Permanent Supportive Housing Procedure

Background

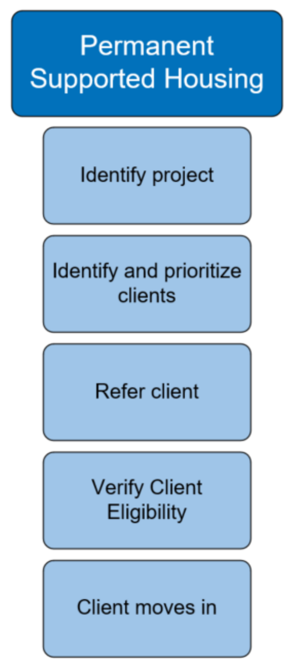
This procedure describes how Sacramento Steps Forward (SSF), the Sacramento Housing and Redevelopment Agency (SHRA), Permanent Supportive Housing (PSH) Project Developers, Property Management Companies, Service Providers, and Outreach Workers will all work together to get clients referred to and housed in newly built and newly available units.

The goal of this procedure is to help clearly define responsibilities between the entities listed above and to provide templates, forms, and other helpful resources to support getting clients housed as quickly as possible while following the Guiding Principles below.

Guiding Principles

- Meet people where they are-geographically, emotionally, and physically.
- Meet basic needs.
- Be respectful and treat everyone with dignity.
- Recognize that the relationship is central to outreach and engagement.
- Create a safe, open, friendly space, regardless of the setting.
- Be patient with the client.

Procedure Scope



This process defines the process starting from when a new Permanent Supportive Housing project is identified to when a client moves in, the lease is sent to SHRA, and the SHRA contact is activated. This procedure resulted from a collaborative effort between Sacramento Steps Forward (SSF) – Coordinated Access System (CAS) Team, SHRA, Sacramento County's Behavioral Health Services (BHS), Property Managers, and Developers.

Procedure Navigation: this procedure includes links so that it can be read like a website. Hold "ctrl" and click on the **light blue** and **purple** boxes in the maps to go directly to section or resource. However, while the procedure is under development some links may not yet be active. Additional reference materials in the Appendix:

- Acronyms, Legend, and Abbreviations
- Procedure Roles

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Overview

Identify project:

- Add summary when the rest of the procedure is complete
- **SHRA** kicks off the process by asking the Developer to contact SSF for the Housing Onboarding Packet which includes templates and instructions for the process.
- **Developers** identify and facilitate Property Managers. Developers coordinate with Service Providers and then submit a request to SSF to facilitate setting up HMIS.

- **Property Management** creates the resources needed including the eligibility criteria checklist, over referral numbers, a project timeline, and a "What to Expect" checklist for clients and places all resources goes in SHRA's Box. Property Managers notify SSF when they should start sending referrals (at 120 days before the anticipated Certificate of Occupancy).
- **SSF-CAS** provides the Onboarding Packet to the Developers, trains the Service Providers, and sets up HMIS.

Identify and prioritize clients:

Clients are identified by BHS and Service Providers

- **Service Providers** assess clients, enters them into HMIS, defines the lead service provider, works with clients to "the Basics" documents, and helps the client navigate the process.
- **Outreach Workers** Establish rapport and trust with the clients, add them to HMIS, perform Assessment and gather documents if appropriate, and provide a warm handoff to a Service Provider.
- **Hospitals, Jails and Prisons, BHS CORE Providers, and Outreach teams** all perform the LIST Tool with clients and then BHS reviews the tool to and sends the best match to the appropriate BHS FSP (Full Service Partnership) and associated housing opportunities (next bullet).
- **BHS FSP (contracted service providers)** perform a clinical assessment with the client, add the client to HMIS, help them get the "the Basics" documents, and then helps the client navigate the process.

Refer client:

- **Clients** are referred from BHS as direct referrals and through the priority list maintained by **SSF CAS**
- **SSF-CAS** selects prioritized clients from the priority list and collects BHS direct referrals, confirms the client has the documents defined as "the Basics," refer the client in HMIS, and email **SHRA**, **Property Management**, and the **Lead Service Provider** about the referral.
- **Service Providers** receive the referred client and help them get the "Housing Eligibility Documents," fill out the combined application, and apply at SHRA and the Property.
- **SHRA** Provides the combined application to the client with any additional information required by the Property incorporated.
- **Property Management** requests the application from the **Service Provider**.

Verify client eligibility:

- **SHRA** processes the client's application, inspects the unit, and sends the approval letter to **Property Management** once the client is approved.
- **Property Management** processes the client's application, works with the **Service Provider** to schedule the move-in date, updates the SHRA spreadsheet with move-in date, and sends the approval to the Service Provider.

Client moves in:

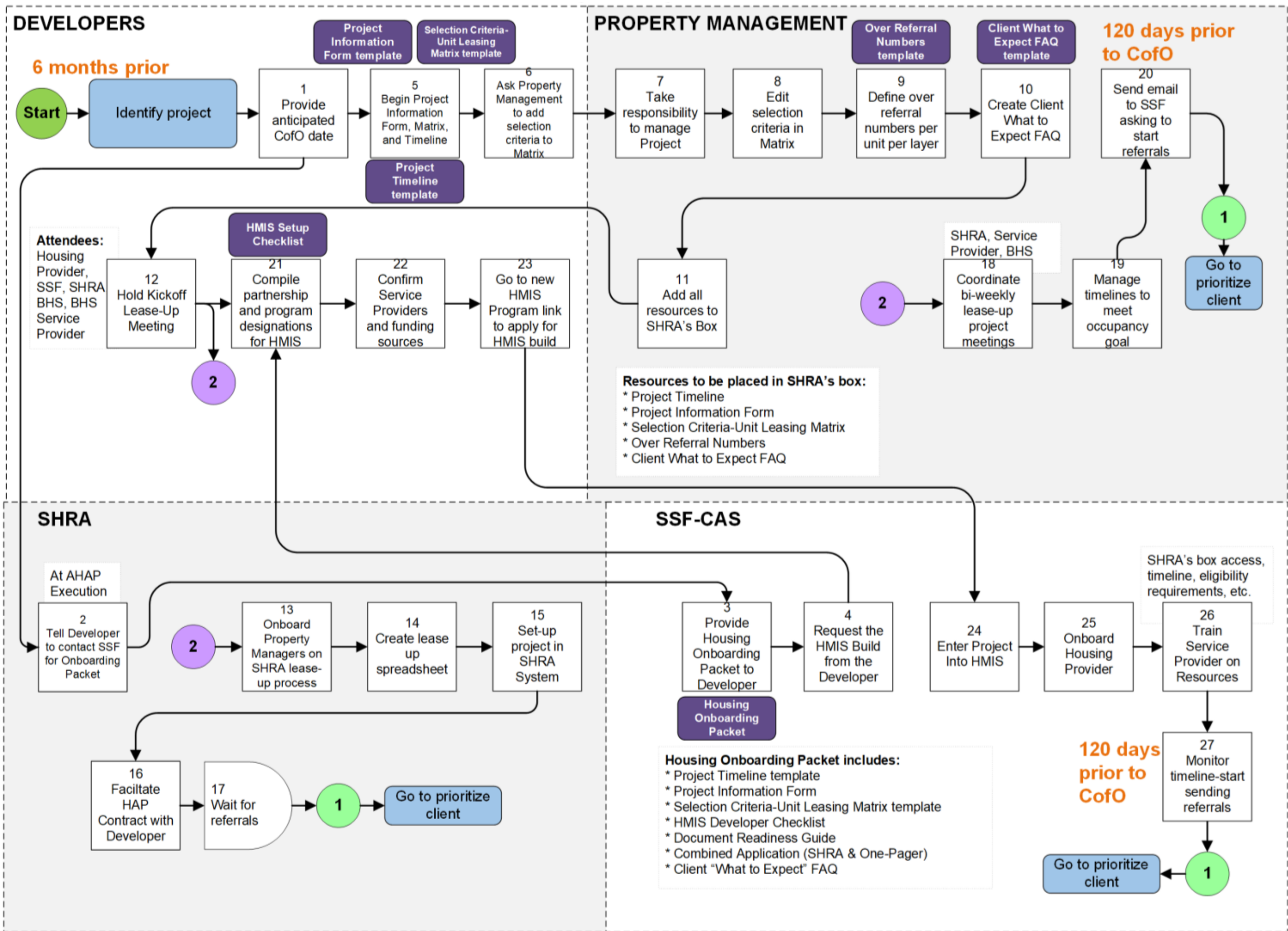
- **Service Providers** coordinate the move-in date with the property manager and the client and attends the move in with the client to perform a warm handoff to the Housing Service Provider.
- **SHRA** sends tenancy addendum to **Property Management** when they see the anticipated move-in-date on the sheet. Verify and activate the contract after receiving the lease (triggers payment).
- **Property Management** conducts the move-in meeting with the tenant and ensures they sign the Tenancy Addendum, review the lease, and send it to SHRA.
- **Housing Service Provider** receives the client from the service provider, enrolls the client, enters move-in date into HMIS, and provides housing and supportive resources.

Process Resources:

- CalAIM Provider List
- Criminal Screening Matrix
- HMIS Job Aid
- HMIS New Program Website (and New Agency)
- Housing Onboarding Packet that includes:
    - PSH Procedure (this document)
    - Project Timeline template
    - Project Information Form (previously known as the Eligibility Checklist)
    - Selection Criteria – Unit Leasing Matrix template
    - Eligibility Requirements
    - HMIS Developer Checklist
    - Document Readiness guide
    - Combined Application:
        - SHRA Application
        - Property Management One Pager Example
    - Client's "What to Expect" FAQ
- LIST Instruction Manual (saccounty.gov)
- Level of Intensity Screening Tool (saccounty.gov)
- Level of Intensity Screening Tool (LIST) Training (Zoom)
- Manage Referrals to CAS Housing Programs SharePoint site
- Over Referral Numbers
- Tenancy Addendum

Task & Role Information

Identify project back to top



Role	Tasks / Steps / Description
DEVELOPERS	**START – New Project** **1. Provide anticipated CofO date** 1.1 Send an email to SHRA with the CofO date. 1.2 Go to step 5
SHRA	**2. Tell Developer to contact SSF for Onboarding Packet** 2.1 At Agreement for A Housing Assistance Payment (AHAP)execution ask the Developer to contact SSF for the Onboarding Packet that contains the process and resources needed to ensure a standardized PSH Process. 2.2 Explain the importance of following the standard process to the Developer and that they must request the packet from SSF before holding the Kickoff Lease-Up Meeting.

SSF-CAS	**3. Provide Housing Onboarding Packet to Developer** 3.1 The Housing Onboarding Packet includes: 3.1.1 Project Timeline template 3.1.2 Project Information Form 3.1.3 Selection Criteria-Unit Leasing Matrix template 3.1.4 HMIS Developer Checklist 3.1.5 Document Readiness Guide • Definitions for documents required in stages (The Basis and Housing Eligibility Documents) 3.1.6 Combined Application (SHRA & One-Pager) 3.1.7 Client "What to Expect" FAQ 3.2 Ask the Developer to use the onboarding packet to prepare the resources and then upload them to the SHRA Box account specific to the project. **4. Request the HMIS Build from the Developer** 4.1 Explain the HMIS Developer Checklist to the Developer (part of the Onboarding Package). This checklist includes all the information that the Developer will need to apply for an HMIS build later in the process (**step 23**). It is important for the Developers to gather the information needed and collaborate with the Service Providers prior to requesting the HMIS build.
DEVELOPERS	**5. Begin Project Information Form, Matrix, and Timeline** 5.1 Start filling out the Project Information Form and the Selection Criteria – Unit Leasing Matrix template provided by SSF in the Housing Onboarding Packet. 5.2 The Developer will determine who is responsible for gathering and maintaining the Form and Matrix. They may designate a Property Management company to do this for them. 5.3 Develop a Project Timeline. Reference the Project Timeline template in the Onboarding Packet as a possible starting point for a timeline. **6. Ask Property Management to add selection criteria to Matrix** 6.1 Selection criteria will come from the funding requirements and ownership requirements. 6.2 Use the Selection Criteria – Unit Leasing Matrix template started in the previous step and add the selection criteria. This sheet should include the unit matrix and funding layers required.
PROPERTY MANAGEMENT	**7. Take responsibility to manage project** 7.1 Collaborate as needed with the Developer, SHRA, SSF, Service Providers, and Outreach Workers to build the system (different for every Property Management Company) and make sure it is ready to manage the project. 7.2 Scheduling recurring Lease-up Meetings **8. Edit selection criteria in Matrix** 8.1 The project eligibility checklist should include, but not be limited to the following: 8.1.1 Units 8.1.2 Funding layers by units 8.1.3 Which units have vouchers 8.1.4 How many clients are needed for each referral agency **9. Define over referral numbers per unit** 9.1 Collaborate with SSF to define Over Referral numbers six (6) months prior to the Certificate of Occupancy.

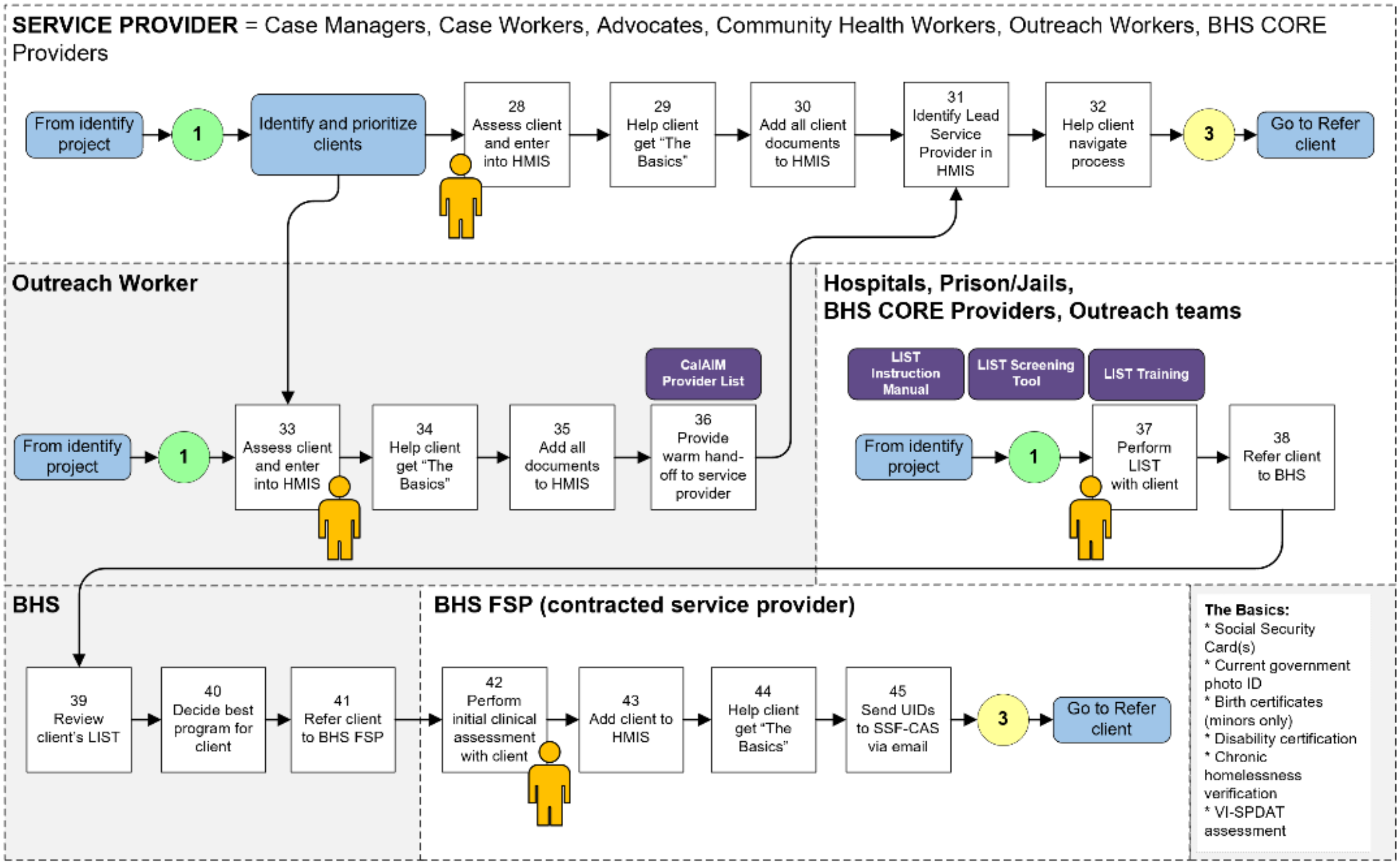
	9.2 Over Referral Policy Recommendations – should be used as the standard unless otherwise negotiated with the Property Manager, SSF, and Service Provider. 9.2.1 1-29 Units – five (5) over referrals 9.2.2 30+ units – 20% of the total number of units to the nearest whole number. 9.3 Five (5) “over referrals” will remain after lease-up. 9.3.1 Clients must be approved by SHRA and Property Management and waiting for the next available unit. 9.3.2 That number will be replenished when needed to maintain five (5) for back filling units. 9.3.3 Units must be filled on a first come first served basis. 9.3.4 Clients on the waitlist or clients who were “over referred” will be first in line for the next property. **10. Create Clients What to Expect FAQ** 10.1 Use the [Client What to Expect FAQ template] specific to the property. 10.2 This checklist should be provided to the clients or to the Service Providers who will provide it to the clients as soon as possible after a client is approved for a unit. 10.3 The purpose is to help the client understand the property and ensure they aren’t surprised when they show up to move into the unit. **11. Add all resources to SHRA’s Box** 11.1 This must happen prior to the Kickoff Lease-Up Meeting. 11.2 Add the following: 11.2.1 Project Timeline 11.2.2 Project Information Form 11.2.3 Selection Criteria-Unit Leasing Matrix 11.2.4 Over Referral Numbers 11.2.5 Client What to Expect FAQ 11.2.6 Other resources as needed
DEVELOPERS	**Note:** The Developer must request the Housing Onboarding Packet from SSF (**step 3**) before holding the Kickoff Lease-Up Meeting. The resources in the packet will be covered during the meeting. **12. Hold Kickoff Lease-Up Meeting** 12.1 Include the following on the meeting invite: 12.1.1 Housing Provider 12.1.2 SSF 12.1.3 SHRA 12.1.4 BHS 12.1.5 BHS Service Provider 12.2 The agenda should include but not be limited to the following: 12.2.1 Review the PSH Process (this procedure) at a high level so all participants understand their responsibilities. 12.2.2 Review and confirm the Selection Criteria-Unit Leasing Matrix and the Project Information Form. 12.2.3 Review the Over Referral numbers and reach consensus on the approach. 12.2.4 Review the Project Timeline 12.2.5 Confirm the Client’s What to Expect Template is available. **Go to 21 to continue with the Developer’s process** **Go to 18 for the Property Management Process**

	Go to 13 for SHRA's process
SHRA	**13. Onboard Property Managers on SHRA Lease-Up process** 13.1 Post information about the project to the SHRA website. Include: 13.1.1 A link to the Developer's website where additional information may be found. 13.1.2 How the potential client can find a Service Provider to get more information about a project. 13.2 Create box folder 13.2.1 invite: • Property Manager • Developers • Service Providers • SSF 13.2.2 Upload: • Set up the Lease up Tracker or the property and upload. • Make sure the Power Form application version and upload to box • Create resource folder • Create meeting notes folder • Email template – includes link to the Power Form electronic application for single and families, general information, and who to contact with questions. SSF uses this email when they do referrals. **14. Create Lease-up Spreadsheet** 14.1 Use the standard SHRA template **15. Set up project in SHRA system** 15.1 Set up project in YARDI: 15.1.1 Set up vendor codes and create units. 15.1.2 Once set up they can start linking tenants. 15.1.3 This must be done before setting up inspections because it provides the unit codes. **16. Facilitate HAP Contract with Developer** 16.1 SHRA management will review rent amounts and utility responsibilities to prepare to send estimated rent amounts to the property. **17. Wait for referrals** 17.1 Note: the Prioritize Client process occurs in parallel to the Identify Project process. **120 days prior to the CofO** SSF will start sending referrals. **The process goes to Prioritize Client step 28 for the Service Provider and step 33 for the Outreach Worker.**
PROPERTY MANAGEMENT	**From step 12: the Kickoff Lease-Up Meeting** **18. Coordinate bi-weekly lease-up project meetings** 18.1 **Meeting purpose:** The purpose of this meeting is for service provides, SHRA, and BHS to collaborate on problems that clients have with getting the required documents. Examples: 18.1.1 Client doesn't have a social security card, what can they do? 18.1.2 Property Manages are contacting service providers for something but they aren't getting what they need. Should property managers move on to the next client?

	18.2 Meetings will include all clients who have applied but aren't approved. May also include client move-in collaboration. 18.3 Meetings should only include: 18.3.1 SHRA 18.3.2 All Service Providers 18.3.3 BHS 18.4 Increase or reduce meetings as needed to meet the project's needs but try to minimize the number of meetings, if possible. **19. Manage timelines to meet occupancy goal** 19.1 If construction timelines are delayed notify the Service Providers, SHRA, and SSF. **20. Send email to SSF asking to start referrals** 20.1 Note: the Prioritize Client process occurs in parallel to the Identify Project process. **120 days prior to the CofO** send an email to SSF and ask them to start sending referrals. **The process goes to Prioritize Client step 28 for the Service Provider and step 33 for the Outreach Worker.**
DEVELOPER	**21. Compile partnership and program designations for HMIS** 21.1 Compile all information needed to request the new HMIS program (*Note:* "program" is the word that HMIS uses to describe a new project). 21.2 The Developer will define who is responsible for collecting the information needed to set up HMIS for the project, who will input data for the project, and who will provide project management. 21.3 Reference the HMIS Developer Checklist to understand and collect all information needed to fill out the "Requesting a New HMIS Program" Google Form that is required to set up a new program in HMIS (will occur in step 23). **22. Confirm Service Providers and funding sources** 22.1 All funding sources for the funding information must be entered into HMIS when creating a new Program, confirm the funding sources before moving on to the next step. 22.2 Reach out to all Service Providers to confirm their participation in the HMIS program. **23. Go to new HMIS Program link to apply for HMIS build** 23.1 Visit the HMIS Web Page 23.2 If your organization (referred to as an "Agency" in HMIS) is already active in HMIS go to the "Requesting a New HMIS Program" section. 23.2.1 Click on the appropriate link based on the county that the project is in: Sacramento County or Yolo County. 23.3 Fill out the Google Form using the information collected using the HMIS Setup Checklist. 23.4 If your organization (referred to as an "Agency" in HMIS) is not already active in HMIS, go to the "Requesting New Agency Access" section. 23.4.1 Check the Participating Agencies list on the website to confirm whether the organization is in HMIS. 23.4.2 Follow the instructions to add your organization "Agency" to HMIS.
SSF-CAS	**24. Enter Project into HMIS** 24.1 Follow the Asana Program Build Template 24.2 Refer to SSF's PSH Project Setup Policy for more information [add link] **25. Onboard Housing Provider**

	25.1 Follow the SSF Onboarding Procedure 25.2 Post information about the project to SSF's website. Include: 25.2.1 A link to the Developer's website where additional information may be found. 25.2.2 How the potential client can find a Service Provider to get more information about a project. 25.2.3 Whether the project is on track. **26. Train Service Provider on Resources** 26.1 After the kickoff meeting send an email to all Housing Service Providers welcoming them to the project and providing them all training needed. Offer a 30-minute call to review the training materials and answer questions: 26.1.1 Housing Service Provider Program Guide PowerPoint [add link] 26.1.2 Explain that all Housing Service Providers must have access to HMIS and provide the HMIS link to obtain access. Take them to the HMIS website and explain that they need to request "New Agency Access" if their organization isn't on the Participating Agencies List. 26.2 Follow up with the Housing Service Provider to makes sure they have access to HMIS after the initial training. **27. Monitor timeline – start sending referrals 120 days prior to CofO** 27.1 Monitor the timeline located on SHRA's box account. 27.2 If the construction or referral timeline is delayed update SSF's website to indicate the delay and when the project is anticipated to be completed and notify the Service Providers of the delay: 27.2.1 Pull an HMIS report for the project's referred clients and send the lead Service Provider an updated message to inform them of the delay and give them the option to opt out or continue to wait. 27.2.2 Providers will then be able to meet with their clients to identify whether their documents will expire and if they will what they need to do to get updates. **Go to Identify and Prioritize Client, step 28 for the Service Provider, step 33 for the Outreach Worker, and step 37 for Hospitals, Prisons/Jails, BHS CORE Providers, and Outreach teams.**

Identify and prioritize clients [back to top]	



Role	Tasks / Steps / Description
SERVICE PROVIDER (Case Managers, Case Workers, Advocates, Community Health Workers, Outreach Workers, BHS CORE Providers)	**From Identify Project** – Note: this process occurs in parallel to Identify Project **28. Assess client and enter into HMIS** 28.1 Start building rapport with the client. Hold problem solving discussion with the client. Reference the Introduction to Community Based Engagements guidance in the Appendix. 28.2 First touch point with client: 28.2.1 Search HMIS for client 28.2.2 Check if client is in HMIS and if not, enter them 28.2.3 If they are there confirm their vital information is correct • Everything that is on the basic HMIS profile 28.2.4 Update the client's contact information and current location 28.3 Following touch points with client: 28.3.1 Perform the VI-SPDAT assessment with the client when the client is comfortable.

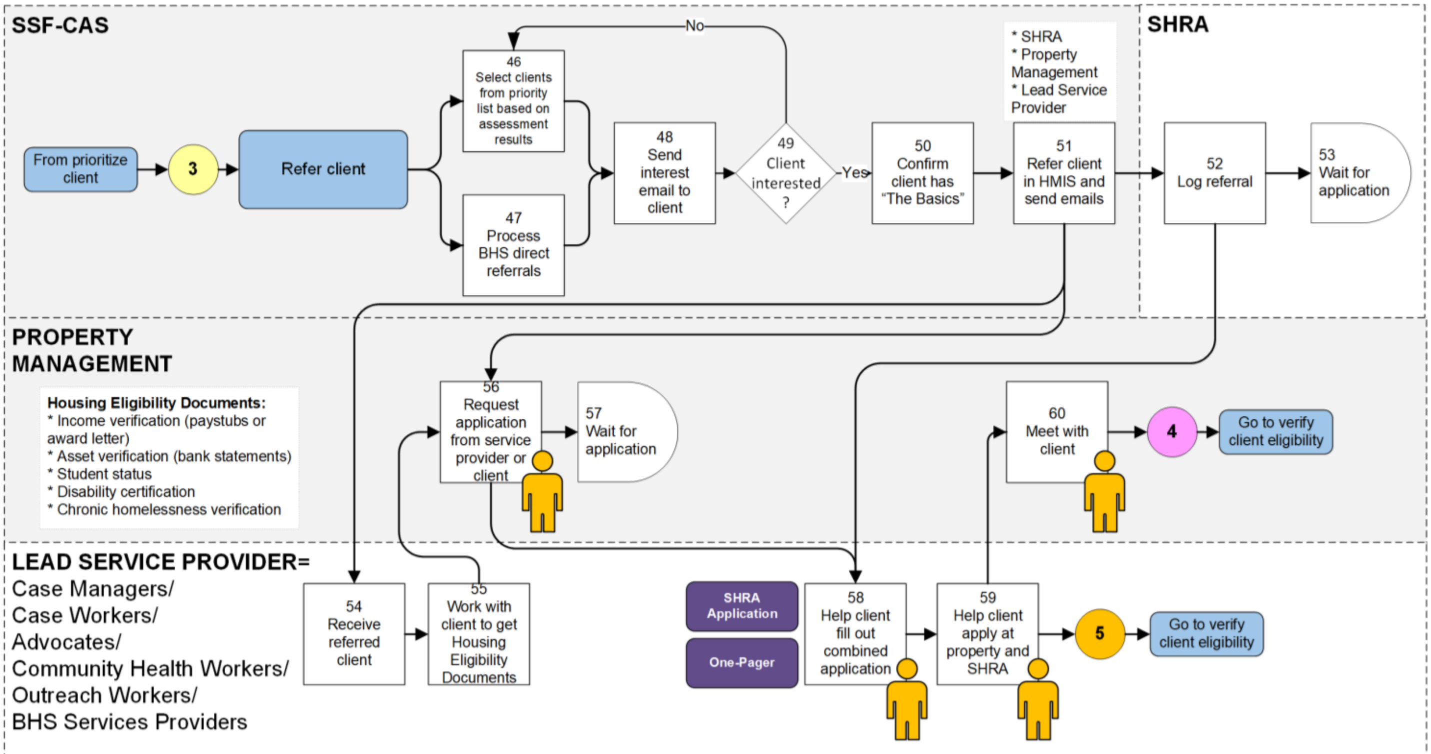
	28.3.2 Create a Case Conferencing tool in HMIS for the client. If you do not have access to the Case Conferencing Tool send an email to hmis@sacstepsforward.org with: • Your name • Your organization • The following statement: "May I please have access to the Sacramento CoC Coordinated Entry agency on HMIS." 28.3.3 Start getting "The Basics" (see next step) **29. Help client get "The Basics:** 29.1 Create a Case Conferencing Tool for the client if it isn't already created. 29.2 Verify and add the documents below as needed. 29.2.1 Social Security Card(s) 29.2.2 Current government photo ID 29.2.3 Birth certificates (minors only) 29.2.4 Disability certification 29.2.5 Chronic homelessness verification 29.2.6 Note: VI-SPADT should have been done in the previous step. 29.3 Download a scanner app on your phone or tablet so that you can scan the documents when you are meeting with the client in the field. You can then upload them when you return to the office. 29.4 Print out blank homeless certification forms and have them in the field so the client can fill them out while you are there and then take a picture with your scanner app on your phone. 29.5 Do as much work as you can in the first visit and every visit after to make sure you get as much information from the client to help them move through the process. **30. Add all client documents to HMIS** 30.1 HMIS is the central location to store all client documents. 30.2 Documents must be in HMIS before a client can be referred for housing. Sacramento Steps Forward must have a Case Conferencing Tool filled out and "The Basics" listed above before they can send a referral. **31. Identify Lead Service Provider in HMIS** 31.1 Add the Lead Service Provider to HMIS in the case conferencing tool. 31.2 Add the central email inbox for the lead provider's organization. This is important to make sure that, if the Lead Service Provider isn't available that the client isn't lost. **32. Help client navigate process** 32.1 Help the client get all "the Basics" and what needs to be done. 32.2 Develop a relationship with the client including setting up an honest follow-up routine that you can keep up with and strictly follow the follow-up routine so that you don't lose the client's trust. Don't over commit. 32.3 Don't forget the guiding principles: 32.3.1 Meet people where they are-geographically, emotionally, and physically. 32.3.2 Meet basic needs. 32.3.3 Be respectful and treat everyone with dignity. 32.3.4 Recognize that the relationship is central to outreach and engagement. 32.3.5 Create a safe, open, friendly space, regardless of the setting. 32.3.6 Be patient with the client.

	Go to Refer client
OUTREACH WORKER	**From Identify Project** – Note: this process occurs in parallel to Identify Project **33. Assess client and enter into HMIS** 33.1 Start building rapport with the client. Hold problem solving discussion with the client. Reference the Introduction to Community Based Engagements guidance in the Appendix. 33.2 First touch point with client: 33.2.1 Search HMIS for client 33.2.2 Check if client is in HMIS and if not, enter them 33.2.3 If they are there confirm their vital information is correct • Everything that is on the basic HMIS profile 33.2.4 Update the client's contact information and current location 33.3 Following touch points with client: 33.3.1 Perform the VI-SPDAT assessment with the client when the client is comfortable. 33.3.2 Start getting "The Basics" (see next step) **34. Help client get "The Basics:** 34.1 Before the client can proceed with a referral they must have the documents below. Try to help the Service Provider add the following documents to HMIS before handing off the client: 34.1.1 Social Security Card(s) 34.1.2 Current government photo ID 34.1.3 Birth certificates (minors only) 34.1.4 Disability certification 34.1.5 Chronic homelessness verification 34.1.6 VI-SPDAT assessment 34.2 If you can't find the information you need you can get a release from the client and talk to other providers or community members – get creative. 34.3 Utilize all available resources as needed. **35. Add all documents to HMIS** 35.1 HMIS is the central location to store all client documents. 35.2 Documents must be in HMIS before a client can be referred for housing. Sacramento Steps Forward will not refer a client if a Case Conferencing Tool is not created and the documents are not in HMIS. The Service Provider will set up the Case Conferencing Tool after client handoff. **36. Provide warm handoff to service provider** 36.1 If clients aren't connected use the CalAIM provider list on the SSF website to try to help connect them to a provider. 36.2 If possible, contact the Service Provider and set up a time with the client to meet with the Service Provider and the client. 36.3 Communicate about what they have done so far about "the Basics" and what needs to be done. 36.4 BHS Specific: also Check the client's electronic health record to confirm what has been verified. **Go to step 31 (above)**

HOSPITALS, PRISONS/JAILS, CORE PROVIDERS, BHS PROVIDERS, OUTREACH TEAMS	**From Identify Project** – Note: this process occurs in parallel to "Identify Project" **37. Perform LIST with client** 37.1 The LIST (Level of Intensity Screening Tool) is a mental health screening tool. 37.2 Anyone can do the screening tool if they have a clinical background. BHS contract monitors will review any submissions. 37.2.1 A **clinical background in mental health** refers to the experience and qualifications of professionals and paraprofessionals who work directly with individuals experiencing mental health issues 37.3 Reference Materials: 37.3.1 Level of Intensity Screening Tool (on Saccounty.gov site) 37.3.2 LIST Instruction Manual (on Saccounty.gov site) 37.3.3 LIST Training on Zoom **38. Refer client to BHS** 38.1 Send the completed screening tool 38.1.1 Review the LIST manual for submission to BHS
BHS	**39. Review the client's LIST** 39.1 BHS Contract Monitors reviews the LIST 39.2 There are indicators that will recommend what programs the client needs based on the factors that affect the client. 39.3 For more information reference the LIST Manual. **40. Decide best program for client** 40.1 The best program for the client is based on clinical presentation, client preference and program eligibility. **41. Refer client to BHS FSP** 41.1 Provide all the referral information available for the client through SmartCare to the BHS FSP.
BHS FSP (contracted service provider)	**42. Perform initial clinical assessment with client** 42.1 A bundle of assessments that contribute to the client's treatment and housing plan. **43. Add client to HMIS** 43.1 Create Profile if one is not already connected. Reference the HMIS job aid as needed for assistance. 43.2 Initiate upload "the Basics" into HMIS *Note:* SSF-CAS uses HMIS to confirm "The Basics" before referring the client. The referral process will not proceed without "The Basics" documents confirmed by SSF in HMIS. **44. Help client get "The Basics"** 44.1 The "The Basics" are defined as: 44.1.1 Social Security Card(s) 44.1.2 Current government photo ID 44.1.3 Birth certificates (minors only) 44.1.4 Disability certification 44.1.5 Chronic homelessness verification • If the project requires chronic homeless verification then perform the Homeless History Mapping Tool on the SSF website with the client to

	identify where you can get evidence for the client. Upload completed form to client's documents in HMIS. 44.1.6 VI-SPDAT assessment **45. Send UIDs to SSF-CAS via email** 45.1 Send the list of document ready client's UIDs to the SSF Referral Specialist. **Go to Refer client**

Refer client [back to top]

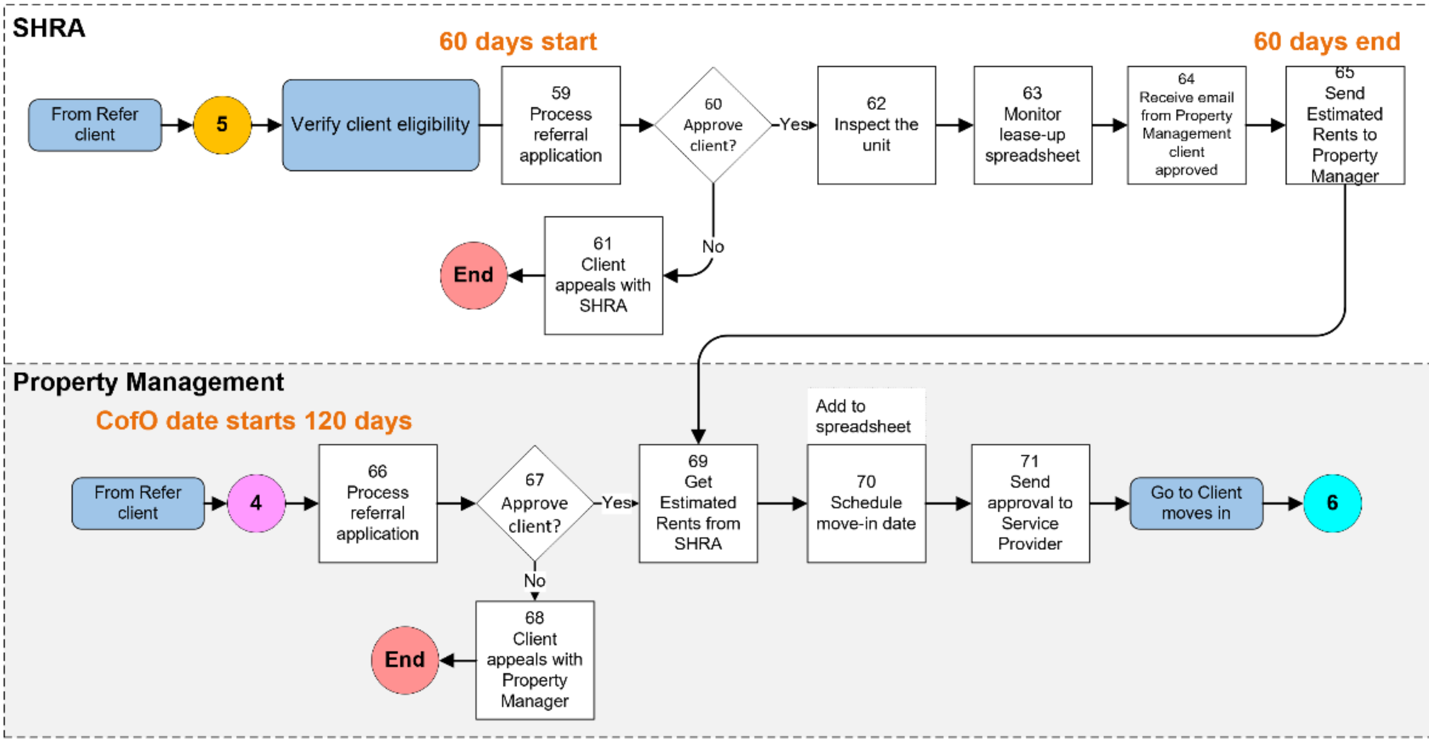


Role	Tasks / Steps / Description
SSF-CAS	**From Identify and Prioritize clients** **46. Select clients from priority list based on assessment results** 46.1 Check daily priority list for clients that meet project eligibility 46.2 Go to 48 **From Identify and Prioritize clients** **47. Process BHS direct referrals** 47.1 Receive UIDs from BHS provider via email **48. Send interest email to eligible clients** 48.1 Using the General Referral Email Template document on the SSF Manage Referrals to CAS Housing Programs SharePoint. Use the Interest Email Template on the first page of the document. 48.2 If the provider, on the behalf of the client, doesn't respond within three (3) days then move forward to the next client. **49. Client interested?** 49.1 Client interested, go to 50 49.2 Client not interested, go to 46 to select another client **50. Confirm client has "The Basics:"** 50.1 Social Security Card(s) 50.2 Current government photo ID 50.3 Birth certificates (minors only)

	50.4 Disability certification 50.5 Chronic homelessness verification 50.6 VI-SPDAT assessment **51. Refer client in HMIS and send emails** 51.1 Included the following information in the email: 51.1.1 Disclaimer saying that the property will do an intake with the client. 51.1.2 SHRA Application links 51.1.3 Disclaimer telling the client that they have 14 days to fill out the application or it will expire. 51.1.4 Attached – pdf of Referral Letter – use the appropriate template letter for the project. All template letters are stored on the SSF Manage Referrals to CAS Housing Programs SharePoint. 51.2 Include the following people on the email: 51.2.1 SHRA 51.2.2 Property Management 51.2.3 Lead Service Provider 51.2.4 Housing Service Provider **Go to step 52 for SHRA** **Go to step 54 for the Lead Service Provider** **Go to step 56 for Property Management**
SHRA	**52. Log referral** 52.1 Log referral on spreadsheet and wait for the application. 52.2 Check back with the service providers if applications aren't received. 52.3 Go to step 58 **53. Wait for the application**
LEAD SERVICE PROVIDER	**From 50: SSF referred the client** **54. Receive referred client** 54.1 If the client is non-responsive after 14 days from when the referral is sent or non-responsive after the application is submitted then they must be moved to the withdrawn list. 54.1.1 The purpose of the withdrawn list is to prevent clients from being denied, which requires them to start over, while still making space for the next client who is ready for the unit. Withdraws should be tracked in SHRA's box and in HMIS. 54.1.2 Notify the client's care team if they are withdrawn. 54.2 Contact the client's care team to make sure they all know that the client was selected to apply for the unit. 54.3 The Lead Service Provider will reach out to other members of the team. 54.3.1 Follow the links in the email to guide the client through the process. **55. Work with client to get Housing Eligibility Documents** 55.1 Housing Eligibility Documents are: 55.1.1 Income verification (paystubs or award letter) 55.1.2 Asset verification (bank statements) 55.1.3 Student status 55.1.4 Disability certification 55.1.5 Chronic homelessness verification

	55.2 Upload the documents to the SHRA Box account. 55.3 When working with the client don't forget the Guiding Principles.
PROPERTY MANAGEMENT	**56. Request application from service provider or client** 56.1 If the client is non-responsive after 14 days from when the referral is sent or non-responsive after the application is submitted, then they must be moved to the withdrawn list. 56.1.1 The purpose of the withdrawn list is to prevent clients from being denied, which requires them to start over, while still making space for the next client who is ready for the unit. Withdraws should be tracked in SHRA's box and in HMIS. 56.1.2 Notify the client's care team if they are withdrawn. **57. Wait for application** 57.1 Reach out to Service Provider and Client daily as needed to expedite the application process.
SERVICE PROVIDER	**58. Help client fill out combined application** 58.1 The combined application includes: 58.1.1 SHRA PBV Referral Application 58.1.2 Property Management One Pager Example – this is an additional page added to the front of the application that may be used if there is any additional information required by the Property Management Company. Reference the template for an example of what one may look like. Only include additional requirements if they are absolutely necessary to meet regulatory or funding requirements. 58.2 Familiarize yourself with the application process by reviewing the application and knowing what the client must provide in the application and the client's next steps. **59. Help client apply at property and SHRA** 59.1 Discuss the process with client and determine the client's needs and what support they will need to apply. 59.2 Work with the client to support them as they fill out the application, provide assistance when they need it, and check back with them to make sure they fill out the application. 59.2.1 The Lead Service Provider complete the application from the link with the client. 59.3 Work with the client to help them respond to any SHRA follow-up requests to make sure the client responds within seven (7) days of the request. If not, SHRA may move to the next client. **Go to step 60 for Property Management** **Go to Verify client eligibility step 61 (SHRA)**
PROPERTY MANAGEMENT	**60. Meet with client** 60.1 Meet with the client to sign the application and gather verified information needed. 60.2 Provide property information. Provide the Client What to Expect FAQ to the client so they will know what to expect when the move in to the property. 60.3 May look at a unit with the client. **Go to Verify client eligibility step 68 (Property Management)**

Verify client eligibility [back to top]

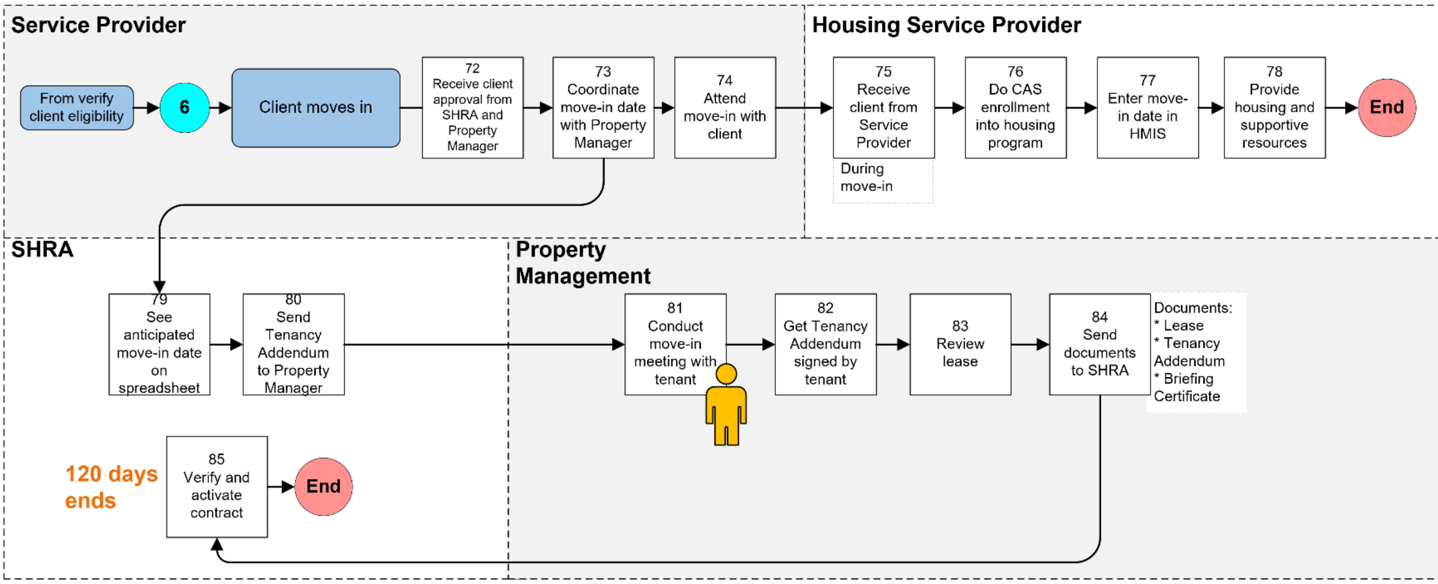


Role	Tasks / Steps / Description
SHRA	**61. Process referral application** 61.1 60 days start when the referral application is processed 61.2 Receive client application and review for errors or missing documents. 61.3 Send additional needs letter or email to the provider if additional information is needed to process the application. 61.4 Conduct criminal and background reports. 61.5 If the file is complete then the client may be approved. **62. Approve client?** 62.1 If the client is approved, go to step 64 62.2 If the client is not approved, go to step 63 **63. Client appeals with SHRA** 63.1 If a client is denied, the client will receive a denial letter with an informal review notice attached giving 15 days to respond. 63.2 Client submits informal review documentation to SHRA. 63.3 Schedule a meeting with the client on the phone or in person to review informal review documents and gather any additional information that the client deems necessary. 63.4 Supervisor reviews all documentation and determines whether to continue application process or uphold the denial. **Process ends**

	From step 62, the client is approved **64. Inspect the unit** 64.1 The full facility is inspected when the property is first build and then each unit is inspected for each client after. 64.2 Property will request HQS inspection through link provided by SHRA. 64.3 Nan McKay (inspection company) will respond to request with available inspection dates. 64.4 Property will confirm inspection date. 64.5 Nan Mckay (inspection company) will schedule the inspection. 64.6 Inspection occurs at property. 64.7 If inspection passes, nothing further. 64.8 If inspection fails, Nan McKay will send out failure notice with items indicated. 64.9 Property will need to fix items before rescheduling next inspection. 64.10 Process for requesting inspection starts over. **65. Monitor lease-up spreadsheet** 65.1 SHRA staff tracks applicants in spreadsheets and moves them through different application steps. **66. Receive email from Property Management if client is approved** 66.1 If a client has not been approved on the SHRA side, then the client application is marked as a priority to complete asap. 66.2 If SHRA has approved, then they will wait for pending move in date from property to continue process. **67. Send Estimated Rents to Property Manager** 67.1 The **60 days end** when SHRA sends the "Estimated Rents" to the Property Manager. Note: the "Estimated Rents" acts as the approval.
PROPERTY MANAGEMENT	**68. Process referral application** 68.1 Start processing referrals as soon as they are received from SHRA. 68.1.1 This should be around **90 days prior to the CofO**. 68.2 Review the universal housing application to confirm the client has all the information required. If the application is not complete work with the lead service provider to resolve any discrepancies. 68.3 Review the application looking at the income and assets per the regulatory agreements. 68.4 Physically meet with the client to conduct an interview to: 68.4.1 Review any property management specific request with the client 68.4.2 Review the "What to Expect Checklist" (template in onboarding package) with the client. 68.4.3 Collect all required documents and signatures. 68.4.4 Show the client the unit if it is available. 68.5 Look at the Selection Criteria-Unit Leasing Matrix and determine which unit the client is eligible for. Collaborate with SHRA to determine which clients are eligible for each unit. **69. Approve client?** 69.1 If the client is approved, go to **step 71** 69.2 If the client is not approved, go to **step 70** **70. Client appeals with Property Manager** 70.1 The client has 14 days to appeal the decision. 70.2 They must provide the appeal in writing or verbally to the Property Manager.

	70.3 The Property Manager must review mitigating circumstances to confirm the decision and provide a response to the appeal to the client within five (5) days in writing. 70.4 See your own company's formal appeals procedure for more details. 70.5 Process ends **From step 69: the client is approved** **71. Get Estimated Rents from SHRA** 71.1 Approvals – may occur simultaneously: 71.1.1 SHRA approves the tenant for the subsidy for the unit selected. 71.1.2 Property Manager approves the tenant for the property. 71.1.3 Both approvals must occur before proceeding. 71.2 The Estimated Rents is the way SHRA informs the Property Manger that the tenant is approved. 71.3 Add the client to the Unit Matrix to the appropriate unit. 71.4 Walk through the unity with Case Manager, Tenant, and Property Management to make sure the unit is ready and finished. If furnishings are needed, work with the Service Provider to seek assistance. 71.5 If the client needs security deposit assistance work with the client to write a payment agreement plan with the client to help get the security deposit paid by a third party. **72. Schedule move-in date** 72.1 Add the move-in date to the spreadsheet on SHRA's box 72.2 Send approval to Service Provider **73. Send approval to Service Provider** **Go to Client moves in**

Client moves in [back to top]



SERVICE PROVIDER	**74. Receive client approval from SHRA and Property Manager** **75. Coordinate move-in date with Property Manager** 75.1 Go to **step 81** for SHRA 75.2 Continue for Service Provider **76. Attend move-in with client** 76.1 Attend the meeting with the client to perform a warm handoff to the Housing Service Provider.
HOUSING SERVICE PROVIDER	**77. Receive client from Service Provider** 77.1 Perform a warm handoff with the client from the Service Provider during move-in. **78. Do CAS enrollment into housing program** **79. Enter move-in date in HMIS** **80. Provide housing and supportive resources** 80.1 Continue to monitor the client and identify and provide resources as needed. **Process Ends**
SHRA	**From step 75:** Service Provider coordinated the move-in date with Property Manager **81. See anticipated move-in date on spreadsheet** **82. Send Tenancy Addendum to the Property Manager**
PROPERTY MANAGEMENT	**83. Conduct move-in meeting with tenant** 83.1 Watch Project Based Voucher (PBV) intake video and sign briefing certificate. **84. Get Tenancy Addendum signed by tenant** **85. Review lease** **86. Send documents to SHRA** 86.1 Documents include: 86.1.1 Lease,

	86.1.2 Tenancy Addendum, and 86.1.3 Briefing Certificate.
SHRA	**120 days ends and this triggers SHRA to activate the contract and pay the Property Managers.** **87. Verify and activate contract** 87.1 SHRA verifies lease matches tenancy addendum 87.2 Verify briefing certificate signed by client. 87.3 Activate contract to send SHRA payments out. **Process ends**

Appendix

Acronyms and Abbreviations back to the top

Term	Definition
AHAP	Agreement for a Housing Assistance Payment
BHS	Sacramento County Behavioral Health Services
The Basics	Social security card, current government photo ID, birth certificates (for minors only), disability certification, chronic homelessness verification, and VI-SPDAT assessment.
CalAIM	California Advancing and Innovating Medi-Cal
CAS	Coordinated Access System
C of O or CO	Certificate of Occupancy – the date the property can start moving in clients.
FSP	Full Service Partnership – BHS contracted service provider
HAP	Housing Assistance Program
HMIS	Homeless Management Information System
Housing Eligibility Documents	Income verification (paystubs or award letter), asset verification (bank statements), student status, disability certification, and chronic homelessness verification.
LIST	
Orange Text	Indicates an important milestone on the timeline
PBV	Project Based Voucher
PH	Permanent Housing
Purple Text	Indicates a template, checklist, process, or other important resource that should be used for the step.

PSH	Permanent Supportive Housing
Service Provider	Terminology was inconsistent between the different organizations implementing this procedure so, for the context of this procedure, service providers include: Case Managers, Case Workers, Advocates, Community Health Workers, Outreach Workers, and BHS Service Providers.
SHRA	Sacramento Housing and Redevelopment Agency
SSF	Sacramento Steps Forward
SSO	Supportive Services Only
UID	Unique Identifier – the number used for clients instead of their names or other identifying information necessary to protect a client's privacy.
VI-SPDAT	Vulnerability Index – Service Prioritization Decision Assistance Tool

Procedure Roles back to the top

SSF-CAS	Manages the CAS priority list and helps facilitate processes between all organizations.
SHRA	Provides funding and holds grantees accountable for the funding requirements. Provides a centralized location for storing all project related resources.
Developers	Build the housing and kick off the process by selecting a Property Manager and working with Service Providers to set up HMIS.
Property Management	Facilitates the process and coordinate with all other roles. Responsible for matching clients to the appropriate units and facilitating the tenant's move in with the Service Providers.
Service Provider	Case Managers, Case Workers, Advocates, Community Health Workers, Outreach Workers, and BHS Service Providers. Perform the VI-SPDAT assessment with the client, add them to HMIS, help the client get "the Basics," and help the client navigate the process.
Outreach Workers	Perform the same tasks as the Service Providers at the beginning of the engagement but then hands off the client to a Service Provider to help the client navigate the process.
BHS	Reviews the LIST and directs clients to the best program available.
BHS Service Providers	Perform a clinical assessment with the client, add them to HMIS, help the client get "the Basics," and help the client navigate the process.
BHS: Hospitals, Prison/Jails, Core Providers, BHS Providers, Outreach Teams	Perform the initial LIST with the client and refer them to the appropriate BHS Service Provider.

Introduction to Community Based Engagements

(back to procedure)

Audience: Outreach Workers and Service Providers

Sections:

- The First Steps – Do’s and Don’ts (this page)
- Questions for Client Introductions

This is YOUR conversation and YOUR assessment and as such, it needs be that way from beginning to end.

The First Steps – Do’s and Don’ts

The most important:

Do	Don’t
• **Be honest, genuine, and authentic. Be yourself.**	• **Be institutional.**

Being genuine in who you are and how you perceive yourself quickly brings a level of honesty to the conversation with the community member you are going to support.

This truthful representation of who you are lends substance to not only who you are as an individual but to the information you are relaying to the community member and to the organization you represent. Being anything else gives the appearance of deception.

Any appearance of deception will trigger a layer of defensiveness from the people you are trying to serve and generate guarded responses to important topics you require for your assessment to make an objective and detailed assessment of their needs.

For the individuals that you will be engaging, being genuine is more important than the questions you will ask or the information you will be trying to draw out of the individuals you contact. It changes the course of the engagement from an interview to an open conversation that will yield more truthful information to create an accurate assessment of the individual’s needs and generate clarity around what will be the most appropriate supports you can connect them to. It is imperative that you find your individual voice and delivery style that is yours, and yours alone.

Do’s	Don’ts
• Do keep it casual but reinforce your role as an authentic individual provider-this is vital. The client may have been engaged with other partners, NGOs, and advocacy groups in the past.	• Don’t be too casual and depart from your role as an individual provider.
• Do make this a unique engagement with the client.	• Don’t draw upon past engagement experiences the client had. You were not

	part of that experience and are not aware of the outcome.
• Do listen carefully to the client's story and pull the needed answers to your questions from the story.	• Don't interrupt the client by asking institutional questions.
• Do dress appropriately for the type of client.	• Wear expensive clothing, jewelry, or watches.
• Do consider the client's situation and moderate your conversation accordingly. This includes when not working directly with a client.	• Don't talk about your situations that may make the client feel uncomfortable. This includes when you may be overheard. *Example:* talking about buying a boat or a second home.
• Do try to find people who have experience in or are from the communities you are targeting.	• Don't go into a community thinking you know what is best for them.
• Do communicate in the context of your own history. Acknowledge faults about where you have been previously in your life. *Example:* It took me 10 years to save up to buy my first home.	• Do not reference things that may make the clients feel uncomfortable. *Example:* I had to safe up for a long time to buy my boat.

Questions for Client Introductions

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Approach the individual and the encampment with neighborly respect. This is someone's home and needs to be treated as such. I emphasize neighborly as the initial contact needs to establish a feeling doesn't create an immediate impression of a power imbalance.

"Good Morning/Afternoon/Evening" as appropriate and suited to your genuine style

Introduce yourself in a relaxed fashion potentially only using your first name. A good sign that you have made progress in being well received is if the community member volunteers their name afterwards. The job you are there for is important, but it doesn't need to feel like an interview.

"I'm (inset first name) it's good to meet you."

Pay attention to body language, positioning, and be aware of your own. If you present yourself as relaxed, most individuals will reflect that posture. This is also an opportunity to gauge if this is even an appropriate time to have a conversation. Are they cooking? Are they getting ready to head out? You should be utilizing environmental awareness and trying to determine have they used substances as evidenced by paraphernalia as that will affect the course of the engagement as well as the quality of the information they may express to you. If you are and the community member you're going to engage with are in a safe space, try to broach the subject of why you're there in front of them

"I'm out here today trying to get people in our community connected with services and supports. How are you doing today? Would mind helping me out and trying to figure out if there's something I can do to help you?"

You're giving context for why you're there in front of them and you're also asking an open-ended question that opened the door for them to tell you the needs that they've self-identified. Look for the opportunity to address any of those immediately and you will reinforce you're ability to support them (i.e. ID vouchers, service agency connections, bus vouchers etc.)

"What brought you out here (insert their name)?"

You're now asking for them to tell you their story. This is a personal thing and can be triggering itself. With your assessment in mind, utilize active listening and reflective questions to collect information in a conversational format that seem institutional or fails to acknowledge their feelings. You've also started out by asking them to tell you their journey using their first name which humanizes the situation reinforces the impression of this being a conversation. In their telling you their story, it can help you understand their identity and will illustrate what they found pivotal in their life and how they perceive themselves in that arc. You will also find a great deal of the questions you have for the historical portion of the assessment can be drawn out in this form with simple interjected questions such as:
"When was that?"
"How many times has that happened?"
"Who was that with?"

This can be a very emotional piece and can even trigger retraumatizing the individual you are engaged with. Take the time to express empathy in a way that's authentic to you and your style. This is the client's journey through their history.

There will be things in their history that may not be drawn out by their story alone and being up front about those follow up questions can be helpful in collecting accurate information. You can personalize those follow up questions to again, make it seem more like a supportive conversation.

"I want to make sure I get this right… (insert your follow up question)."

Take the time to thank them for the answer to those questions and keep expressing empathy as appropriate. Knowing your assessment in detail will allow you to ask those questions and maintain a level of rapport with the community member you're supporting.

Once you've completed your assessment in this conversational format, take the time to thank them for sharing their story with you.

You need to be clear and direct about what the next steps are going to be for the individual you're engaged with and make sure that they are accurate and deliverable by either you or the organizations you work with.