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SECTION I: PROGRAM DESCRIPTION

A. Overview

The Community Shelter Board and The Salvation Army developed Job2Housing (J2H) to assist homeless families to resolve their housing and employment crisis through utilization of supportive services and community resources. The purpose of J2H is to provide housing placement, leasing assistance for up to 6 months, and employment focused case management.

The Salvation Army, with the full support of the Community Shelter Board, its partner agencies, and the community, will serve homeless families with children that meet the HUD Rapid Re-Housing (RRH) eligibility threshold, have insufficient income to afford housing, and are committed to pursuing employment to achieve family self-sufficiency. To meet the HUD RRH requirements, the program will serve households with dependent children who currently reside in emergency shelter for at least seven consecutive days and have moderate to severe barriers to obtaining market housing. They must have identified needs for supportive services and must be earning, receiving, or capable of earning income adequate to maintain permanent housing at the conclusion of program services. J2H case managers will assist families to improve life skills through direct interaction and referrals to community programs. Services provided may include financial assistance, budget counseling, training, landlord advocacy, and linkage to community agencies that will provide services sufficient to enable the household to obtain and maintain permanent housing.

B. Philosophy

J2H is built upon the Community Shelter Board's Housing First approach to ending homelessness.

A Housing First approach rests on two central premises:

- Re-housing should be the central goal of our work with people experiencing homelessness, and
- By providing housing assistance and follow-up case management services after a family is housed, we can significantly reduce the time people spend in homelessness. Aftercare may not always be needed, but can be normally expected in the majority of cases.

A Housing First approach consists of three components:

- **Crisis intervention, emergency services, screening and needs assessment:**
Families who have become homeless have immediate crisis needs that need to be accommodated, including the provision of emergency shelter. There should be an early screening of the challenges and resources that will affect a re-housing plan.
- **Permanent housing services:** The provision of services to help families access and sustain housing includes working with the client to identify affordable units, access housing subsidies, and negotiate leases. Households may require assistance to overcome barriers, such as poor tenant history, credit history and discrimination based on ethnicity, gender, family make-up and income source. Providers need a roster of landlords willing to work with the program and engage in strategies to reduce disincentives to participate.
- **Case management services:** The provision of case management occurs (1) to ensure families have a source of income through employment and/or public benefits (2) to identify service needs *before the move into permanent housing*; and (3) to work with families *after the move into permanent housing* to help solve problems that may arise that threaten the household's tenancy including difficulties sustaining housing or interaction with the landlord and to connect families with community-based services to meet long term support/service needs.

Assistance provided as part of J2H is offered in an efficient and cost-effective manner and is guided by the following values:

- Housing is a basic human need.
- Shelters are not an adequate response to homelessness.
- Housing should be safe, decent, and affordable.
- Families are better off in a "home-like" environment rather than institutional setting.
- Meeting basic needs is essential in order to address psychosocial, emotional and/or parenting issues.
- Most families are able or can learn to set their own goals, manage their own homes, and take charge of their lives.
- Personal responsibility for self and community is encouraged and the ability to make choices is respected.
- Mistakes are part of the learning process.
- Families should have input in the selection of housing.

- Most homeless parents want to keep their children and, with support, are capable of adequate parenting.
- Families should remain together if at all possible when it is in the best interest of the child(ren).
- In order to support a child, it is necessary to support the child's parent(s) or long-term caregiver(s).
- Chemical addiction requires recovery, but the method of recovery that is most effective varies among individuals.
- Individuals are more likely to maintain recovery if they have housing that promotes clean and sober living.
- Recovery is a life-long process.
- Support and recovery services should start with an individual's/family's strengths.
- Healthy families create healthy communities, and healthy communities support healthy families.

C. Vision

J2H is guided by the Community Shelter Board Governance Policies as adopted by the Board of Trustees.

Global Ends Policy: People who experience homelessness or are at imminent risk of homelessness will have access to community and system resources to resolve their immediate housing crisis and will transition from homelessness to stability.

D. Mission

Through shared power, goals and resources, the J2H Program works to quickly move homeless families into sustainable permanent housing.

E. Goals

The J2H Program will provide services to families in a collaborative manner to ensure:

- They obtain and remain in permanent, affordable housing;
- They increase their skills and/or income;
- They achieve greater self-determination; and
- They do not return to the emergency shelter system or a homelessness situation.

F. Agency Partners

- The Community Shelter Board administers the J2H Program by coordinating services between the other agency partners, providing Leasing Assistance, and acting as intermediary between agencies and funders. The Program Manager ensures the smooth operation of the program, compiles needed statistical data, provides quarterly monitoring reports, and ensures compliance with funder requirements and CSB policies and procedures.
- The YWCA Family Center (YWCA-FC) is the referral agency for the J2H Program. As the front-door shelter for families in the Columbus area, the Family Housing Advocates and the Family and Housing Advocacy Manager at the YWCA-FC screen households for appropriate housing referrals, assists in obtaining background information and documents, promotes and explains the J2H Program, refers appropriate families to J2H, and works closely with J2H Case Managers while families remain at the YWCA-FC shelter.
- The Salvation Army provides case management services for the J2H Program. The Salvation Army reviews check requests to ensure completeness, accuracy, and consistency with J2H policies and procedures and assures checks processed for the J2H program are payable per J2H policies and procedures. The Franklin County Housing Coordinator reviews and accepts families appropriate for the program, notifying those accepted and denied, and assigns new cases to Case Managers and provides case supervision. The Case Managers assist the family to find suitable permanent housing, obtain needed financial and material resources, and provides community linkages to services needed to enable maintenance of the home and stabilize the family within 6-12 months from intake.

SECTION II: PROGRAM SERVICES

A. Eligibility

J2H serves families experiencing homelessness and who meet the HUD Rapid Re-Housing eligibility threshold. Families must also have insufficient income to afford housing and be committed to pursuing employment to achieve family self-sufficiency.

In addition, eligible households must meet the following criteria:

- Be in emergency shelter 7 consecutive days or more;
- Be able to independently sustain housing at the end of the short-term housing assistance (3-6 months);
- Have an income at or below 50% of Area Median Income;
- Have at least one moderate barrier to housing including financial strain, inadequate employment, inadequate childcare resources, legal problems,

mental health diagnosis that does not greatly impact the household's ability to maintain independent housing; history of substance abuse without any active use, and/or poor credit history; and

- Be willing to establish and work toward goals that will lead to self-sufficiency and employment.

B. Admissions Policies

- 1) PROGRAM PARTICIPATION: Families must be willing to work with a J2H Case Manager for the time that is required to attain and maintain their housing. This time will vary on a case-by-case basis. Families must actively seek housing with guidance from their J2H Case Manager, considering both family needs and capabilities. Families must be willing to actively participate in programs designed to educate or rehabilitate, as recommended by qualified counselors. Families must actively seek employment or other legitimate means of increasing income.
- 2) REASONABLE HOUSING COSTS: Expenses for rent and utilities must be reasonably based on the family's projected ability to sustain payment for the rent and utilities in the future. Generally expenses should be no more than 50 percent of the household monthly income. Families will not be assisted to move into housing that they cannot reasonably be expected to maintain/afford for the twelve months following exit from J2H.
- 3) PAST ARREARAGES OR NON-PAYMENT OF RENT/UTILITIES: Families who have previous eviction or financial assessments due to damages will be considered for participation in the program. Excessive arrearages need to be handled on a case-by-case basis depending on the circumstances. When possible, the J2H Case Manager will assist families in negotiating a re-payment plan. Families must be willing to cooperate with the J2H Case Manager to address these issues.
- 4) OPEN CHILDREN'S SERVICES CASES: Families who have "open cases" with Franklin County Children's Services must agree to work jointly with FCCS Case Managers and the J2H Case Manager. The J2H Case Manager will assure that all applicable FCCS financial resources are used as the first resource to meet the family's needs.
- 5) POLICE RECORDS: Families may have police records. However, families with arson records may not be eligible unless the family has identified a landlord willing to rent to them before acceptance into the program. All other convictions will be considered on a case-by-case basis. Families must show explanations and compliance with probation, parole, and/or treatment for any convictions.
- 6) ALCOHOL OR DRUG USE: If the J2H Case Manager is concerned about current alcohol or drug use, or if any adult family member has a diagnosed

substance abuse disorder, he or she agrees to be referred to a qualified Alcohol or Other Drug (AOD) provider for an assessment and treatment, if recommended and identified on the Individualized Housing Stabilization Plan.

- 7) MENTAL HEALTH: If the J2H Case Manager is concerned about mental health issues, or if any adult family member has a diagnosed mental health condition, he or she agrees to be referred to a qualified mental health provider for an assessment and treatment, if recommended and identified on the Individualized Housing Stabilization Plan.
- 8) UTILITIES: Families must be able to obtain and maintain utilities in the name of the Head of Household or other contributing adult residing with the family. If money is owed to utility companies preventing service turn-on:
 - Families can make a special payment arrangement with the utility company; or
 - Payments can be made to the utility company with funds leveraged on the family's behalf through community utility assistance programs.

C. Admission Procedures

The admission policy, including re-entry policies and procedures, are to be posted at all collaborating agencies and distributed to families referred to the J2H Program and given, again, to families who are enrolled into the J2H Program.

After careful screening, the YWCA-FC should refer all families that are not considered suitable for:

- Direct move into permanent housing with no financial assistance or only limited financial assistance from sources such as the Transition Program, or
- Permanent Supportive Housing.

J2H staff should only accept families referred by the YWCA-FC that meet the eligibility requirements listed above and the following admissions procedures. Each referral received by the Salvation Army Franklin County Housing Coordinator will have been assessed by the YWCA-FC to determine which program within the Family System is the most appropriate for the family, and subsequently the referral may be forwarded to J2H. As part of the referral process, the YWCA-FC Director of Housing Advocacy shall fax the Salvation Army Director of Housing a copy of the YWCA-FC Housing Referral Summary Form (Attachment 1) as soon as possible, but no later than 4 business days after entry of an eligible family into the Family Center.

In addition, a copy of the family's credit/criminal history report will be faxed with the referral form, and the YWCA-FC Family Housing Advocates will be prepared to provide, by telephone, any other information from the family's records as requested

by the Salvation Army Franklin County Housing Coordinator. The completed Self-sufficiency matrix (Attachment 2), all file records, identification, income verifications, etc., will be provided to the J2H Case Manager as soon as possible. Columbus Service Point should be used to upload this information for the Salvation Army use.

A decision of entry (or denial) to the program will be made within 2 business days of a proper and complete referral to the J2H program. Upon acceptance, the Salvation Army Director of Housing will send a letter to the family, via the YWCA-FC Family and Housing Advocacy Manager, informing them of acceptance in the program and providing them the name and phone number of their assigned case manager. The J2H Case Manager and YWCA-FC Case Manager will meet with the family to review/update the assessment and develop goals that will lead to obtaining and maintaining the type and scale of housing located in an area that meet the needs of the family.

If a family is denied, the Salvation Army Franklin County Housing Coordinator will send a letter to the family, via the YWCA-FC Family and Housing Advocacy Manager, informing them of the denial of their request and how they may appeal through the Salvation Army appeal procedures.

D. Re-entry Policies & Procedures

Families previously housed in permanent housing by J2H are not eligible to re-enter the program. As this is a demonstration project, duplications are not permissible.

SECTION III: GENERAL RULES AND REGULATIONS

The YWCA-FC and Salvation Army are responsible for posting, reading, or otherwise making known, the Program Agreement of J2H participants that includes an appeals policy and a grievance policy for addressing alleged violations of clients' rights. Reasonable efforts must be made to ensure that all residents, regardless of language abilities, understand their rights and responsibilities.

A. Program Agreement

There are written and posted guidelines of unacceptable behaviors, and the consequences of rules violations are clearly stated and consistently enforced. Families will be asked to sign a program agreement form (Attachment 3) during their intake meeting with their J2H Case Manager.

B. Family Budgets/Fiscal Planning

The J2H Case Manager will work with each family to determine their target budget for sustainable living (including desired earnings) and, realistically, how they can increase family income by the planned exit date. In addition, the J2H Case Manager should work with families to develop a household budget for ongoing use.

C. Grievances/Appeals

A family with an appeal or grievance regarding the J2H Program should determine which member of the program is responsible.

1) A grievance regarding services received through the YWCA-FC Family and Housing Advocacy Manager should be addressed through the YWCA's grievance process.

2) A grievance regarding services received through a J2H Case Manager should be addressed through the Salvation Army grievance and appeal process. Families must follow outlined grievance policy submitted to them upon intake or denial of program submission.

3) An appeal regarding a decision of the J2H management staff should be brought to the attention of the Community Shelter Board via the normal CSB customer concern policies and procedures.

The agencies will collect, evaluate, and analyze all grievances so that trends and patterns can be noted and corrections can be made to the J2H program.

D. Mental Health and Alcohol & Other Drugs

J2H should serve households with mental health or alcohol and other drug problems if they are not demonstrating active and severe symptoms that limit the household's ability to obtain or maintain permanent housing. Households that include a person with a diagnosed mental health or AOD condition should be referred to treatment services as soon as possible by the J2H Case Manager who first becomes aware of the diagnosis. Treatment service providers should be the primary providers of support for mental health and AOD problems, not the J2H Case Manager.

If the J2H Case Manager suspects that alcohol or other drug use by a household member is limiting the household's ability to obtain permanent housing quickly or maintain self-sufficiency, the household member may be asked to obtain an assessment from a qualified provider of recovery services.

J2H may terminate services for participants with mental health or alcohol or other drug problems if:

- Active drug use is identified and limits the household's ability to obtain and maintain permanent housing;
- A household member refuses to obtain an assessment; or
- A household member appears to be experiencing active and severe symptoms of mental illness or substance abuse and is unwilling or unable to comply with the Individualized Housing Stabilization Plan.

If the J2H Case Manager needs to close a case, the Case Manager will follow the procedure outlined in the program termination section.

E. Program Termination

If the enrolled family refuses to comply with the signed program agreement, the family may be terminated from the program. Termination may be considered for those families who do not attempt to engage in the program or work towards goal completion. Termination should occur on a rare basis, however, as continual attempts to engage the family is part of the program model. J2H Case Managers should utilize strengths-based practice and motivational interviewing techniques to engage families and assist them through their housing transition.

If the J2H Case Manager and the Program Supervisor determine that a family is non-compliant with the program agreement, the following action will be taken:

- If the family is still residing at the YWCA-FC, the family will be disenrolled from the J2H program and provided a copy of the Letter of Termination (Attachment 4). Within 2 business days the family's referral will be returned to the YWCA-FC Family and Housing Advocacy Manager and referred to another next-step housing option.
- If the family has already moved into permanent housing, the family will be disenrolled from the J2H program, provided a copy of the Letter of Termination (Attachment 4), and be ineligible for further financial services and case management through J2H.

All exits will require completion of the Letter of Termination (Attachment 4) from a J2H Case Manager.

1) **Successful Exits:** Families successfully exit the program when they have attained permanent housing and the needed community-based supportive services are in place to help the family maintain their housing.

Note: Families may also be exited from services for cause but still remain a successful housing exit **if** the family has attained housing **and** will continue to live in the unit J2H assisted in securing upon exit from the program.

2) **Unsuccessful Exits:** Families may be unsuccessfully exited from the program if they are not able to resolve their housing crisis within the expected timeframe or if the family loses their housing prior to J2H service termination.

Note: If a family being referred by the YWCA-FC does not appear to be capable of obtaining permanent housing within 30 days, the J2H Case Manager should consider that the household be exited with an unsuccessful exit. Documentation of exit should be sent to YWCA-FC Family and Housing Advocacy Manager within 2 business days.

F. Household Records

Files containing household information must be kept in a secure and locked (or capable of being locked) location to maintain confidentiality.

SECTION IV: LEASING ASSISTANCE (LA)

Participants in the J2H LA Program may receive financial assistance for direct housing costs to obtain and maintain housing. The Salvation Army must have a signed occupancy agreement or lease with each program participant residing in housing as stated by HUD in 24 CFR 578.77 (a). After a participant has leveraged all other available resources, completed an application, submitted all necessary documentation, and has been deemed eligible for the J2H LA Program, the application may be submitted to TSA for processing.

HUD's Lead-Based Paint requirements and habitability standards apply to all housing in which families assisted with J2H LA Program funds will reside. For all housing, the household must be made aware of the presence of any known lead-based paint and/or lead-based hazards and the landlord must give tenants the federal lead information pamphlet. A J2H Case Manager who is certified as a lead-based paint inspector will complete a visual inspection of the property, including a lead-based paint visual assessment, with the family to ensure the housing is clean, decent, and well-maintained. The inspection must be documented using the CSB Housing Inspection Form (CSB HEARTH Operating P&P attachment 25). Upon the visual inspection of the housing, the Head of Household and the J2H Case Manager must complete and sign the Housing Checklist (CSB HEARTH Operating P&P Attachment 6) and retain in the household's file.

Financial assistance may be provided for some or all of the households' security deposit and monthly rent. Designated staff should only recommend the amount of funds essential to get a participant into housing or to maintain housing before income is sufficient to afford total monthly rental costs. Designated staff, along with their supervisors, is responsible for determining the amount of assistance requested based on a variety of factors, including: household size and income, length of time household has been receiving income, other debts or costs the household is incurring, cost of housing, other financial assistance that will be accessed to be utilized. The second month of services, households may be expected to pay at least 30% of their income towards monthly housing costs. Exceptions may be considered on a case-by-case basis with documentation showing 30% of monthly income was applied to household costs associated with housing stability. Financial assistance may also be limited by the amount of funds available, as determined by CSB. The J2H LA Program is not designed, nor is it funded, to meet all the costs involved with establishing housing.

A. Eligible Expenses

Eligible expenses include items that directly relate to a participant's immediate need for permanent housing and that are not reasonably available from other sources. The Community Shelter Board pays all expenses directly to the vendor.

- Allowable expenses include only rent, security deposit and utilities. Non-allowable costs include but are not limited to: application fees, moving expenses, telephone bills, birth certificates, I.D., car repair, food, medical or dental care, medicine, clothing and credit card debt.
- Households should be aware that the deposit monies should be returned to household listed on the lease at the termination of their lease if the property is left in as good a condition (minus normal wear and tear) as when it was rented to them. They should also be informed that if the landlord keeps their security deposit at least six months, legally, the landlord must repay them 5% interest on any portion of the deposit that is more than one month's rent. Offering to pay double the damage deposit should be used very sparingly and only when essential.

B. Eligibility

The J2H LA Program serves homeless families currently participating in the Job2Housing program with the Salvation Army who meet the following criteria:

- **Enrolled in the Job2Housing Program.** Immediately prior to admission, households must be referred from the YWCA Family Center and be homeless.
- **Have income at or below 50% of Area Median Income.**

- **Have verification of head of household's identity.** (Maintained in agency case file) The head of household must provide legal proof of his or her identity, such as a state-issued photo I.D. or social security card.
- **Income Verification.** Provide a copy of documentation to CSB. Income must be verified even if it is zero on the Self Declaration of Income form. See Code of Federal Regulations, Part 5 (Attachment 6) for Income Inclusions and Exclusions in attachments for income sources inclusions and exclusions. **Food stamps are not considered a source of income in eligibility determination, but should be documented in a text box on the Calculations Sheet in order to reflect additional resources that contribute to stable housing.**

Income must be verified for all adult members (18 years of age and older) of the applicant household. See HUD Income: Eligibility Determination and Documentation Requirements in appendix for income inclusions and exclusions.

Income documentation must be within the last 30 days or if it is fixed income, the statement should reflect the time period of assistance. Documentation of benefits that have a date prior to the past 30 days is allowable as long as the benefit statement reflects public assistance payments that the household is currently approved for and receiving. Alternatively, a household can provide a copy of the benefit deposit statement showing benefit receipt in the past 30 days.

Declaration of Zero Income: Must complete the Self-Declaration of Income form (Attachment 7).

Where all or some portion of income is time-limited, set to expire (e.g., Workers Compensation or unemployment insurance), or irregular, the designated staff member should ensure that the household will have adequate income in subsequent months to afford housing.

In the event of a subsequent financial assistance request, income verification documentation must be included with the application and be current, and within the guidelines previously outlined.

- **Verification of future housing:** Appropriate documentation in the form of a lease signed by the Head of Household (HoH) and/or significant other is required. **NOTE:** All pages of the lease must be submitted. The documentation must indicate and include the following information:

1. Tenant and/or significant other's name.
 2. Unit address.
 3. Name, address and telephone number of the property owner or manager.
 4. Rent and security deposit amounts (full month and any prorated rent amount if applicable).
 5. Utilities the client is responsible for and cost estimate of utilities.
 6. Term of the lease (12 months at the minimum).
- **Verification of Rent Reasonableness.** The rental assistance paid cannot exceed the actual rental cost, which must be in compliance with HUD's standard of "rent reasonableness." "Rent reasonableness" means that the total rent charged for a unit must be reasonable in relation to the rents being charged during the same time period for comparable units in the private unassisted market and must not be in excess of rents being charged by the owner during the same time period for comparable non-luxury unassisted units. J2H Case Manager will complete the Rent Reasonableness Form (Attachment 8).
 - **Verification of property ownership and W-9.** Property ownership is verified via the Franklin County Auditor's Website, <http://franklincountyoh.metacama.com/altIndex.jsp>.
 - If the property owner listed on the Auditor's website is different from the Vendor on the Check Request form, the following must be provided:
 1. A Property Management Agreement must be submitted between the Vendor and the property owner listed on the Auditor's website; and the W-9 for the Vendor must be completed, signed, and contain the social security number if the Vendor is an individual or the EIN if the Vendor is a corporation/company.

If the property owner listed on the Auditor's website matches the Vendor on the Check Request form, the following must be provided:

1. The W-9 must be completed, signed, and contain the social security number for an individual or the EIN of the corporation/company of the owner/vendor.

Note: If CSB has a W-9 on file dated within the past 12 months, as indicated on the CSB Vendor list distributed every quarter, a W-9 will not be necessary.

In situations where a household will be living in a room of the landlord's home, a copy of a signed written agreement (e.g., lease) between the household and landlord must be provided, along with a

phone number where such information can be verified. J2H may not pay leasing costs for a property that Salvation Army owns or a property that is owned by a parent or subsidiary organization. Any lease arrangement must be at arm's length. NOTE: Family members are considered ineligible landlords for these households.

Please note that ownership of property is verified through Franklin County Auditor's website or by emailing or calling the Auditor's office. If ownership information is different than what is submitted with the J2H LA application, the application will be returned to the service provider until appropriate documentation is submitted to prove ownership and/or management representation. Property managers will need to provide a copy of their property management agreement with the owner of a property or other acceptable court documentation (e.g., receivership papers). In some instances, land contracts will need to be provided.

Many landlords may not wish to provide their Employer Identification Number (EIN) or Social Security Number to the client or caseworker. The landlord may fax a completed and signed W-9 directly to the CSB PM-DCA at (614) 221-9199. In addition, if privacy concerns still hinder the landlord from submitting a W-9, case managers may refer the landlord to the PM-DCA who will explain the CSB process, IRS requirements, and advocate for the client. If the landlord still refuses to complete a W-9, CSB is prohibited from providing financial assistance to that vendor on behalf of the client.

- **Furniture Bank of Central Ohio (formally MAP Furniture Bank)**
Request. J2H Program funds may not be used to pay for home furnishings.
- **Calculations Sheet (Attachment 9)**
Monthly housing costs are determined by adding rent and the average actual/estimated monthly utility costs the client is responsible to pay. Average monthly utility amounts should be based on information obtained from the utility companies whenever possible. Arrearages owed by the client carried forward by the utility company are added to the monthly housing costs calculation.
- **Have leveraged other resources to the extent they are available and do not significantly delay housing stability or placement.** Staff should assist clients in first leveraging other resources whenever possible.

Sources include PRC, FEMA, HEAP, and on-going housing subsidy programs. J2H Case Managers are responsible for tracking financial assistance, including leveraged resources, on the Individual Financial Assistance Plan form (Attachment 10). This form must be completed and maintained in the agency's household record and submitted to CSB upon household's first J2H LA request. J2H LA financial assistance may be used when leveraged resources are not available or will significantly delay housing placement.

C. Denial of Service and Appeal Due Process

Applicants who do not meet eligibility criteria and are denied service must be informed immediately by designated staff, provided an explanation of the reasons for the denial, and told how to appeal the denial per the provider agency's due process policies and procedures. CSB requires that all service denials be reviewed and approved by agency supervisory staff prior to client notification. Upon submission of applications deemed eligible, CSB will review for completeness, accuracy and adherence to program policies and procedures, including eligibility and the appropriateness of the financial request. If documentation is incomplete or if eligibility is not evident, CSB will notify the provider who in turn will be responsible for correcting the application or denying service. If the financial request does not meet the program guidelines or if the amount awarded is less than the request, CSB will notify the provider agency as soon as possible, which in turn will notify the applicant and provide information on the right to appeal via the provider agency's due process policies and procedures.

D. Columbus Service Point (CPS) Data Entry

The Salvation Army is responsible for accurate and complete CSP data entry that meets HUD and J2H LA Data Standards. Data must be current at time of referral. Instructions for entering data have been provided to the J2H CSP administrator and are part of the partner agency partnership agreement. CSB will enter the final approved amount of financial assistance for each participant. **A CSP referral to the designated CSB J2H LA program and an entry date in the Entry/Exit Record is due at the time the application packet is submitted.** Applications lacking a CSP referral and/or entry date will not be processed until a referral or entry date is completed.

SECTION V: APPLICATION AND PAYMENT PROCESS

A. Application Timetable

J2H LA applications will be accepted throughout the year from J2H. CSB reserves the right to close the application process and not accept applications due to funding constraints or other compelling reasons. The timetable below shall be followed:

Step	Process	Predicted Time to Complete
1	Completed Applications Due	Business Day #1
2	Application Review and Notification of applications being returned	Business Day #2
3	Final approval/denials	Business Day #3
4	Check available for mail & pick up	Business Day #4

Applications may be submitted at any time during CSB business hours or may be left in CSB's drop-box after business hours. **However, only applications received by the designated day at 5:00 p.m. will be processed per the above schedule.** Unforeseen circumstances may prevent following the schedule above. In this case, applications will be processed as soon as possible.

NOTE: All J2H LA applications must be submitted to CSB in person, mailed or transmitted electronically through CSP. Facsimile J2H LA applications will not be considered for review or processing due to distortion of application information created by facsimile transmission.

B. Application Contents

Applications must be submitted in the format provided by CSB. All applications for J2H LA Program financial assistance must be completed by the partner agency designated staff and include the following documentation:

- J2H LA Application Checklist (Attachment 11)
- J2H LA Check Request Form (Attachment 12)
- J2H LA Calculations Sheet (Attachment 9)
- J2H LA Client Signature Form (Attachment 13)
- A fully executed lease with all required elements
- Verification of Housing including a completed W-9 and/or property management agreement, when needed
- Verification of Income Documentation
- CSP referral
- Other eligibility verification documentation – as needed (e.g., utility documentation)

- Rent calculation spreadsheet – for ongoing leasing assistance (Attachment 14)
- Rent Reasonableness documentation (Attachment 8)
- Individual Financial Assistance Plan (Attachment 10)
- Housing Habitability Checklist (Attachment 5)

Subsequent applications for the same family during the same episode of active participation need only to include:

- New J2H LA Check Request Form (Attachment 12)
- New J2H LA Calculations Sheet (Attachment 9)
- New J2H LA Client Signature Form (Attachment 13)
- Updated income verification, including a change in employment.

The number of check requests completed will be tracked in CSP, as well as on the Assistance Tracking Log (Attachment 15) which will be kept with the client file.

C. Application Submission

Applications must be reviewed, approved, and signed by the authorized supervisor at the provider agency prior to submission. Only completed applications with all verification documentation may be submitted to CSB for processing. By submitting an application, partner agencies confirm that the information provided by both the client and the designated staff is both accurate and true. Applications can be dropped off or mailed to CSB, 111 Liberty Street, Suite 150, Columbus, Ohio 43215, Attention: Program Manager – DCA.

D. Application Review, Correction and Approval or Denial of Service and Appeal Due Process

Providers are required to have internal quality assurance procedures in place to minimize the possibility of incomplete, inaccurate, or fraudulent applications being submitted to CSB.

The CSB PM-DCA will review all applications. CSB will not approve or accept incomplete or inaccurate applications for payment, applications where eligibility is not clearly identified and verified, or in cases that may appear to have information that is untrue. The PM-DCA will notify the designated provider staff when a deficient or ineligible application is submitted to CSB. Unacceptable applications will be retained at CSB. Provider staff must provide the missing information for incomplete files in order for the files to be considered acceptable. The PM-DCA will identify additional information or documentation needed to continue processing an application.

Under no circumstances should providers make promises for the approval of an application for financial assistance with a landlord or other vendor.

Evidence of fraud may result in immediate suspension or termination from the program for the designated staff and/or the agency involved. Legal action may be sought against persons submitting fraudulent information to recoup costs in cases where payment has been issued by CSB.

Households who do not meet the eligibility criteria and are denied service must be informed immediately by designated staff, provided an explanation of the reason(s) for denial, and explained how to appeal the denial of service per the provider agency's due process policies and procedures. The Community Shelter Board requires that all service denials be reviewed and approved by agency supervisory staff prior to client notification. Upon submission of applications, CSB will review for completeness, accuracy and adherence to program policies and procedures, including eligibility and the appropriateness of the financial request. If documentation is incomplete or if eligibility is not evident, CSB will notify the agency provider who in turn will be responsible for correcting the application or denying service. If the financial request does not meet the program guideline or if the amount awarded is less than the request, CSB will notify the provider agency within 48-hours of application review. The provider agency will notify the client and provide information on the right to appeal via the provider agency's due process policies and procedures.

F. Check Disbursement

Checks will only be made payable to a verified vendor (e.g. landlord) from whom services or housing are being provided. Under no circumstances will checks be made payable or released to households. Checks will be mailed from CSB directly to the vendor. The PM-DCA will generally notify the agency representative by email of final actions taken on the applications not later than 7 business days after submission.

Only authorized employees of provider agencies are permitted to pick up checks. Neither households nor vendors are permitted to pick up checks. J2H must provide CSB with a list of employees authorized to pick up checks and such employees must be able and willing to provide picture identification, if requested, before receiving checks.

Agency staff delivering checks should obtain a receipt from the vendor and keep it in the client's record. If a check picked up by an agency representative is not delivered to the appropriate vendor, the agency is responsible for any ensuing

administrative charges up to \$35.00 and may also be held responsible for the amount of the check itself. Staff that does not deliver a check to the appropriate vendor may have their ability to submit J2H LA Program applications suspended.

SECTION VI: SUPPORTIVE SERVICES

A. Priorities

Finding appropriate housing is the priority for the J2H Case Managers. Follow-up care, including linkages to community-based supportive services, including training and employment, to help the participant maintain housing is the primary focus after housing is obtained. The J2H Case Manager's goal is to monitor the household's progress and to link the household to primary support systems and services, not to act as a primary support system.

B. Community Resources

The J2H Case Manager should make referrals to appropriate community resources. Community resources should be sought for assistance with employment opportunities, education, and job skills or parenting classes; physical health care and mental health services; child care; transportation services; alcohol and other drug treatment programs; material assistance programs; utility assistance programs; rental assistance programs; moving assistance; adult/children's protective services; and additional financial planning as needed. Case Managers should track and continually update these referrals on the Referrals and Services Provided form (Attachment 16). The Community Shelter Board may review this form during monitoring visits, however formal submission is not required.

C. Service Levels and Coordination

Pre-Placement Services:

The J2H Case Manager is the primary Case Manager and advocate for all issues pertaining to permanent housing, including employment search assistance, efforts to assist the family in meeting basic needs, goal setting/plans, and advocacy efforts, especially with potential landlords.

While residing at YWCA-FC, the family is entitled to the same rights and privileges as any other YWCA-FC resident, including use of equipment such as fax or telephone, bus tickets, child care, food, etc. Goal setting/plans will be determined jointly by the J2H Case Manager and YWCA Housing Advocate in partnership with the family. YWCA-FC Family and Housing Advocates Manager/Family Housing Advocates will keep the J2H Case Manager informed at all times of any in-house

logistics or difficulties or the emergence of new issues of which the J2H Case Manager would otherwise be unaware, especially those that may impact housing efforts. The J2H Case Manager will communicate frequently with the YWCA-FC representatives, informing of goal progress or difficulties that arise. This will be done at the weekly Program Administrators Meeting (PAM) or sooner if situations warrant.

Households will be assisted to determine proper housing needs and provided with lists of appropriate housing options, with the J2H Case Manager acting as advocate when needed. Assistance to obtain needed documentation, appointments with other community agencies, and financial assistance will be provided. Families must keep the J2H Case Manager informed of their goal progress and, if leaving the shelter, provide contact information.

Post-Placement Services:

J2H Case Manager will provide **intensive services** to families participating in the Job2Housing Program from the time the family is enrolled until they can successfully maintain housing. "Intensive services" indicates the family & J2H Case Manager will be in contact *at least weekly or more* often, typically through a home-based visit by the J2H Case Manager. At a minimum, J2H Case Manager will; monitor rent and utility payments including contact with the family's landlord, lease compliance, employment search or attendance, school enrollment for children, attendance at scheduled appointments with other community agencies, link household with employment training, and offer advocacy and assistance as needed.

D. Service Activities

J2H Case Managers should ensure that the following activities occur:

- **Appropriate Housing**
Housing should be mutually agreed upon by both the J2H Case Manager and the family's Head of Household. Locating adequate housing is a mutual responsibility of the family and the J2H Case Manager. The J2H Case Manager should use all resources possible to find housing, and may contact landlords directly if advocacy is needed. If needed, transportation should be provided to help families visit the units, complete the Housing Checklist (Attachment 5), and submit applications for housing. The J2H Case Manager should keep abreast of current rental markets, landlords to avoid, and appropriately refer families to partnering landlords. Case Managers should provide participants information about Fair Housing legislation and also review leases with households before they sign. Referrals will not be made to landlords that have repeatedly proven uncooperative with CSB or the partner agency, have refused to reimburse due

funds, do not adequately maintain properties, or have otherwise abused tenants' rights.

At a minimum, housing should be clean, decent, well-maintained, affordable, and in a neighborhood that meets the needs of the family. Upon a visual examination of the housing, the Head of Household and J2H Case Manager must complete and sign the Housing Checklist. Completed Housing Checklists should be maintained in the Job2Housing client record files. For all housing, the client must be made aware of the presence of any known lead-based paint and/or lead-based paint hazards and provided a lead hazard information pamphlet by the landlord of the property.

J2H Case Managers must leverage other resources on behalf of homeless families, whenever possible and reasonable, and document all efforts on the Individual Financial Assistance Plan form. Sources shall include, but are not limited to: Federal Emergency Management Agency, Temporary Assistance for Needy Families, other public subsidies, Prevention Retention and Contingency, VA/VSC benefits, food pantry, and material assistance and other donated goods or services. J2H resources may be used in lieu of leveraged resources for housing expenses when leveraged resources are not available or will significantly delay housing placement.

- **Employment Linkages**

J2H Case Managers will assure coordinated and integrated case planning with community based employment programs. The Head of Household is required to participate in and complete vocational training. Employment services will be provided by programs in diverse regions of the community and with diverse training opportunities. Employment counselors will provide the following services: Employment Needs Assessment, Career Coaching, Career Plan Development, Career Training, Job Placement, and Job Retention. In addition to locating employment programs that appear to be appropriate matches, J2H Case Manager will work with the family to consider the logistics necessary to access and enroll in the program. This will include the location and transportation to the training site, hours of operation, program service philosophy and compatibility with family's needs.

- **Access to Public Education**

The J2H Case Manager shall ensure that the children and youth served by the program have access to public education, and their rights are protected in accordance with Federal and state requirements. Additional coordination with YWCA-FC Child Advocate and/or Columbus City Schools Project Connect staff can be made available.

- **Mental Health/Substance Abuse Counseling**
The J2H Case Manager shall refer any family member that has a diagnosis of, or expresses interest in or concern about, mental health or addiction to a reputable community mental health or substance abuse agency for evaluation and/or further treatment. J2H Case Manager shall also refer any family member that exhibits obvious mental health or substance abuse symptoms that are hindering the family from successfully maintaining a home.
- **Credit Counseling/Financial Planning**
The J2H Case Manager shall assess a family's needs at initial intake and ongoing, and if assistance is needed beyond the budget counseling performed by the J2H Case Manager, establish referral relationships with consumer credit counseling and/or other financial planning organizations. Initial assessment is required to determine financial support needed from J2H and is required as part of the Leasing Assistance request and documentation process.
- **Legal Assistance and Linkages**
The J2H Case Manager shall also assess a family's legal needs, advocate for resolution of legal problems and make appropriate referrals to Columbus Legal Aid Society, Columbus Bar Association Lawyers for Justice, the Franklin County Public Defender, etc. Families owed back child support shall be linked to child support collection assistance.
- **Enrollment in Community Benefits**
The J2H Case Manager will utilize the Ohio Benefit Bank (OBB) to assess public benefits which will help families sustain housing until income is increased. Families may also use the OBB program to file federal and state taxes, including the Earned Income Tax Credit. J2H Case Managers may accompany the family to apply for Food stamps, childcare assistance, CHIP/Medicaid, and other benefits available through Franklin County Job and Family Services.

SECTION VII: ADMINISTRATIVE FUNCTIONS

A. Agencies' Roles & Responsibilities

Each member of the J2H team shall operate in accordance with the policies and procedures outlined in this manual, and the contract with CSB. They shall strive to achieve the Program Outcomes Plan for J2H. The primary role is to provide direct service to families to enable them to obtain appropriate housing in a timely manner and sustain housing.

1) Salvation Army:

Responsibilities include:

- Processing referrals to the J2H Program and making enrollment determination normally within 2 business days of referral
- Enrolling at least 95% of all eligible referrals
- Meeting with enrolled families within at least 2 to 3 business days of acceptance
- Provide on-going case management services on a weekly basis while family is residing at the YWCA-FC
- Housing families within an average of 10 business days after the family completes an intake with the J2H case manager.
- Collecting necessary verifications required by program funders and maintaining them in client's record
- Completing the Annual Progress Report
- Completing self-sufficiency matrix at 6 months and at 1 year after enrollment. These forms should be maintained in the client file and recorded in Columbus Service Point (CSP)
- Completing check requests for program funds, providing all required documentation, and forwarding to the Program Manager-DCA for processing
- Ensuring that program vendors have received checks from the Community Shelter Board
- Attending scheduled Program Administrators Meetings (PAM) and Family System Operations Workgroup (FSOW) meetings
- Abiding by Memorandums of Understanding with housing partners
- Monitoring adherence to established time frames for housing placement, goal achievements, etc.
- Collecting and entering data into CSP per CSP standards and J2H data dictionary
- Ensuring household satisfaction through personal contact and exit surveys
- Designing and analyzing household satisfaction surveys and grievances from the families served by J2H
- Participate as needed in the HUD conducted evaluation.

2) YWCA Family Center

Responsibilities include:

- Disseminate information on J2H program to all possible eligible families
- Screen for eligibility, complete Self-Sufficiency Matrix, and obtain FABCO reports on eligible families
- Refer all families eligible for, and interested in, the Job2Housing program within 4 business days of entry into the Family Center

- Submit referral by fax to the Salvation Army Franklin County Housing Coordinator or Case Managers including YWCA Housing Summary Referral Form (Attachment 1), Family Goal Plan (Attachment 17) and FABCO report
- Provide other client records to the J2H Case Manager at the weekly Family System Case Review, including Family Assessment, Self-Sufficiency Matrix, identification documents, verification of income, a signed Declaration of Zero Income and/or Homelessness, Client Acknowledgement for Data Collection, and other case notes as applicable or uploaded in CSP for Salvation Army's use
- Monitor adherence to referral timeframes
- Abide by Memorandums of Understanding with housing partners

3) Community Shelter Board

Responsibilities include:

- Establishing annual contracts and Program Outcomes Plan with the Salvation Army and YWCA Family Center;
- Producing a full evaluation of the program on an annual basis as part of CSB's annual program evaluation process;
- Approving all changes to the J2H Policies and Procedures;
- Approve J2H brochure for households
- Participate as needed in the HUD conducted evaluation
- Program Manager-DCA is responsible for:
 - Abiding by Memorandums of Understanding with housing partners
 - Processing requests for J2H Leasing Assistance within the set Policies and Procedures, funders' guidelines, and budgetary constraints. Advise all concerned parties regarding funding status or changes that impact J2H households
 - Ensuring that financial assistance data are collected and entered into CSP database
 - Maintaining documentations in household files as required by program funders
 - Producing and distributing monitoring reports
- CSB is not responsible for direct provision of supportive services or supervision of Case Managers
- The Program Manager is responsible for facilitating the monthly Operations Workgroup meetings.

B. Quality Assurance

Implementation of policies and procedures are evaluated annually by the leadership of the Job2Housing Program who will duly consider recommendations for improvements. The Community Shelter Board will evaluate the effectiveness of the program through:

- Quarterly indicator reports;
- Program audits as needed, and
- An annual evaluation of the program as part of CSB's Annual Program Evaluation

1. Exit Interviews/Procedures

- Franklin County Housing Coordinator closes CSP entries.
- J2H Case Managers will conduct exit interviews for each household exited, utilizing an exit survey.
- Case Managers will provide each household a satisfaction survey, including client verification that any religious activities have been optional. Households are provided with a stamped return envelope to the Salvation Army's Franklin County Housing Coordinator.
- J2H Case Manager completes the final Self-sufficiency matrix and retains in the household's file and CSP.

2. Household Participation

- Decision-making processes: The J2H Case Managers shall ensure that households are involved in decision-making processes, including planning for services and program quality improvement. This is accomplished by ensuring households choose their own housing, using the Housing Checklist, computing successful exits, and by reviewing grievances and exit surveys.
- Evaluation: Households participate in service evaluation via exit interviews and household satisfaction surveys. Surveys shall be collected, analyzed, and submitted in summary form quarterly to the Family System Operations Workgroups to evaluate and be considered for future plans of the Job2Housing Program.
- Households may be asked to participate in the HUD conducted evaluation of the J2H demonstration pilot program.

3. Household Follow-up

- J2H Case Managers will conduct a follow up self-sufficiency matrix (Attachment 2) with the family 6 months after exiting the J2H program.

C. Evaluation

Program Effectiveness: CSB shall evaluate the effectiveness of the program, including implementation of policies and procedures, at least annually as part of CSB's annual program evaluation. Recommendations for improvements will be shared with participating providers. Evaluation will also occur during periodic meetings with the provider.

Proper screening of households, coupled with effective case management (including referrals to other community resources as needed) and follow-up should lead to a high degree of successful housing outcomes for program participants. J2H Case Managers are expected to achieve the performance outcomes developed for the J2H LA Program. Should the agency experience a higher than 5% recidivism rate, capacity building may be offered to the agency to assist in correcting deficiencies. J2H Case Managers submitting applications shall have less than 5% of requests delayed or denied by CSB due to insufficient, inaccurate, or incomplete data. Program participation may be terminated if the agency consistently fails to achieve program performance expectations.

Program Audits & Reviews: Although extensive documentation must be submitted with each program application, CSB will conduct periodic program audits as part of the annual Program Review and Certification process. CSP will be used to determine if providers are assuring retention in housing.

Policy and Procedure Evaluations: CSB staff is responsible for reviewing and revising the policies and procedures and will actively solicit comments and recommendations from providers.

CSB is committed to providing outstanding, efficient, and concerned service to our partner agencies. In the event of any questions or problems, please contact the Program Manager-DCA at 221-9195. If the PM-DCA is unable to solve the problem, or if you have concerns about the J2H LA Program itself, contact the Director of Programs & Planning at 221-9195.