay rent, be evicted, or cause extensive damage to a unit.
- 2) While programs like SHP and S+C exist and are very helpful for disabled individuals who may have high barriers to obtaining and maintaining apartments, many of the PSH programs that exist for families have very strict screening criteria. Many families who would benefit from this long-term subsidy and support are unable to qualify due to debt from a previous

- rental and/or criminal history. These families are often enrolled in rapid re-housing programs, which are not always designed to provide intensive, long-term financial support.
- 3) Many of our clients lack access to affordable, accessible legal representation, especially in cases of custody and parenting plans. While DVSAS is able to provide an advocate to accompany a parent to court in some cases, the support of a legal advocate often provides insufficient defense against a hired attorney. In addition to the trauma caused by the legal removal of custody, for clients enrolled in housing voucher programs (such as Section 8), loss of the children in a custody battle can result in the client becoming ineligible for the apartment that they are currently living in. For example, a mother of 3 children is living in a 3 bedroom apartment. The father of the older two files a parenting plan for full custody of the older two children, and hires an attorney. If the mother loses majority custody of those two children, she will no longer qualify for this apartment per Section 8 guidelines.
  - 4) A significant majority of property managers in the community will not rent to individuals or families who owe any money to a previous landlord. Many of our clients who have been through an eviction end up with over \$4,000 in debt to their previous landlord, and this number increases exponentially once the debt is sent to a collections agency. This creates a very significant barrier for many of our clients. A program that provided matching funds to help clients pay off their previous debts would promote both individual responsibility and community responsibility.
  - 5) Application fees are typically \$40-\$50 per adult in household. This makes it very difficult for low-income families to apply for units.
  - Cost of existing units to purchase to convert, restrictive zoning, lack of willing and available developers, lack of funding for purchase/development of new units, lack of service dollars to adequately support potential units, lack of adequate incentives for developers, lack of leadership through which we might create a climate in the general public conducive to addressing these barriers.
  - The biggest barrier for the above case management needs is funding for salaries and benefits. Another barrier is reduced landlord participation in the homeless housing system due in part to extremely high rents and low vacancies. The addition of our Landlord Liaison is already yielding results, but the rental market remains unhealthy, discrimination against low-income renters is high, and property owners raise rents to the highest level the market will bear.
  - Additionally, housing case management provides critical support, but approximately 2/3 of singles on the HP are in need of robust and intensive behavioral health services. While work is being done to address lack of capacity for crisis stabilization and treatment beds, the near term picture is still bleak.
  - Whatcom GRACE holds potential for our community to move the needle with some of our most need-intensive cases, but many others who might not qualify for such a program are still caught up in the legal system. In one recent case, an individual was jailed for sitting and lying and he has a housing opportunity in jeopardy unless he can be released in time. We need to continue to partner with BPD and other law enforcement and the criminal justice system to create pathways for diversion.

**3. Regarding COORDINATION – What are ways in which you see the need to improve coordination between and among funders and service providers in our community?**

- Identifying need, pooling resources, and moving forward towards a common goal with the will and financial support of projects is what's needed. Whatcom County and COB have been great supporters of our projects, but are there others not at the table willing to support future projects?
- Regular check-ins between local funders and service providers are usually beneficial, as needs and trends in the community can change quite rapidly. Local funders could be kept abreast of these changes in order to allocate any additional funds in the most effective way possible.
- There would be benefit to a paradigm shift so that funder contracts move away from outcomes based on serving a high number of people (e.g. contractor agrees to stably house X number of households...). Quantifying outcomes in this way contributes to a conveyor belt system where organizations need to move someone off their caseload to make room for a new participant so they can ensure terms of the contract are met. Households may need long-term/indefinite support and it should not come at a cost because of competing interests, not to mention typically when a household "graduates" from a program, there is nowhere for them to "graduate" to.
- To provide a forum where comprehensive solutions can be vetted and funders (government and other funders) and service providers can propose how they could best contribute to the success of the project.
- A " Big Book of Services ". A compendium of all the entities and organizations and what they do and who can access them. This could identify overlaps and gaps in services. Ask consumers what works and does not work for them.
- Flexible resources that would help increase house stock or client eligibility would be helpful. For example: we find a landlord willing to work with a particular client, even though they have some barriers (e.g. criminal history), but the unit doesn't pass BHA federal inspection standards because it needs an \$800 electrical upgrade. Landlord isn't willing or able to do the work so the client goes unhoused and the unit goes to someone outside the target population.
- One key way that service providers could better work with one another would be with a shared data system that would help us manage high-utilizers of EMS, ED, and BH crisis services. Whatcom GRACE has the potential to create a great network that could be built upon the Intensive Case Management (ICM) program at WAHA (or wherever it lands) to have a wider reach, fostering interdisciplinary service coordination for homeless households. The OC and its partners have solid collaborative relationships and we are building upon this foundation to coordinate in better ways including with funders. We must always seek to optimize systems and processes in the spirit of continuous improvement. We are far stronger when we work together than when we fragment or blame.
- The WHSC and the WCHD will be holding system evaluation sessions with partners in the near future to further this work of continuous improvement. Our Landlord Liaison program will be rolling out trainings geared to assist case managers in housing and retaining challenging households. Agencies need to continue to equip their staff with evidence based training to better serve people with high needs and capture information for our system to facilitate care-transitions in the continuum.

4. **Regarding HOUSING CASE MANAGEMENT – Please specify the essential functions of a housing case manager role:** (Please list in bullet form) You may differentiate between ‘light touch’ and ‘intensive’ housing case management.

- Holistic
- Follows EBPs
- Provides outcomes/measures of success/challenges
- Keeps people housed/manages landlord concerns
- Connects residents to MH/CD services
- Connects residents to all services identified as a need in the SPDAT or other related assessment
- Follows the residents through different systems of care (PATHWAYS)
- Extremely warm handoffs
- Understands systems/people

- Build high-quality relationships with youth participants to understand the personal experiences of children and youth impacted by homelessness;
- Provide strategic direction relating to ongoing program development, quality improvement, and evaluation efforts;
- Implement core principles and evidence based practices including, but not limited to: Positive Youth Development, Trauma Informed Care, Right Response, and Youth Mental Health First Aid;
- Carry a case load of 14-16 homeless youth and/or 15-20 hours of face-to-face time every week which includes males, females, and parents;
- Administer a standardized housing intake;
- Complete developmentally appropriate assessment activities with youth as determined by program and youth’s needs;
- Develop a housing plan with each youth and coordinate with appropriate programs depending on housing placement;
- Provide housing search support to youth with locating appropriate housing rentals;
- Provide direct client services to all youth who request services through NWYS and 1:1 case management to assist youth in meeting service goals, which may include home visits, apartment checks and supervision as needed;
- Participate in Homeless Management Information System (HMIS) data collection activities;
- Collaborate and coordinate educational, vocational, employment, and career development and exploration activities. This could include making appropriate referrals to the Vocational Coordinator;
- Provide independent living and life skills training to youth and documentation of these events;
- Engage and connect youth with appropriate mental health and/or chemical dependency supports;
- Provide opportunities and encourage youth to participate in youth development activities;
- Provide follow-up and aftercare services as needed;
- Assist with move-ins, move-outs, and housing transitions for the youth and programs;

Provide accurate, complete, and timely data, and reports to Housing Programs Manager as needed;

Record data for program outcomes;

Ensure client files are complete, accurate and up-to-date;

Ensure client confidentiality according to NWYS policies and procedures;

Participate in program evaluation efforts;

Attend appropriate community meetings, and all other activities identified as necessary to meet the outcomes identified in the housing programs;

Simply that housing retention is the primary focus with full transparency between housing providers and support agencies so that tenants are empowered and held accountable. The service plan would be individualized for each tenant but housing retention is multifaceted. One goal is to help prevent someone from losing their housing, but arguably a more important goal is to ensure positive relationships with the owner/manager so that each housing unit is retained as part of our strategy for addressing homelessness.

Provide support and education to newly housed tenant on how to be a good tenant (keep apartment clean, don't destroy apartment, no problematic guests, no illegal activity...)

Find ways to motivate tenants to want to be good, successful tenants

Screen for needed services that will increase chance for success

Remain humble to ensure tenant voice and needs are distinct and clear

#### Intensive

Navigation thru the system.

Preparing paperwork.

Knowledge of resources clients qualify for.

Transportation, bus passes or rides.

Accompanying clients to important appointments

Liaison between clients and landlords.

Identify barriers and capabilities of clients.

Consistency

Help using vouchers and subsidies before they expire.

#### Light touch

Listening to clients needs for self identify.

Acknowledge successes and failures.

Help clients re-enter community.

Encourage interests and hobbies.

Be available between scheduled appointments

Overlook small, inconsequential infractions.

Encourage clients dreams and wishes.

#### All Case Managers:

Employ Progressive Engagement, Harm Reduction, and Motivational interviewing skills

Assess

Determine eligibility

Develop individualized care plans with households

Take lead role in assisting with housing placement and apartment set up  
Link households to service providers in the continuum of care to ensure satisfaction and stability  
Connect households to financial assistance as needed including budgeting  
Connect households to employment and other vocational opportunities to build independence  
Measure household success and progress towards stability and add/change links to other service providers as needed  
Develop crisis management plans with households  
Provide feedback to supervisors on progress and barriers including risk assessments on an ongoing basis  
Staff clients with supervisors and receive supervision to better manage behaviors and avoid burnout  
Document interactions and progress and maintain privacy of protected information. Update HMIS as required  
Case loads can be slightly higher than ICM loads 18-25 depending on the mix and tenure of housing

Intensive Case Management.... All the above with key distinctions:

Clients served with ICM have strong barriers to success including BH and medical co-morbidities, criminal history, and extreme poverty  
Not only are their needs higher, but frequently they have burned bridges with service providers and law enforcement and are often in crisis  
Higher frequency of home visits are required. Often, ICM is daily when first working with someone which normally cannot be relaxed until after six months  
Crisis and relapse prevention plans are of tantamount importance  
There is a high need of close clinical supervision of these staff and cases to provide support and trouble shoot  
Care coordination and quick responses from service providers are critical for success, especially in times of crisis and as preventative measures  
ICM often demands wrap-around supportive housing options (i.e. City Gate, 22 North, Francis Place) to better support clients  
Due to the nature and risk of the client needs, these case loads need to be smaller, 15-18 are common numbers we see across the country  
ICM need a higher level of BH experience and require the latest training to be safe, and effective with high needs population

Work with the client or household (HH) to assess their need and wishes for housing type and location  
Identify barriers in an effort to establish what programs they may qualify for and what obstacle may need to be addressed  
Identify and support the client in compiling the necessary documents to support their eligibility as well as their progress made towards barriers such as criminal history or debt  
Assist the client in identifying personal goals that will support them in establishing independence including employment and educational goals

Support the client in searching for housing, applying for housing, and understanding the paperwork, contracts, and basics of how to be a good neighbor and tenant

Advocate to potential landlords on the clients behalf

Assist the Ct or HH in securing the goods needed to establish a new home including referrals to local programs

Assist the client or HH in applying for public benefits that they may qualify for including SSI, SSDI, medical insurance, TANF, etc.

Provide general on-going emotional support to the client to assist in their transition

Assist the client or HH in establishing a budget and empowering them with financial literacy

All Case Managers...:

- a) Employ Progressive Engagement, Harm Reduction, and Motivational interviewing skills
- b) Assess
- c) Determine eligibility
- d) Develop individualized care plans with households
- e) Take lead role in assisting with housing placement and apartment set up
- f) Link households to service providers in the continuum of care to ensure satisfaction and stability
- g) Connect households to financial assistance as needed including budgeting
- h) Connect households to employment and other vocational opportunities to build independence
- i) Measure household success and progress towards stability and add/change links to other service providers as needed
- j) Develop crisis management plans with households
- k) Provide feedback to supervisors on progress and barriers including risk assessments on an ongoing basis
- l) Staff clients with supervisors and receive supervision to better manage behaviors and avoid burnout
- m) Document interactions and progress and maintain privacy of protected information. Update HMIS as required
- n) Case loads can be slightly higher than ICM loads 18-25 depending on the mix and tenure of housing

Intensive Case Management....

All the above with key distinctions:

- a) Clients served with ICM have strong barriers to success including BH and medical co-morbidities, criminal history, and extreme poverty
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- e) There is a high need of close clinical supervision of these staff and cases to provide support and trouble shoot
- f) Care coordination and quick responses from service providers are critical for success, especially in times of crisis and as preventative measures
- g) ICM often demands wrap-around supportive housing options (i.e. City Gate, 22 North, Francis Place) to better support clients

- h) Due to the nature and risk of the client needs, these case loads need to be smaller, 15-18 are common numbers we see across the country
- i) ICM need a higher level of BH experience and require the latest training to be safe, and effective with high needs population

5. **Regarding HOUSING CASE MANAGEMENT – Do you see a need to better define or standardize housing case management across agencies and funding sources? Why or why not?**

- **Yes, absolutely.** I see a doctor to be treated for medical concerns, a therapist for MH issues, a CDP for CD issues, but a case manager has so many job descriptions that vary across many social service positions. How can I be sure they have the required skill set to work with me or a resident? Since WA state does not have a CM certification with the DOH, we need to standardize our CMs with an EBP to track outcomes systematically, provide routine trainings, and so we can see where are challenges/successes are as a community with real data. I fully support a standardized case management approach for agencies receiving local funding/participating in our coordinated entry system.
- **No.** Youth and young adults have markedly different developmental abilities, life skills, and circumstances than the adult population. A youth's first experience of homelessness can increase their vulnerability to chronic, adult homelessness; early targeted intervention is critical. This intervention must be tailored to each individual. Northwest Youth Services tailors all of our services, including the duties and role of a case manager and the caseload numbers of a case manager, to meet the needs of the youth. By standardizing housing case management across agencies or funding, we would lose this flexibility and possibly miss opportunities to truly support a youth in achieving self-sufficiency. NWYS performs our own standardization of housing case management across the agency, by aligning all of our services with best practices such as trauma informed care, housing first, and harm reduction.
- **Yes and No.** There may be benefit to a shared understanding/definition but there is a risk in creating a standard which may lend itself to cookie-cutter one size fits all programming.
- **Yes.** There is a need for standardization of “case management” categories such as navigation, intensive case management, light touch, mentoring, etc.
  - Once the categories are standardized and there is agreement across agencies and funding sources then there needs to be the maximum flexibility to employ the appropriate level of case management.
- **No.** Case management services are not effective if they are not individually tailored to the needs of the client population. Agencies often have specialty areas, and should focus on serving clients in those areas. Therefore, caseload requirements will differ among agencies, and even among individual case managers as a result.
- **Yes.** I see the need. Better definitions and standardization would better enable consumers do what they need to do with a better understanding of processes and procedures to get and retain funding and services.
  - Perhaps not in order to fit individual client's needs and desires. Ridged rules don't allow for outliers and folks who don't meet the norms.
- **Yes!** It would be ideal to have standards for case load, outcome measures, and service expectations for each type of housing intervention. This would allow for good data collection and outcome information that could be compiled and shared publicly to speak to system effectiveness.

- **Possibly.** Different sub-populations of persons experiencing homelessness have different needs so some differentiation may make sense. Any attempt to do this should be done carefully and take into account the agency's mission, capacity, target populations served and preserve style differences that are useful for clients to have choice and more options to connect.