



**Family Rehousing and Stabilization Program (FRSP) Task Force**  
**Meeting 4 – Annotated Notes**  
**December 18, 2019**  
DHS Headquarters  
64 New York Ave, NE, Sixth Floor

**Pre-Meeting Gathering: 9:15-9:30am**

- Registration
- Meet and greet other Task Force members
- Meeting materials at each seat:
  - Agenda
  - FRSP presentation
  - FRSP Task Force Draft Report Recommendations
  - Task Force Webinar Session Notes
  - Customer Planning Meeting Session Notes
  - Advocate Listening Session Notes
  - Task Force Recommendations and Program Enhancements Unified Document for Review

**Task Force Meeting: 9:30AM-2:15PM**

TF member attendees:

Blaine Stum	Chairman Mendelson's Office
Imani Stutley	CFSA
Kathy Zeisel	Children's Law Center
Kelly Sweeney McShane	Community of Hope
Sue Marshall	Community Partnership
Kevin Craver	Community Partnership
Sheryl Chapman	NCCF
George Jones	Bread For the City
Monique Banks	Echelon Community Services
Courtney Hall	Housing Up
Sandra Jackson	House of Ruth
Damon King	Legal Aid Society of DC
Noah Abraham	DHS

Micheal Loggins	DC Council
Dana Looper	DHS
Jazamine Stallings	DHS
Jenny Shin	Echelon Community Services
Karen Cunningham	Everyone Home DC
Kimberly Harris	Family Advocate
Shonta Jones	Family Advocate
Sammira Robinson	Family Advocate
Shauna Gray	Family Advocate
Travonna Brooks	Family Advocate
Uchenna Egenti	Family Advocate
Kimberly Walker	ICH
Rachel Rittlemann	Legal Aid DC
Sharon McDonald	National Alliance to End Homelessness

Non-TF member attendees:

Darrell Cason	DHS
Lorraine Nwaoko	DHS
Hersh Gupta	DHS
Christy Evans	DHS
Nancy Blackwell	DHS
Tai Meah	DHS
Sarah Roenfeldt	COH
Jane Oh	TCP
Jamey Burden	COH
Samantha Beckett	Bread for the City
Rhonda Mitchell	W.C. Smith
Erika Duthely	OPLA
Jennifer Boston	SOME
Carolyn Perez	Washington Legal Clinic

**Welcome**

Barbara Poppe welcomed everyone to the FRSP Task Force and discussed the charge for the Task Force.

Recap: Laura Zeilinger was welcomed by Barbara Poppe. Laura thanked everyone for attending this meeting. Laura stated appreciation for everyone who is a partner for the work that everyone is doing actively towards this issue on hand. Laura is excited for the future for affordability of housing and hopes to make the changes and implementation in the near future.

## **Agenda Review and Introductions**

Barbara Poppe-Facilitator reviewed the agenda and the expectations for the flow of the meeting.

- Review the process and timeline
  - Progress from August to December 2019
- The purpose is to develop DHS report and finalize recommendations to be voted on
  - Consensus\* recommendations on FRSP that are consistent with the program purpose and within constraints (cost and impact on shelter flow/use)
  - Consensus\* recommendations for areas beyond the scope of FRSP
  - Consensus\* is the goal but will use majority vote as needed
  - Appendix: will include ideas/recommendations for FRSP that were not consistent with the program purpose
    - Ideas/recommendations for FRSP that were not within constraints (cost and impact on shelter flow/use)
    - Data and related program background

## **Next Steps**

- Task Force deliberates and makes final recommendations
- Over the next few weeks:
  - Draft final report is developed by Barb Poppe with assistance from DHS staff
  - Task Force will have chance to review and provide technical comments (errors and omissions only – no new content or revised recommendations)
  - Task Force member technical comments will be considered, and incorporated as appropriate, by Barb Poppe
  - Final report will be issued by Barb Poppe to DHS
  - DHS will share final report with Task Force members

**Presentation:** DHS recommendations with Q&A.

DHS Feasibility Review of Draft Recommendations:

- Cost implications
- Continued flow of families through the shelter system
- Operational feasibility
- Regulatory changes
- Legislative changes required

## **Vision and Values – Presented by: Noah Abraham**

Goal is to propose a “safe, stable, and affordable housing with individualized and family-centered services that promote dignity and independence through services, supports and resources, families will increase their family’s financial security and income through enhanced education and job skills and not return to homelessness”.

## **Cross Cutting Improvements – Presented by Nancy Blackwell**

Five Areas of Improvements:

- 1.) Accountability, Consistency and Transparency
- 2.) Assessment and Eligibility Determination
- 3.) Housing and Financial Assistance
- 4.) Program Improvements and Offerings
- 5.) Data and Evaluation

Simplify language for all (clients, provider, DHS, etc.) to understand.  
Organizations and staff would implement changes

Clarifying questions:

What is Two GEN?

DHS Response: DHS implements a Two Generational case management approach model. Providing services to everyone within the household not only head of household. Addressing the needs of the household as a unit.

Would Office of Administrative Review Technical Assistance also include assistance to providers as well as clients?

DHS Response: Technical assistance will be provided to both providers and clients.

### **FRSP Bridge Model – Presented by Noah Abraham**

Model is similar to DHS guidelines and TAH and PSH

Clarifying Question:

On slide 16; 3<sup>rd</sup> bullet should the text read...have a chronic mental and/or physical health diagnosis and unable to appropriately utilize and follow up on diagnosis or services?

DHS response:

The text should read...have a chronic mental and or/ physical health diagnosis and unable to appropriately utilize and follow up on services.

### **FRSP Bridge Model (Chart) - Presented by Noah Abraham**

### **FRSP Bridge Model (Program Length) - Presented by Noah Abraham**

Clarifying Question:

Is the system able to support those people who are supposed to transition from FRSP rental assistance to TAH/PSH within 90 days...is that feasible? Can the system actually assign a voucher within 90 days?

DHS response:

The idea is twofold. During that time families will be receiving FRSP subsidy and they will also qualify for a TAH and PSH. The families will lease in place within 90 days. The 90 days is from the time a family is approved for a voucher by DCHA.

### **FRSP Bridge Model (Case Management) - Presented by Noah Abraham**

Clarifying question:

What was the thinking behind increasing the case management from quarterly to monthly?

DHS Response:

A combination of what we have designed the program to be-Families in TAH may have needs that may require case management services sooner than 90 days. To accommodate that need we are suggesting providing monthly case management.

### **FRSP TANF Model – Presented by Noah Abraham**

**FRSP TANF Model (Eligibility) - Presented by Noah Abraham**  
**FRSP Bridge Model- Referral Process – Presented by Noah Abraham**

Clarifying Questions:

A Lease Up Process: 90-day termination, FRSP expires, vouchers are good for 180 days, How was the 90-day lease up timeline decided on other than a budgetary piece? 90-day seems constraining, how do we fix?

DHS response:

If the family has qualified for a TAH or PSH voucher the process will be a smooth transition as opposed to the regular process families tend to stay past 90 days where assistance is provided to the family throughout and the option to lease in place is discussed during the time frame.

Are you going to release the TAH eligibility as regulations?

DHS response:

DHS will be working on this recommendation within the HSRA regulations.

**FRSP TANF Model-Program Length – Presented by Darrell Cason**

Clarifying question:

Will a family still be terminated after 30 months if there aren't enough vouchers?

DHS response:

Yes. Being eligible and prioritized are two separate things. The need is not always met through the voucher allocation. If a family is not prioritized for a voucher to the Bridge model they will go to the TANF model to work with case management to help transition to employment if that's applicable. Extension is an option but the cap for this proposal is 30 months.

**FRSP TANF Model-Case Management – Presented by Darrell Cason**

**FRSP TANF Model-Participant Housing Cost Payments – Presented by Darrell Cason**

**FRSP TANF Model – Presented by Darrell Cason**

Clarifying Questions:

Is the 30-month a hard-maximum amount of time such that you don't allow for any extension beyond 30 months? As it is now, it is up to DHS discretion to be able to extend.

DHS response:

We will be looking at month 6 and month 9 based on the family's situation. We are proposing a hard 30 month stop within this model. The main clarifying point is understanding that FRSP is currently a 12-month program. We heard from the families on the TF that 12 months is just not enough. Understand we are coming from 12 months to 30 months. The program cannot be a long-term program. This is a short to medium term program which is the main underlying difference between a TAH/PSH and FRSP program is that there is a time limit.

What is the plan for families who need extra time?

DHS response:

We are trying to include all the enhancements. Within the spectrum of services our hope is to be able to help our families coming into the program.

What client would have adverse actions and rights to the Appeals Process?

DHS response:

Part of our feasibility study and discussion on the webinar is whether there are legislative or other implications. We are fully aware that there will be discussions that will be happening legislatively with regulations in order to fully implement.

Is it in the plan that at the end of 30 months will you ever extend?

DHS Response:

No the 30-month point is the end of the program. If a family qualifies for a long-term subsidy, they will receive it if prioritized. The ongoing assessment will identify those families so they can be recommended for an ongoing subsidy. The program will have a time limit of 30 months.

Barbara Poppe added:

The other way you can exit the TANF program is to the Bridge model.

DHS is open to Part A recommendations – What can we do within FRSP that meets the constraints the TF received from the Director. Part B recommendations which are also of the scope of FRSP can also be provided from the Task Force. Long-term subsidies are outside of the scope of FRSP so can't be Part A recommendations but could be Part B. One way to address the need is to increase the availability of vouchers as a Part B recommendation from the Task Force.

**Test Shared Housing – Presented by Noah Abraham**

**DC Flex – Presented by Noah Abraham**

**Combined Benefit Model Pilot – Presented by Noah Abraham**

**Clarifying questions:**

Could families go back to where they were residing previously (saving money and receiving incentives)?

DHS Response:

Ideally yes. It's a range of options. We want to explore those things.

Barbara Poppe added:

The idea is that customers wanted more flexibility about how they could their FRSP rental assistance.

Is DC Flex offered to TANF Families?

Barbara Poppe:

The idea is the shared housing, DC flex and the combined benefit are possible offerings. They have to be tested before it's an official recommendation. The questions is... Would you like DHS to test those three options? We heard from a small group of customers who were working but there is still a small gap between what they're earning and what the rent is. DC Flex is an ideal way to do that.

Unified Case Management Model: How do we get there?

DHS response:

There are limited overlaps. The biggest point from customer is the geographical locations between the different providers. The inability of families being able to navigate between the two, the level of services, the quality of services. It would require a lot of coordination within DHS between FSA. Will one case manager be able to handle all those services. Instead of going to two different providers the family will be able to go to one provider organization.

Performed Based Model- Will it be two separate contracts, or will DHS adopt a single contract format?

DHS Response:

It will change the whole funding and provide one contract performance-based contract for one provider. We don't know the details of what that will look like now.

Is DHS committing to the program design being a community informed process?

DSH response:

Yes

How do we fix the lack of affordable housing in the DMV area?

DHS response: We heard feedback from customers regarding the lack of affordable housing in the District. This is one of the recommendations made by customers. They want the ability to choose where to rent in DC, MD, and VA where they would be getting their job.

### **Gallery Walk: Barbara Poppe**

Six stations are across the room – each voting member has the ability to walk around and each section has a different purpose:

- 1) Program Improvements, Admin, Data/Eval., Vision/Values
- 2) Program Improvements: Assessment & program offerings
- 3) Program Improvements: Housing and financial assistance
- 4) FRSP TANF Housing model
- 5) FRSP Bridge Model
- 6) Additional ideas: Shared housing, DC Flex, CBI Model

Voting topics: Voters can support, oppose, or support with amendments

Each station: use time wisely so you go to each station within the hour limit

### **Station 1:**

#### **Vision:**

Initial vote: 26 Approve | 1 Disapprove | 0 Approve with recommendation

Final vote: Approved

#### **Data and Evaluation:**

Initial vote: 26 Approve | 0 Disapprove | 0 Approve with recommendation

Final vote: Approved

#### **Accountability, consistency, and transparency:**

Initial vote: 26 Approve | 0 Disapprove | 10 Approve with recommendation

Final vote: Approved with amendments

Approved Amendments:

- a. The advisory meeting monthly as needed and move toward quarterly meetings.
- b. Add TANF TEP organization to the advisory board.
- c. Broaden customer input beyond surveys, e.g. focus groups, evaluate and rate case management quality.
- d. Add advisory group to provide input to the FRSP client handbook and education to OAH.
- e. Add training for the Ombudsman area on DC housing and eviction regulations
- f. Add Housing condition should be tracked in the portal.

## **Station 2:**

### **Assessment and eligibility determination:**

Initial vote: 19 Approve | 8 Approve with recommendation

Final vote: Approved with amendments

Approved Amendments:

1. Add: evidenced based practice to the assessment tool.
2. Amendment: Families will be objected to an evidence-based assessment while in shelter with improved training of the assessor.
3. Amendment: Clients will receive assessment on ongoing bases in frequency basis as recommended by FRSP advisory board.
4. Add: families will be informed that completion of vulnerability assessment may also be required in addition to the eligibility determination and that while the eligibility determination and vulnerability assessment are optional, failure to complete these will make them ineligible to receive TAH/PSH vouchers.

### **Program Improvements and Offerings:**

Initial vote: 26 Approved | 1 Approve with recommendation

Final vote: Approved with amendments

Approved Amendments:

1. Clients should have a timely mediation and/or grievance process (client's choice) and the agency should have to report to DHS.
2. Provide client with right to change case management if service is poor.

## **Station 3:**

### **Housing and Financial Assistance:**

Initial vote: 16 Approve | 5 Disapprove | 8 Approve with recommendation

Final vote: Approved with amendments

Approved Amendments:

1. Will not accept slum land landlords.
2. Landlords should receive better education about tenant-landlord rights and responsibilities specific requirement in the lease and how to remedy concerns about the housing unit or property (added under landlord engagement).
3. DHS is encouraged to study Maryland and Virginia as an FRSP option.

## **Station 4:**

**TANF Model:**



Initial vote: 14 Approve | 6 Disapprove | 8 Approve with recommendation

Final vote: Approved with amendments

Approved Amendments:

1. Clarify that program term is 12-30 months based upon FRSP provider assignment.
2. Clarify that “no-services” families may opt into services at quarterly review (90 and 180) with outreach for families paying zero rent.
3. Add: DHS will consider provider input for realistic performance-based contracts.
4. Assess whether feasible to lower case management for youth-headed families.

Approved Recommendation: Part B

- DHS should have discretion to extend FRSP services and housing, on a case-by-case basis, at the end of the 30-months FRSP time limit based on totality of circumstances and client demonstrated good faith. This should reduce returns to homelessness.

### **Options for Family Rent Share During the Step-Down:**

Task force members were presented 3 options (current draft report language, alternative language, and recommend alternative language)

#### Current draft report language:

Families who opt for services engagement will pay 30% of their income for rent during the first 12 months of participation plus any additional period of time before the final step-down phase. During the step-down subsidy phase, the tenant portion of the rent will be pro-rated to increase from the subsidized level to full rent payment. The landlord payment will be adjusted accordingly.

#### Alternative language:

- Families who opt for services engagement will pay 30% of their income for rent during the first 12 months of participation plus any additional period of time before the final step-down phase. During the step-down subsidy phase, the tenant portion of the rent will be 50% of income during the step-down period. The landlord payment will be adjusted accordingly.

#### Current draft report language:

- Families who choose the no-services model will pay 30% of their income during the first 6 months then the tenant rent share will be pro-rated to be full rent at exit.

#### Alternative language:

- Families who choose the no-services model will pay 30% of their income during the first 6 months then the tenant rent share 50% of income during the step-down period.

Initial vote: 14 Approve current report language | 1 Approve with alternative language (above) | 6

Recommend alternative language (below)

Alternative Language recommendations were proposed but not approved.

1. Residents should always pay no more than 30% of their income towards rent.
2. Increase in rent should be final monthly amount determined on number of months left in the program and gap in tenant rent versus apartment rent. If difference is \$600, increase the rent by \$100 each of the last 6 months.

Final vote: Approved current report language (above)

### **Station 5:**

#### **FRSP Bridge to TAH/PSH (Bridge Model):**

Initial vote: 20 Approve | 3 Disapprove | 3 Approve with recommendation

Final vote: Approved with amendments

**Amendment:**

If someone doesn't lease in place, client can request extension on a case by case basis, not to exceed 180 days

**Approved Recommendation: Part B**

- Additional long-term rental assistance/vouchers are needed for TANF families who need rental assistance beyond the 30-month time limit for FRSP. These include families who meet the eligibility criteria for TAH and PSH, but for whom sufficient vouchers were not available during their term of enrollment in FRSP, and families who may not meet the TAH/PSH criteria but have incomes that are too low to reasonably afford an apartment in DC. More vouchers would help FRSP families exit FRSP more quickly and reduce returns to homelessness.

**Station 6:**

**Shared housing:**

Initial vote: 15 Approved | 11 Disapproved

Final vote: Approved with amendments

**Approved Amendments**

1. Change title to Explore Feasibility of Shared Housing Options
2. Consult with FRSP Advisory Group.
3. Consider LL Tenant implications.
4. Get advice from Landlord tenant experts.

**DC Flex:**

Initial vote: 25 Approved | 2 Disapproved

Final vote: Approved

**Approved Part B: Recommendations**

- Expand DC Flex to provide shallow rental assistance for FRSP families who are working and earning income, but have trouble making ends meet in some months. DC Flex would help some FRSP families exit FRSP more quickly and reduce returns to homelessness due to unanticipated changes in income or expenses.

**Combined Benefit Model:**

Initial vote: 22 Approved | 2 Disapproved | 1 Approve with recommendation

Final vote: Approved

The Final report was adopted by a majority of Task Force members: 19 in favor | 3 opposed