



**REQUEST FOR LETTERS OF INTENT (LOI)  
BOULDER COUNTY REGIONAL HOMELESS COLLABORATIVE  
IMMEDIATE RESOLUTION AND SHORT TERM NAVIGATION SERVICES  
FOR THE CITY OF LONGMONT  
OCTOBER 1, 2017 THROUGH SEPTEMBER 30, 2018**

**DUE DATE: By 5:00 pm on August 31, 2017**



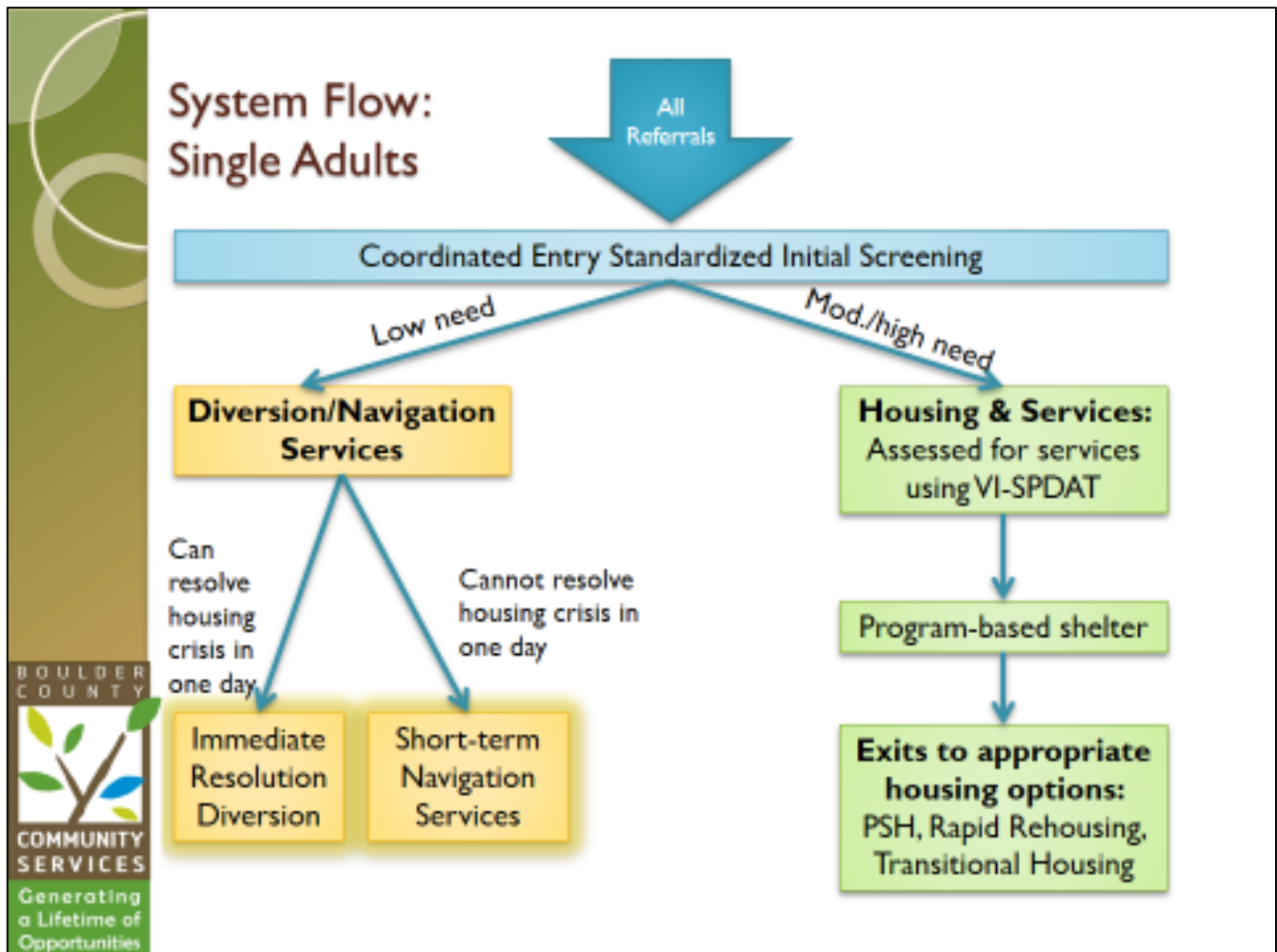
City of Longmont  
Community Services Department  
350 Kimbark Street  
Longmont, CO 80501

Attn: Karen Roney, Director  
Phone: (303) 651-8633  
[karen.roney@longmontcolorado.gov](mailto:karen.roney@longmontcolorado.gov)

**Immediate Resolution/Short-term Navigation Services  
Adults Experiencing Homelessness in the City of Longmont**

**A: OVERVIEW**

The City of Longmont recently completed an extensive assessment of single adult homelessness in Longmont, and what subsequent services and systems should be in place to address it. As a result, the City of Longmont has joined a collaborative of Boulder County funders and providers to address homelessness via a new integrated, evidence-based continuum of care model (Boulder County Regional Homeless Collaborative (BCRHC)). As part of this model (illustrated in the diagram below), the City of Longmont seeks a contractor to provide diversion/navigation services (immediate resolution and short term navigation) in the Longmont community.



The selected contractor(s) will help diversion clients navigate a path to resolution. The contractor may offer all of these services at one single navigation site, or may collaborate with another provider(s) to offer the full suite of diversion/navigation services. Coordinated entry (initial client assessment) that will be offered by a single vendor selected through a separate countywide procurement process should also occur at the navigation site. Any proposed contractor must identify how they will coordinate their activities with partner agencies, who will be fulfilling other portions of this contract.

Additional background information, the description of coordinated entry and diversion services, and the specific scope of immediate resolution and short-term navigation services are described below.

### **Background:**

In the summer of 2016, the City of Longmont engaged in a process to assess the homeless service delivery system in Longmont, Colorado to:

- Identify the **prevalence of people who are chronically homeless** in Longmont including the contributing factors and circumstances
- Understand and explore the **barriers to access and gaps in service provision**
- Identify opportunities for **service alignment, collaboration and enhancements**
- **Suggest approaches** that could optimally serve Longmont's chronically homeless adults.

A similar assessment was conducted in the City of Boulder a couple of years prior to Longmont's assessment. Contributing factors and circumstances leading one to become homeless in Longmont were fairly well-aligned with those experienced by people experiencing homelessness in Boulder County and across the region. Job loss was the number one contributing factor to becoming homeless followed by a change in family situation, health issues and/or physical disabilities, substance abuse, domestic violence and having moved here and been unable to find work. Lack of affordable places to live / inability to pay housing costs was an overlay to each of these contributing factors. The key to stabilizing individuals to succeed in other life arenas, is to ensure that they have a safe and reliable place to live. In the past, homeless services have been spread across a host of providers, having different missions, strategies, and results. Both assessments recommended a systems approach for serving single adults experiencing homelessness that improves coordination, aligns resources, and measures success based on client's achieving stable, sustainable housing.

In addition, further examination of Boulder's services to single adults experiencing homelessness revealed that about 80 percent of homeless adults could be helped with short-term assistance (the other 20 percent were high needs or highly vulnerable individuals who had experienced repeated, or long-term homelessness). The scope of this Letter of Intent (LOI) involves the majority of homeless adults who may be helped with short term (though possibly intensive) supportive services. An initial screening device can identify the type of services most appropriate for each client. As part of the larger model, the assessment dictates the recommended trajectory to short term (low need client) versus longer term (high need client) assistance.

### **Description of Services**

The City of Longmont is requesting Letters of Intent (LOIs) to provide Immediate Resolution (IR) and Short-Term Navigation (ST Navigation) services for adults experiencing homelessness in the City of Longmont. IR and ST Navigation in the city are critical components of the larger countywide strategy for coordinated entry and homeless services system consistent with the Boulder County Regional Homeless Collaborative, the City of Boulder Homelessness Strategy, and the City of Longmont Homeless Services Assessment.

### **Coordinated Entry (CE) Systems**

CE systems are designed to create a seamless way for people experiencing housing instability or homelessness to access appropriate housing and services. CE is a system, both procedural and technological, whereby clients access housing resources through the same process regardless of the first agency they contact (entry point). Individuals are assessed through a common tool and can access to a common pool of services and housing, according to their level of need and other identified community prioritization factors.

Boulder County and the cities of Boulder and Longmont are releasing a Request for Letters of Intent (LOI) for Countywide CE services, which includes further details about these services. See [Countywide Coordinated Entry Request for Letters of Intent](#).

#### IR/ST Navigation Development in Boulder County and IR/ST Navigation Vendor Scope of Work

IR/ST Navigation are new services in Boulder County planned for launch October 1, 2017, with policies and procedures currently in development through a countywide planning process. Although IR/ST Navigation services will be procured separately by the cities of Boulder and Longmont, the cities will work together with selected contractors to ensure the IR/ST Navigation services and procedures are as consistent as possible countywide. The selected IR/ST Navigation contractor(s) will participate in development of policies and procedures, along with other community stakeholders. Final approval of policies and procedures will occur via the Boulder County Regional Homeless Governing Body, the identified governance structure for countywide homelessness systems.

IR/ST Navigation represent one of two paths adults experiencing homelessness in Boulder County will enter according to CE assessment results.

#### 1. *IR/ST Navigation Path:*

IR – Services are provided when an individual presents at the “coordinated entry site” of the homeless service response system and requests help in returning to stable housing. The individual has not yet entered the homeless service system and the goal is to deter the individual from remaining homeless by exploring other housing options and other services (e.g., mediation, financial assistance, links to mainstream services, legal services, etc.). A more detailed description of IR and envisioned services is included as Attachment A.

ST Navigation – Services are intended for lower needs individuals, who require limited assistance getting back into permanent housing. Our local assessments indicate that about 80 percent of our current homeless can find resolution with short term services. They require assistance over a slightly longer period than IR services (i.e., approximately one week) in order to return to stable housing. ST Navigation participants work with staff to develop a Navigation plan to resolve their situation. Some Navigation plans will require short-term overnight shelter. A more detailed description of ST Navigation and envisioned services is included in Attachment B.

#### 2. *Program-Based Shelter (PBS) Path:* Ongoing overnight shelter and daytime support services is provided for moderate/high need people unable to resolve their situation without significant longer-term assistance. PBS is focused on placing individuals into stable housing, and people remain in PBS until housed. PBS will be located at the current countywide homeless shelter, *Boulder Shelter for the Homeless*.

CE is the gateway to all homeless services and housing in Boulder County for single adults. All IR/ST Navigation service referrals will come through CE.

- Respondents to this Request for LOIs should propose providing both IR and ST Navigation services as the suite of services for both are similar.
- Services procured through this LOI process are specific to the City of Longmont, though the selected contractor will participate in countywide efforts to ensure consistency across the county in IR/ST Navigation services.

- The selected IR/ST Navigation contractor will be required to provide services – as described in Attachments A and B – to people screening as appropriate for IR/ST Navigation to help them find a “same-day” solution to avoid entry into the homeless service system, or to help them resolve their housing crisis in approximately 7 days or less. In some cases, individuals may require more than 7 days of service as described in Attachment B and must thus be “re-certified” for an extension of short term navigation services.
- The selected IR/ST Navigation contractor will provide individuals with a Navigation plan and work with the client on the plan to help resolve barriers and support progress.
- The IR/ST Navigation contractor will manage daytime navigation services, as well as safe indoor overnight sleeping space for up to 50 people actively participating in Navigation plans.
- Prioritization for ST Navigation resources, including overnight sleeping space, will follow prioritization criteria established through the countywide planning process.
- IR/ST Navigation respondents may propose additional services that are not included in attached service descriptions. Additional services will be considered if they are consistent with requested service model and determined to be in the best interest of the community.
- IR/ST Navigation services contractor will work closely with the CE contractor to ensure “warm handoff” into IR/ST Navigation services, or facilitate a smooth transition between IR and ST Navigation services to PBS if the initial service path is determined to be incorrect.
- The IR/ST Navigation contractor will utilize the Boulder County Connect client portal for consistent data entry and tracking, in accordance with the countywide homelessness system metrics determined through the ongoing countywide planning process.
- Standardized procedures for IR/ST Navigation are implemented with fidelity by the contractor.
- IR/ST Navigation day services will be open 7-days per week, 6-8 hours per day.
- Overnight Navigation sleeping spaces will be available nightly year-round.
- ST Navigation clients will be provided with basic needs support while participating in a Navigation plan. The ST Navigation contractor will supply/arrange access to meals for Navigation plan participants. Access to showers, laundry, and storage must be available to people while in Navigation plans.

As new services in Boulder County, it is anticipated that IR/ST Navigation procedures will require some adjustment during Year 1 as system data illuminate opportunities for improvement. The IR/ST Navigation provider will be expected to participate in regular meetings and feedback mechanisms with local government and other system stakeholders to review data on system performance and concerns/suggestions from clients or other community agencies to inform change. Meeting frequency has not yet been established, and may change during different phases of implementation. IR/ST Navigation contractor(s) will need to be flexible to the need for changes and receptive to feedback.

#### **IR/ST Navigation Sites**

- IR/ST Navigation sites have not yet been established.
- Daytime IR/Navigation services are envisioned to take place at the same location(s) as CE screening and assessment to facilitate quick resolution for individuals with lower needs without the need to travel to another location. Navigation overnight services will ideally be located at the same site.

- Because Navigation services are anticipated to have more extensive and intensive use of the joint service site, it is anticipated that the site will be identified by the selected Navigation contractor with some potential assistance from local government. Input and assistance from the CE contractor in site identification is welcomed.

**IR/Navigation Service Integration with CE and PBS**

- IR/ST Navigation vendor(s) may be the same or different organization as CE and/or PBS provider, but must work closely with CE and PBS service provider(s) for seamless client services, avoiding duplication of steps for clients or providers and assuring a continuum of support that leads to resolution.

**Budget**

The budget for IR/ST Navigation services has not yet been determined. Include a budget summary as described in Section B of this Request for LOIs. Separate budget for IR from budget for ST Navigation. It is important to note that additional City of Longmont funding to support these services will not be available until January 2018.

**Eligibility**

Existing 501(c)(3) nonprofit agencies or governmental entities with experience in providing related/similar services to homeless adults in the City of Longmont. Preference for providers based in the City of Longmont with established relationships and knowledge of local community, clients and housing resources.

**Deadline and Submittals**

Interested entities should respond with LOI including information requested in Section B of this document. LOI should be a maximum of **five** pages. All responses must be **received by 5:00 pm on Thursday, August 31, 2017**. Extensions will not be granted.

**LOI Review and Notification**

The City of Longmont will review responses to this request and provide letters of notification by **September 7, 2017 via email**. Responses will be evaluated based on strength of experience and qualifications to provide IR/ST Navigation services in the City of Longmont in accordance with the countywide planning and implementation process and system design, approach to services appropriate to City of Longmont Homelessness Strategy, and appropriateness of budget for services.

The LOI does not guarantee funding or preclude a further detailed proposal and budget. Organizations with accepted LOI will enter into contract negotiations with the City of Longmont. Contract is contingent upon ability of organization and the city to reach agreement on services and budget during contract negotiations.

**Timeline**

| <b>Event</b>                          | <b>Date</b>    |
|---------------------------------------|----------------|
| Request for LOIs Released             | Aug. 10, 2017  |
| LOI due                               | Aug. 31, 2017  |
| City review responses and accepts LOI | Sept. 7, 2017  |
| Contracts negotiated and executed     | September 2017 |

**For Additional Information**

Complete proposals must be received or delivered by **5:00 p.m. on August 31, 2017** to:

Karen Roney, Community Services Director  
City of Longmont  
Longmont Civic Center  
350 Kimbark Street  
Longmont, CO 80501  
[karen.roney@longmontcolorado.gov](mailto:karen.roney@longmontcolorado.gov)

Proposals must be received via mail, email, or delivered to the City of Longmont by the due date and time to be considered. Late proposals will not be accepted.

All entities submitting a proposal will be notified of their selection status by September 7, 2017.

For more information, please contact Karen Roney at (303) 651-8633 or [karen.roney@longmontcolorado.gov](mailto:karen.roney@longmontcolorado.gov)

**B: LOI FORMAT** (5 pages maximum)

**Part I: Applicant Information**

|  |        |
|--|--------|
| Name and Title of the main contact for this LOI: |        |
| E-Mail Address:                                  | Phone: |
| Mailing Address, City, State, Zip:               |        |
| Website (if applicable):                         |        |

**Part II. LOI Narrative**

*Please provide narrative responses to questions outlined below related to your organization’s proposed provision of IR/ST Navigation services.*

*Use a standard font no smaller than 11 point and **include the headings** provided below. It is not necessary to repeat the text of the questions. You are not required to submit the full amount of pages, but **content that exceeds the five-page maximum will not be reviewed.***

**A. Experience and Qualifications**

- 1. Agency experience providing similar/related services to target population:** Please describe your organization’s experience providing services related or similar to IR and/or ST Navigation to adults experiencing homelessness in the City of Longmont.

**2. Qualifications to provide IR/ST Navigation:** Describe your organization’s qualifications and particular strengths/unique advantages to provide IR /ST Navigation in the City of Longmont, including ability to effectively integrate services seamlessly with CE contractor in Longmont and other key partners.

**B. Approach to providing IR/ST Navigation services:** Describe your organization’s approach to implementing IR/ST Navigation services, within the context of the countywide planning process. Include:

- a. Anticipated number and type of staff;
- b. Training and experience of staff;
- c. Timeline required for implementation;
- d. Approach to management and oversight of program;
- e. Approach to site identification and selection;
- f. Approach to partnership, feedback and program adjustment with clients, homeless services and safety net agencies, local government and other key stakeholders as IR/ST Navigation programs are implemented;
- g. Potential barriers to implementation of IR/ST Navigation and strategies to overcome them; and
- h. Any additional relevant information about your organization’s approach to IR/ST Navigation provision.

Because IR/ST Navigation are new services in the City of Longmont and part of a larger countywide planning process, it is expected that the selected IR/ST Navigation contractor(s), as well as the City of Longmont, may need to adjust program approach before, during and after implementation.

**Part III: Financial Attachments**

*Fill out sections 1, 2, and 3, providing separate budget information for IR/ST Navigation programs and either insert or attach separate program budgets for IR and ST Navigation in section 3 below. Make sure to label any attachments.*

**1. Anticipated Program Sources of Funding – IR/ST Navigation Services**

*Complete the table below indicating anticipated funding sources. Add rows to fit the agency funding categories if necessary. Indicate 0% for categories that do not apply.*

| Percentage | Funding Source  |
|------------|---|
| %          | Government grants or contracts (federal or state)     |
| %          | Local government grants or contracts (county or city) |
| %          | Foundations   |
| %          | Business sponsorships                                 |
| %          | Individual contributions                              |
| %          | In-kind contributions (optional)                      |
| %          | Other (please specify)                                |
| %          | <b>TOTAL (should equal 100%)</b>                      |



- 2. Current organization resources to be leveraged for IR/ST Navigation program:** Briefly describe existing organization resources (staff, infrastructure, other) that can be leveraged/re-purposed for IR/ST Navigation. This will be an important consideration, as City of Longmont funding to support these services will not be available until January 2018. Note these items in detailed program budget for section 3 below.
  
- 3. Detailed Program Budget:** Either insert or attach separate program budgets for IR/ST Navigation services on the following pages.

ATTACHMENT A: Immediate Resolution (Diversion): Description of services to be offered

**What is diversion as used more broadly in homeless services?**

Services are provided when an individual presents at the “coordinated entry site” of the homeless service response system and requests help in returning to stable housing. The individual has not yet entered the homeless service system and the goal is to deter the individual from remaining homeless by exploring other housing options and services

**How does immediate resolution (diversion) as conceived for Boulder County differ from the broadly used conception of diversion as described above?**

Immediate resolution includes these “traditional diversion” cases where a small amount of assistance (e.g., mediation or one-time payments) could resolve an individual’s housing crisis. It also includes those clients that may or may not be new to homelessness but who need assistance to reunify with family or support systems elsewhere.

**What services should Boulder County’s homeless service system offer through its Immediate Resolution intervention?**

Immediate resolution services should include:

- 1) DOCUMENTATION
  - a) Record keeping: record all contact and services provided with and for each client. Reporting should be longitudinal, and specific to each client. Final housing outcome must be indicated. Assessments should be consistent across agencies
- 2) HOUSING
  - a) Conflict mediation with landlords or family/friends with whom the individual is staying. The reason for the current state of homelessness may have involved some level of tenant conflict with the landlord, neighbor, family member, friend, or room-mate. Mediation may require direct contact with any of these individuals, with the intent of rectifying the immediate situation and returning a person to their previous housing. Mediation may be short term or on-going, depending on the needs of either party. Mediation may involve some financial remuneration directly to the aggrieved party.
  - b) When assisting individuals in finding alternatives (such as staying with family and friends or reunification), immediate resolution staff will discuss options with the individual to ensure they are safe and appropriate. To avoid inappropriate diversion attempts, this qualitative conversation will be preceded by a small number of upfront screening questions. A countywide screening tool for Boulder County is under development as part of the countywide planning process. Our tool would ultimately include (1) prescreening questions to rule out diversion where inappropriate, (2) the diversion conversation questions, and (3) additional screening where to assess need for those who are not candidates for immediate resolution.
  - c) Identify any current co-housing options that do not conflict with lease or homeowner agreements, legal constraints, or housing code standards (see reunification definition below).
  - d) Reunification: return an individual to the social environment where housing support is most likely to occur. Those options must consider what stipulations the current tenant’s lease agreements or homeowner association contracts dictate, and whether the client can be successfully reunited under those conditions. Reunification assistance must also consider any legal barriers, such as pre-release (conditions of bond), parole, or probation conditions that limit where and with whom a person can live.

- a. Reunification assistance: This piece would help individuals identify family members, friends, and other support networks that could assist him or her in gaining housing stability. For Boulder County, this would include leveraging software that is designed to help individuals find such supports.
  - b. The contractor may be required to contact specific persons in this network to understand any barriers the client may face in returning. As part of the process, the vendor may need to mediate an existing conflict.
  - c. Final disposition may require finding and funding safe and suitable transportation to that location (see reunification definition above). In the event that support networks are identified outside of Boulder County, transportation may be needed to enable that reunification (i.e., bus fare).
- 3) FINANCIAL SUPPORT
- a) Benefit eligibility and application: Clients may be eligible for various subsidies or entitlements that have not been explored or have lapsed. The vendor must assist the client in locating any available benefits and completing the application to attain them. Benefits may include, but are not limited to SSI/SSDI, SNAP, housing vouchers, Medicaid, etc.
  - b) Flexible financial assistance: Because individuals will present with very diverse issues, these funds should be flexible, so that funds can be used for whatever will best help the client stay in housing or find a safe place to stay outside the shelter system.
  - c) One-time financial assistance should be made with some assurance (via an assessment) that the one-time intervention will provide a sustainable solution. These monies may include but are not limited to rent or utility assistance, debt mediation, deposit assistance, medical treatment, car payments, or car repairs.
- 4) CONNECT TO COMMUNITY RESOURCES
- a) Referral to a host of available community resources, such as food banks, free clinics, clothing banks, mental health treatment, employment counseling, victim services, etc.
  - b) Legal assistance: clients may have been wrongfully evicted or discriminated against. Vendors must be able to refer to accessible and effective legal assistance, or provide that service in-house.
  - c) Identify various transportation options within Longmont and to the neighboring communities (for work or services).
- 5) CASE MANAGEMENT
- a) Short term case management: A case manager should be assigned to help the client prepare and find stable housing as soon as possible. The plan should articulate action steps for resolving the client's housing crisis and the type of services the case manager recommends to support that goal.
- 6) SHORT TERM OVERNIGHT SLEEPING SPACE
- a) In some rare cases, clients may also need a short-term overnight sleeping space, particularly those who are reunifying with out-of-county supports as they may need a place to stay before transit is arranged.

**How will the mix of services and supports provided to individual individuals be determined?**

The exact mix of services each individual receives through the Immediate Resolution component will differ based on the individual's unique needs. Other communities doing diversion have found that open-ended conversations around strengths and opportunities allow individuals to think more creatively about supports to prevent their homelessness. Interviewers should be familiar with strengths-based assessment and intervention.

**How will the mix of services actually received by individuals be recorded for evaluation and improvement purposes?**

Following the National Alliance to End Homelessness model, the assessment worker will identify the types of assistance provided to each client, and those data will be entered into the Boulder Connects data system for monitoring and analysis.

## ATTACHMENT B: Short-term Navigation: Description of services to be offered

### **What is short-term navigation broadly defined as it will be offered in Boulder County and who will it serve?**

Short-term navigation services are intended for lower needs individuals, who require limited assistance getting back into permanent housing (i.e., the majority of individuals who have historically utilized local shelter for an average of eight nights). They require assistance over a slightly longer period than IR services (i.e., approximately one week) in order to return to housing and stabilize there. ST Navigation participants work with staff to develop a Navigation plan to resolve their situation. Some Navigation plans will require short-term overnight sleeping space.

### **What is the evidence base related to short-term navigation services as envisioned for Boulder County?**

Direct evidence to inform the best approach for determining the type and level of services provided in the confines of short-term navigation as envisioned, particularly for single individuals, is minimal. However, best practices around rapid rehousing for families and the Housing First approach yield insights that can inform this work.

Because clients served by short-term navigation will likely need a short-term sleeping space, they will become homeless (rather than being diverted from entering the homeless service as in immediate resolution diversion). The goal then is to get them back into housing with the connection to the supports needed to maintain stable housing. Because of this, short-term navigation as conceived here is most similar to a very light-touch version of rapid re-housing (i.e., of a shorter duration and without long-term follow-up support).

Rapid re-housing aims to help individuals rapidly exit homelessness and return to housing and limit the extent to which they become homeless again in the future. After several years of testing rapid-rehousing in communities across the United States, the U.S. Interagency Council on Homelessness, the National Alliance to End Homelessness, and other partners have distilled the practice into the following core components:

- (1) Housing identification, which includes landlord engagement
- (2) Move-in and rent assistance
- (3) Rapid rehousing case management and services

However, most of the research around rapid rehousing best practices focuses on families, so some modifications may be needed when addressing the needs of single individuals.

The Housing First approach is considered best practice in homelessness. As articulated by the National Alliance to End Homelessness, the Housing First approach to homeless assistance focuses on providing people experiencing homelessness with permanent housing, which serves as a platform for clients to address other personal goals and challenges. The Housing First paradigm has demonstrated that individuals, once housed as the most basic of needs, are then able to address additional life challenges, such as securing employment, returning to school, stabilizing their budget, and obtaining substance and mental health treatment. Therefore, short-term navigation services should focus on exits to housing as the top priority.

### **What services should be offered in short-term navigation?**

Short-term navigation services should augment what is already covered under Immediate Resolution (IR) criteria. Short-term navigators should also consider the following:

1. HOUSING: Identify additional housing options.
  - a. Leverage existing Housing Panel structure and resources as appropriate
  - b. Provide housing search assistance for individuals in need of new housing (i.e., where mediation or reunification is not effective nor an option), including engaging with landlords to overcome resistance to this client, provide incentives or assurances as appropriate or assisting with deposits (rent or utility) so that the client can re-establish stable housing.
2. FINANCIAL ASSISTANCE
  - a. Provide access to on-going budget management and financial stability education and support
  - b. Refer to any of the various savings programs offered around the county (e.g., PIE-like programs, if appropriate)
  - c. Explore outside one-time assistance grant resources (e.g., Women’s Work) for needs that may extend past the rapid rehousing timeframe.
3. CONNECT TO COMMUNITY RESOURCES: (See description under IR services)
4. SHORT TERM OVERNIGHT SLEEPING SPACE: Short-term overnight sleeping space to provide clients a safe place to stay while they resolve their housing crisis. Ideally, the short-term sleeping space will be co-located with other navigation service, coordinated entry screening, and immediate resolution diversion, and that facility will be open 24/7 without sobriety requirements. Meals will be served to those staying in short-term sleeping spaces. If clients are engaging in navigation case management services, but not staying overnight, case managers would help them connect with existing community food resources. The sleeping space facility will also provide showers, laundry, and storage.
5. CASE MANAGEMENT: defined as “a collaborative process that assesses, plans, implements, coordinates, monitors, and evaluates the options and services required to meet the client’s health and human service needs. It is characterized by advocacy, communication, and resource management and promotes quality and cost-effective interventions and outcomes.”<sup>1</sup> Create a plan that articulates action steps for resolving the client’s housing crisis and the types of services need to support that goal. Also, indicate the recommended ratio of case managers to clients that you anticipate serving. Case management may be done by the navigating agency until the person is stabilized, and may also be transferred within the same agency or to another agency for long-term case management.

**How long will clients receive short-term navigation services?**

We intend the maximum length of services per client housing crisis to be seven days. We expect that some clients will be able to resolve their housing crisis in a shorter length of time, that some clients will need the about the full week, and that other clients will need additional time. Though this service is not intended to be long-term, it may be more cost effective for the system and otherwise in the public good if clients can recertify for additional weeks of short-term navigation service. For example, if a client has a move-in date for a new apartment set for the following week, but has nowhere else to stay in the interim, allowing the client to stay in short-term shelter via short-term navigation services is the best option for the individual and the community. If a client does not resolve their housing crisis within the first 7 days of service, the navigation service providers in Longmont and Boulder will go through a recertification process with the client each week to document the circumstances generating the need for continued service. This data will allow the evaluation team to better understand these needs and improve service models and improve the screening tool and referral process.

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<sup>1</sup> Source: Commission for Case Management see: <https://ccmcertification.org>.

**Will there be a cap on financial assistance per individual (i.e., depth of service)?**

We will explore existing data from the Housing Panel to determine whether a reasonable cap on financial assistance per individual can be determined. If we lack sufficient data to propose a dollar amount cap for services starting on October 1<sup>st</sup>, 2017, this issue will be reconsidered during or after the pilot phase once more data is collected to understand the needs of those served by short-term navigation.

**How will service providers assess clients for service needs and recertification?**

Because we expect different non-profit entities to provide short-term navigation services in City of Longmont and the City of Boulder but want to provide consistent services across the county, the non-profits providing these services must use standardized needs assessments and recertification tools to document services, client characteristics, and outcomes in a consistent manner using the Boulder Connects data system.