



Welcome - Please turn off or silence all cell phones during the Study Session.

Meetings are televised everyday on Channel 2 at 7 p.m. and midnight

Study Session:

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Policy Report
Alliance Against Family Violence Request
May 15, 2018

Prepared by:

A handwritten signature in black ink, appearing to read 'Paul Kramer', written over a horizontal line.

Paul Kramer
City Manager

Issue:

On May 2, 2018, Joyce Grover, Executive Director, Kansas Coalition Against Sexual and Domestic Violence, sent a request to the City Commission for funding for the Alliance Against Family Violence (AAFV). The request, which is attached, is for a \$50,000 matching grant. The attached request includes many of the details related to the request.

Various AAFV board members are expected to attend the meeting.



Alliance Against Family Violence

P.O. Box 465
Leavenworth, Ks 66048
aafv@sbcglobal.net

May 2, 2018

Leavenworth City Commission
100 N. 5th Street
Leavenworth, KS 66048

Dear Commissioners:

The Board of Directors of the Alliance Against Family Violence (AAFV) is requesting assistance from the City of Leavenworth in the amount of a \$50,000 match.

In November 2017, AAFV temporarily closed its services for victims of domestic violence and sexual assault. At that time, the organization did not have sufficient cash flow to support its regular operating expenses, including its payroll. While AAFV has, and will likely continue to have, funding available through grants provided by the state and federal sources, nearly all of those grants require that the expenses be incurred first and then reimbursed. In some cases, the wait for the reimbursement for these expenses can be as long as 3 to 4 months or longer, meaning that AAFV has to have cash flow equal to *at least* 6 months of expenses, preferably more.

The Kansas Coalition Against Sexual and Domestic Violence is working with AAFV to develop and implement a plan of action to re-open services.

In April 2018, a new Board of Directors met for the first time to strategize reopening services to the Leavenworth and surrounding communities. At this point, AAFV has been reimbursed for nearly all of its prior expenses and those obligations have been paid. The organization has significantly reduced any services outside of the core domestic violence and sexual assault services and no longer provides a child advocacy center, batterers intervention programming, transitional housing, a clothing room, or child care. AAFV owns the shelter facility and is free of debt. At the current time, there is no staff or hotline services and referrals are being made to the state crisis hotline and domestic violence and sexual assault services in the surrounding communities.

The AAFV Board knows that being without these life-saving services in the Leavenworth area is unacceptable. Many lives are impacted by the lack of safe shelter and support for victims of

domestic violence and sexual assault. It goes without saying that being without these services may create lethal and highly dangerous situations for victims who would seek help were the services available.

The AAFV Board of Directors is working on a fundraising plan. It believes the community will need to raise a minimum of \$150,000 before services can be reopened.

The Board of Directors is respectfully asking the City of Leavenworth to match the first \$50,000 raised from the community. These funds will create the cash flow necessary to allow AAFV to use the already awarded grant funds, which can only be used for reimbursement of expenses.

This same request has been made to the Board of County Commissioners.

In order to have these critical and life-saving services available in Leavenworth, it will take all of us working together. The AAFV Board of Directors appreciates your consideration of this request.

Because AAFV has no staff at this current time, it is requesting that questions for additional information be directed to Joyce Grover, Executive Director, Kansas Coalition Against Sexual and Domestic Violence, joyceg@kcsdv.org; 785-232-9784 and the staff at her office. Ms. Grover is meeting regularly with the Board.

Most Sincerely,

AAFV Board of Directors

Stanley Cherrie

Julie Martinez

Melynda Harbour

Sarah Gustin

POLICY REPORT
Festival Advisory Committee Recommendations
May 15, 2018

Prepared By:



Taylour Tedder
Assistant City Manager

Reviewed By:



Paul Kramer
City Manager

BACKGROUND:

The City Commission authorized the temporary formation of the Festival Advisory Board in late 2017. The board consisted of several community members sitting on the board including: Ellen Jones, Jennifer Brenneman Tobey, Nancy Martin, Bill Kromer, Brandon Johannes, and Holly Pittman. Commissioner Nancy Bauder also sat in on the meetings. Staff support included Kristi Lee, CVB Manager, and Taylour Tedder, Assistant City Manager.

The advisory board met on December 7th, 2017, January 25th, 2018, and February 22nd, 2018. The board meetings were overall very productive and positive. The members of the committee all brought their own unique outlook and expertise to the discussion. The board looked back at the history of festivals and events held in Leavenworth, feasibility of funding, who the lead organization could be, partnerships with businesses and community partners, locations, and more.

Main recommendations from the advisory board meetings include:

Feasibility of the event

- Recommendation of the City as the lead organization
- Utilizing vendor fees and sponsorships from local businesses, service organizations, etc.
- The main expense for sponsorships would include fireworks, entertainment, advertising, contests, activities, and more

Time of year options

- Late June
- Early August
- Weekend before Labor Day
- September
- October

Location options

- Use of Riverfront Park (potentially section off the railroad crossing)
- Connect to the historic downtown (utilize a street closure)
- Stove Factory Ballroom could be incorporated for indoor merchant booths
- Incorporate Haymarket Square

Types of celebrations and festivals

- Playing off of old events (Such as Buffalo Bill Cody Days, Sip 'N Cider Days, and Riverfest) would be ideal
- Themed event (such as a carnival or airshow theme)
- A heavy recommendation included a tourist component to bring in outside visitors especially geared toward generating room nights

Potential activities at a celebration or festival

- Car show
- Parade
- Canoe races
- Hot air balloon rides
- Rotary dinner
- St. Vincent Clinic pancake breakfast
- Various contests
- Cyclist event
- Incorporate the Carousel Museum
- Incorporate the Farmer's Market
- The Buffalo Bill Century Ride at Buffalo Bill Days could be a nostalgic addition
- The Fort Leavenworth Army Band
- Fireworks (would be ideal for a Saturday night event)

Note: The recommendations and options above for a City-wide festival or celebration have not been evaluated by the various departments (Police, Fire, Public Works, Parks and Recreation, etc.) and would be subject to their advice and approvals.

Several advisory board members are present in the audience for further discussion of a potential City-sponsored festival.

**Policy Report Number:
Study of new programs for housing assistance
May 15, 2018**

PREPARED BY:



Patrick Tooley, Section 8 Coordinator
Leavenworth Housing Authority

REVIEWED BY:



Paul Kramer, Executive Director
Leavenworth Housing Authority

APPROVED BY:



Paul Kramer
City Manager

Issue:

The U.S. Department of Housing and Urban Development (HUD) has announced new funding available for two programs. The Leavenworth Public Housing Authority (PHA) is asking the Public Housing Board (the City Commission) to consider authorizing staff to apply for Mainstream (Section 811) vouchers and Family Unification Program (FUP) vouchers. Detailed summaries of the programs are attached to this policy report.

Possible Actions/solutions:

In brief, Mainstream (Section 811) vouchers are used to assist non-elderly persons with disabilities who are homeless, at risk of becoming homeless or out of institutional or other segregated settings.

Family Unification Program (FUP) vouchers are used to assist families for whom the lack of adequate housing is a primary factor in the imminent placement of the children in out-of-home care or the delay in the discharge of the children to the family from out-of-homecare. FUP may also be used to assist eligible youths who have or will be leaving foster care between the ages of 18 and 24 years of age.

Both of these programs are fully funded and will not take any city funding now or in the future. The PHA will use existing employees to run this program.

Commission Action:

Consider authorizing the PHA to apply for both, one or none, of these programs.



Mainstream (Section 811) Vouchers

Notice of Funding Availability (NOFA)

April 18, 2018



Available Funding

- Omnibus Appropriations Act, 2017 made ~\$13 million available for new Mainstream housing choice vouchers
- Omnibus Appropriations Act, 2018 made an additional \$385 million available for new Mainstream housing choice vouchers
- HUD will award up to \$100 million in funding for strong applications through the current NOFA
- Remaining funding will be reserved for future awards



NOFA Overview

- Provides funding to assist non-elderly persons with disabilities who are:
 - Transitioning out of institutional or other segregated setting,
 - At serious risk of institutionalization,
 - Homeless, or
 - At risk of becoming homeless
- Helps further the goals of the Americans with Disabilities Act (ADA) by helping persons with disabilities live in the most integrated setting
- Encourages partnerships with health and human service agencies with a demonstrated capacity to coordinate voluntary services and supports to enable individuals to live independently in the community.



Voucher Eligibility

- Vouchers must be used to assist non-elderly persons with disabilities and their families.
 - Non-elderly person with disabilities must be at least 18 years of age and less than 62 years of age.
 - The eligible household member DOES NOT need to be the head of household.
- Eligibility for the voucher is determined at the time the voucher is first issued to the family. Non-elderly persons with disabilities who turn 62 after receiving their voucher will not lose assistance.



How NOFA Was Developed

- HUD partnered with HHS to design this NOFA with representatives from the Center for Medicaid and CHIP Services (CMCS), the Administration for Community Living (ACL), and the Assistant Secretary for Planning and Evaluation (ASPE).
- Rating criteria are largely based on findings from a study on the Non-Elderly Disabled Category 2 Voucher Program (NED 2).



Rating Criteria

1. Capacity and Experience (60 points)
 - a. PHA Capacity and Demonstrated Commitment to Provide Housing for Persons with Disabilities (up to 25 points)
 - b. Partner Agency Capacity (up to 15 points)
 - c. Geographic Jurisdiction (up to 10 points)
 - d. Admissions Preference (up to 10 points)
2. Leveraging Resources (30 points)
3. Achieving Results and Program Evaluation (10 points)



1a. PHA Capacity and Demonstrated Commitment to Provide Housing for Persons with Disabilities

- Up to 25 points.
- Applicant may provide examples that total more than 25 points, but no more than 25 points will be awarded.
- Points granted to applicants that have implemented policies or programs that promote assistance to persons with disabilities, increase the supply of accessible units, or provide additional supportive services.
- Points for experience with HUD programs will be awarded based on performance where performance data is available.



1a. PHA Capacity and Demonstrated Commitment - examples

- 10 points for experience developing partnerships or collaborating with state Medicaid agencies, homelessness assistance providers, or health and human services agencies on the following programs:

Program	Performance criteria considered
Money Follows the Person demonstration	Not Applicable
Section 811 Project Rental Assistance Program	Percentage of units in the 811 PRA cooperative agreement that have been identified; and percentage of units under a Rental Assistance Contract (RAC) that are leased
Non-Elderly Disabled Category 2 (NED2)	Voucher leasing rate
Other voucher program examples, e.g. HUD-VASH, Family Unification Program	
Other state or local programs, e.g. Bridge Subsidy	Not Applicable
Other examples will be considered on a case-by-case basis	



1a. Additional examples

- Developed or adopted a referral and/or monitoring system to track referrals, applicants and participants of supportive housing programs for persons with disabilities. **(5 points per demonstrated example)**
- Provided or leveraged resources from a partner organization to cover the cost of (i) home modifications to make units more accessible, including fall prevention and assistive technology/smart housing, or (ii) assistance securing units to further the implementation of Olmstead settlements or similar initiatives to expand community-based setting options for people with disabilities, e.g. rent deposit, move-in costs, furniture. **(5 points per demonstrated example)**



1a. Additional examples, continued

- Partnerships with local government to provide tax credits or zoning incentives for the development of accessible housing units. (**3 points per demonstrated example**)
- Developed or partnered with another organization to provide an enhanced accessible housing registry with units compliant with federal accessibility standards, including additional assistance to individuals in search of accessible units. (**3 points per demonstrated example**)
- Other similar experience as described in the application (**5 points per demonstrated example**)



1b. Partner Agency Capacity

- Up to 15 points.
- Applicant may provide examples that total more than 15 points, but no more than 15 points will be awarded.



1b. Partner Agency Capacity

- PHA has partnered with one or more health and human and/or disability service agencies with a demonstrated capacity to coordinate outreach and recruitment of potential applicants, and to assist residents with disabilities in the referral and application processes and in the housing search by:
 - Securing any accommodations (**up to 5 points**)
 - Transitioning persons with disabilities from institutional and other segregated settings to rental market units (**up to 5 points**)
 - Coordinating voluntary services and supports after the transition (**up to 5 points**)
 - Providing other similar assistance described in application (**up to 5 points**)



1c. Geographic Jurisdiction - Rating Criteria

- Up to 10 points.
- Applicant has a policy that allows recipients of these vouchers to port prior to leasing up in the jurisdiction or applicant has jurisdiction (or will make agreements with nearby jurisdictions) to issue these vouchers on a regional or state basis.
 - Portability allowed prior to leasing up in jurisdiction = **10 points**
- OR
- State-wide program = **10 points**
- OR
- PHA has formed a consortium, created cooperative agreement(s), or merged to create a larger operational jurisdiction = **5 points**



1d. Admissions Preference

- 10 points
- PHA/non-profit will provide a certification statement agreeing to grant a preference in their administrative plan for persons with disabilities who are transitioning out of institutional and other segregated settings, at serious risk of institutionalization, homeless, or at risk of becoming homeless. Update to administrative plan must be completed within one calendar year of award date.



2. Leveraging Resources -Rating Criteria

- Up to 30 points.
- Applicant must demonstrate it has one or more partnerships with agencies or organizations that will provide the following services:
 - Coordinating outreach and referral of persons in institutional and other segregated settings who want to move to community-based integrated settings, persons at serious risk institutionalization, homeless, or at risk of becoming homeless (**10 points**)
 - Funding or staffing to support training and coordination of program implementation, including any necessary training, between PHA and partner organization(s) (**10 points**)
 - Assisting persons with disabilities to apply to and obtain acceptance in housing programs OR find housing OR secure home modifications and/or disability-related accommodations (**4 points**)
 - Assisting persons with disabilities move into units, including physically accessible units where appropriate, on the private rental market (**3 points**)
 - Referring, coordinating, or providing home and community-based services (**3 points**)



3. Achieving Program Results

- Up to 10 points.
- PHA/non-profit provided a program evaluation plan describing how it will work with partner agencies to monitor and correct issues with number of referrals received, vouchers issued, units leased/families housed, service coordination and tenancy support provided, and overall utilization. The plan identified who will maintain the report, how frequently it will be produced, and how it will be shared between the organizations (**5 points**).

OR

- Program evaluation plan addressed the criterion above but also included a centralized tracking system used with the partner agencies, allowing both the PHA and partner organizations to access the required metrics electronically (**10 points**).



Specific Questions?

- Email MainstreamVouchers@hud.gov
- Responses will be posted publicly on the HUD Housing Choice Voucher Program homepage:
https://www.hud.gov/program_offices/public_indian_housing/programs/hcv

Family Unification Program (FUP)

(NEW) Family Unification Program Notice of Funding Availability for Fiscal Years 2017 and 2018
Sample Memorandum of Understanding (MOU) – Family Unification Program
FUP NOFA FAQs, updated 5/2/2018

Overview

The Family Unification Program (FUP) is a program under which Housing Choice Vouchers (HCVs) are provided to two different populations:

1. Families for whom the lack of adequate housing is a primary factor in:
 - a. The imminent placement of the family's child or children in out-of-home care, or
 - b. The delay in the discharge of the child or children to the family from out-of-home care.There is no time limitation on FUP family vouchers.
2. (NEW) For a period not to exceed 36 months, otherwise eligible youths who have attained at least 18 years and not more than 24 years of age and who have left foster care, or will leave foster care within 90 days, in accordance with a transition plan described in section 475(5)(H) of the Social Security Act, and is homeless or is at risk of becoming homeless at age 16 or older.

PHAs administer the FUP in partnership with Public Child Welfare Agencies (PCWAs) who are responsible for referring FUP families and youths to the PHA for determination of eligibility for rental assistance. Once the PCWA makes the referral the PHA places the FUP applicant on its waiting list, determines whether the family or youth meets HCV program eligibility requirements, and conducts all other processes relating to voucher issuance and administration.

In addition to rental assistance, supportive services must be provided by the PCWA to FUP youths for the entire 18 months in which the youth participates in the program; examples of the skills targeted by these services include money management skills, job preparation, educational counseling, and proper nutrition and meal preparation.

FUP Fact Sheet: provides general program information for individuals who are interested in obtaining a FUP voucher.

FUP PHAs and PHA Contact Information

FUP PHAs: provides a list of PHAs that administer the FUP program. FUP funding is allocated through a competitive process; therefore, not all PHAs administer the program. Individuals who are interested in obtaining a FUP voucher may utilize this list to identify whether there is a PHA in their area that administers FUP. For contact information for all PHAs by State, not only PHAs that administer FUP, [click here](#).

FUP Youth and Family Self-Sufficiency Program Demonstration

(The deadline for applications to participate in the demonstration closed on Friday, July 15, 2016.)

In the FY2015 Appropriations Act for HUD, Congress authorized a demonstration to test the effectiveness of combining Housing Choice Vouchers for eligible youth lacking adequate housing under the Family Unification Program (FUP) with assistance under the Family Self Sufficiency (FSS) program.

Promising Strategies

Family Unification Program (FUP)

****September 2011****

Introduction

The Family Unification Program (FUP) is a program under which Housing Choice Vouchers (HCVs) are provided to families for whom the lack of adequate housing is a primary factor in the imminent placement of the family's child or children in out-of-home care or the delay in the discharge of the child or children to the family from out-of-home care. FUP vouchers may also be used for youths at least 18 years old and not more than 21 years old who left foster care at age 16 or older and who lack adequate housing. Public Housing Authorities (PHAs) administer FUP in partnership with Public Child Welfare Agencies (PCWAs) who are responsible for referring FUP families and youths to the PHA for determination of eligibility for rental assistance.

The structure of the Family Unification Program, which requires the PHA and PCWA to work closely together, can make the successful operation of the program challenging. Additionally, there are relatively few PHAs that operate a FUP program, which makes it difficult to create a shared knowledge base of successful practices. This document is meant to begin to create such a shared knowledge base. Below are promising strategies identified by a selected group of FUP PHAs as ways to improve workflow and establish a strong partnership between the PHA and PCWA, to better serve the FUP clientele.

Methods

In Fall of 2010 and Spring of 2011, HUD staff, along with a representative from the Department of Health and Human Services, met with PHA staff and their PCWA partners from six FUP sites to discuss the FUP program. PHAs were selected to give variation in size, geography, and success in lease-up within the program. The six PHAs that were selected are:

1. Southern Nevada Regional Housing Agency (NV018)
2. King County Housing Authority (WA002)
3. Fairfax County Redevelopment and Housing Authority (VA019)
4. St. Paul Public Housing Agency (MN001)
5. Madison Community Development Authority (WI003)
6. Housing Authority of the City of Yuma (AZ035)

Promising strategies

1. Collaboration

- **Jointly create measurable goals and standards for success**

HUD employs utilization as the main metric for assessing the success of the FUP program, but PHAs and PCWAs can create additional program goals to measure their success. These goals should be measurable and have meaning to both the PHA and the PCWA. Goals and standards for success not only create ways to better evaluate program progress, but can also be a useful document for potential funders for PCWA services. There are many aspects of the FUP program that may act as the basis of goals and standards of success. Some Goals and Standards of Success are:

- Goal: Ensure services, such as counseling, job training programs, and financial literacy courses, are available to and used by FUP participants, to prevent family break-up.
Standard of Success: XX% of FUP families participate in the PCWA services provided.
- Goal: Prepare FUP youth for success in unassisted housing
Standard of Success: XX% of FUP youth are living in adequate housing after XX months of exiting the program.
- Goal: Train and empower FUP youth to find and maintain employment
Standard of Success: XX% of FUP youth are employed within XX months of beginning the FUP program.

- **Collaboration in creating forms/processes**

Several PHAs and PCWAs that we spoke with worked together to create the workflow and appropriate forms for the FUP program. This collaboration can be an excellent start to the relationship between the PCWA and PHA and should ideally start a month or more before funds are disbursed. Some of the forms that PHAs and PCWAs specifically mentioned as helpful are:

- Referral Checklist: This lists the screening information that the PCWA should review prior to referring a client to the PHA.
- Referral Form: This form includes the name of the family members, contact information, and date of birth, as well as the name of the family's caseworker and the FUP Point of Contact.
- Document Checklist: This form lists the documents that the FUP Family or Youth needs to bring to the PHA once the PCWA has referred them as FUP-eligible.

Some of the PHAs and PCWAs also worked together in establishing a system of tracking referrals and gathering data which helped create a streamlined and consistent tracking process between agencies. Additionally, PHAs and PCWAs were able to identify together the need for specific data, and further strengthen the collaborative process among the agencies.

- **Regular Meetings and Training**

Another good way to encourage collaboration is to hold regular meetings between PCWA and PHA staff. These meetings will allow staff at both organizations to learn about processes, such as intake procedures at both the PHA and PCWA, and challenges, such as insufficient documentation from families, which are encountered in the FUP workflow. Each of the PHAs and PCWAs that we talked to held regular meetings and most conducted these regular meetings between FUP liaisons and Points of Contact (POCs) at the PCWA. However, conducting larger meetings occasionally with PCWA and PHA staff may help further promote sharing of knowledge and ideas and create networking opportunities among staff from each of the agencies.

Scheduling trainings that involve staff members from both the PHA and PCWA is another a good way to meet staff from the other organization and create greater understanding of each others' programs, roles, and processes. Most of the agencies we met with held trainings with the FUP liaison(s); others also included PHA and PCWA program directors or managers. In other cases the partnering agencies held an initial, larger training session with all appropriate staff and then conducted smaller training sessions, as needed, with FUP liaisons and/or program directors or managers. Some topics recommended for training are: HCV eligibility, PCWA identification of clients, and how PCWA supportive services are offered.

2. Referrals Process

- **Point of Contact**

Each of the groups that we spoke with had established a Point of Contact (POC) at both the PHA and the PCWA, through which all FUP referrals were sent. Identifying a POC at both the PHA and PCWA became a requirement in the 2010 Notice of Funding Availability (NOFA). Establishing a lead in the FUP program at both agencies allows for better communication, since there is no confusion about who is the "right" person to send inquiries. This also allows for faster resolution of any problems that arise, since the lines of communication are already open between the POCs. Additionally, having a POC at each location can assist in training teams, with the POC for the PHA training PCWA staff and vice versa.

- **Eligibility Determination**

Prior to referral, the PCWA staff should perform a pre-screening of the client to see if they meet the PHA admission requirements. It is important for the PCWA to perform pre-screening prior to referring a family in order to minimize the number of referrals that do not qualify for HCV assistance, as this may increase frustration for the applicant and is an inefficient use of time for the applicant, the PCWA, and the PHA. The final HCV eligibility determination will continue to be performed by the PHA. Training of PCWA staff and other service providers that may identify potentially eligible FUP applicants to

the PCWA is also helpful in minimizing the number of referrals that do not meet FUP or general HCV program requirements.

Several PHAS created a pre-application eligibility determination worksheet or other intake application form for the PCWA to determine HCV eligibility. Some information that may be included on a pre-application eligibility determination worksheet includes:

- Income limits by family size
- Age requirement
- Criminal screening
- Citizenship/Eligible immigration status
- Alcohol/Drug use

If a PHA determines that a family or youth fails to meet the PHA's HCV eligibility requirements, PHAs should refer the family back to the PCWA with information on why the client is not eligible under PHA rules. If the reason for ineligibility is curable, such as a substance abuse issue that could be resolved through treatment, this should be noted so that the PCWA caseworker can help the client to meet this eligibility requirement. Referring the families back to the PCWA also serves to keep the family/youth engaged in services to improve their current circumstances, regardless of whether they receive a FUP voucher. Ideally, a referral at this point would involve the POCs from the PHA and PCWA to ensure coordination between the two agencies.

- **Partnering Agencies**

Most cities and towns have a variety of other service organizations that provide services to potential FUP participants; in order to make sure that the largest number of potential clients know about FUP, PHAs and PCWAs should educate these organizations about the FUP program. For instance, one PHA we met with encourages area homeless shelters to refer families and youth who may qualify for a FUP voucher to its PCWA. Other care providers may include domestic violence organizations, the local Continuum of Care, and organizations that work with at-risk youth.

3. Operations

- **Orientation**

Orientation can be somewhat overwhelming for participants. Several PHAs reported that PCWA representatives attended training with the FUP families and youth, which provided a means of support and assistance in transitioning the case to the PHA. Alternatively, a good way to provide seamless, coordinated service between the PCWA and PHA is to hold a joint orientation service once the family or youth is accepted into the FUP program. This will allow the PCWA to provide any assistance programs concerning lease-up at the same time as the rules of the voucher are explained. The presence of a PCWA case manager may also allow for clearer and more effective

conversation between the FUP participant and the PHA.

- **Use of Technology**

Several agencies indicated that it is sometimes difficult to reach families or youths because many lack a fixed residence. A PHA indicated that they have increased their use of electronic forms of communication, such as emailing forms or posting these forms to their website, which has helped them reach FUP applicants, particularly youths, in a timely manner. They also mentioned having applications available electronically as helpful in this process.

- **Lease-up**

Several PHAs indicated that lease-up can be challenging with FUP families because many of the FUP families have prior records of eviction and many landlords are hesitant to rent to FUP youths, since many lack a rental history. PHAs can mitigate these challenges by working closely with landlords, educating them about the FUP program, including the services that youth (and families, if applicable) receive through the program, and about the HCV program in general. If the PHA has a good relationship with a landlord, it is worthwhile to reach out to the landlord prior to the FUP recipients receiving their vouchers. Additionally, if possible, PHAs should provide FUP participants with a list of landlords who know about the FUP program and are willing to accept FUP participants. Having PCWA staff involved in the rental process is also helpful in providing a sense of security for landlords, especially those renting to FUP youths.

- **Sources and Uses of Funding**

Although the FUP program only requires 18 months of services for FUP youth, many PCWAs provide an extension of benefits for FUP youth after the 18 months of HCV assistance have ended. Additionally, many PHAs offer services to FUP families as well as FUP youth. While some PCWAs have been able to fund the extra services through their own budgets, others have reached out to support and charitable organizations, such as the United Way, the Casey Foundation, other community organizations, and to county or state governments to provide supplemental funding for services for FUP families and youth. Additionally, PHAs reported greater success when creating buy-in from the Board of Commissioners or other oversight body of the PHA. These oversight bodies then become advocates for the program and may be able to access other sources of funding from the government or other sources.

- **FUP Youth Time Limit**

The FUP Youth time limit of 18 months is a statutory requirement and cannot be waived; however, several PHAs have indicated a desire to support the FUP youth for a longer time period than the voucher allows. One way to do so is to modify the PHA's administrative plan to add a waiting list preference for youth whose FUP voucher is

expiring and will have a lack of adequate housing as a result of voucher expiration, or a similar category. This will allow FUP youth to continue receiving HCV assistance and remain in their current housing at the end of their FUP term. Another method to help prepare the FUP youth for the transition is to work with their PCWA case worker to develop a transitional plan that prepares the FUP youth for the eventual expiration of the voucher.

Next Steps

Besides providing FUP PHAs with information on promising strategies identified so far by this selected group of PHAs, this document is also intended to create an environment of sharing promising strategies in the Family Unification Program. HUD recognizes that this document cannot cover all promising strategies being performed; therefore, the Department encourages a greater sharing of resources and ideas between PHAs and between PHAs/PCWAs and HUD. If your agency has additions or questions about this document, or other FUP questions, please contact your local HUD office.¹

¹ Contact information for HUD Field Offices is available at:
http://portal.hud.gov/hudportal/HUD?src=/program_offices/public_indian_housing/about/field_office

Appendix 1: Resources

- **Find Youth Info**: Comprehensive website on youth issues developed by the Interagency Working Group on Youth Programs (IWGYP).
- **Department of Health and Human Service's Child Welfare Information Gateway**: Connects child welfare, adoption, and related professionals as well as the general public to information, resources, and tools covering topics on child welfare, housing, child abuse and neglect, out-of-home care, adoption, and more. This service is funded by the Children's Bureau.
- **Local Homeless Assistance by State**
- **HUD's Homeless Resources Exchange**: Provides information and resources on assisting people who are homeless or at risk of becoming homeless.
- **Department of Health and Human Service's Homeless Resource Center**
- **National Resource Center for Youth Development**: Provides training and technical assistance to improve services for youth in foster care and young adults formerly in foster care. This includes promoting stakeholder involvement and information services. Also offers States, Tribes, and other youth-serving organizations assistance in effectively implementing the Chafee Foster Care Independence and Education and Training Voucher programs, and supporting youth engagement in child welfare policy, planning, and program development. This National Resource Center is funded by the Children's Bureau.
- **National Resource Center for In-Home Services**: The NRCIHS serves as a national center of expertise regarding child welfare practice related to ensuring the safety of children and youth in their homes and making reasonable efforts to preserve families in which maltreatment has occurred. This National Resource Center is funded by the Children's Bureau.
- **National Center for Housing & Child Welfare**:

SAMPLE MEMORANDUM OF UNDERSTANDING - FAMILY UNIFICATION PROGRAM

/** This sample document demonstrates the Memorandum of Understanding requirements listed in Section III.C.8, and the optional rating factor elements listed in Section V.A.1 of the Family Unification Program Notice of Funding Availability for Fiscal Years 2017 and 2018. /**

*This Memorandum of Understanding (MOU) has been created and entered into on ***/** Insert execution date, which must be between the date the Family Unification Program Notice of Funding Availability for Fiscal Years 2017 and 2018 is published and the application deadline date. /***** by and between the following parties in relation to their application.*

[PHA Name and Address]

[PCWA Name and Address]

[PCWA contractor organization Name and Address]

/** Include only if the PCWA has contracted out its functions to another organization under applicable state law. /**

[CoC Name and Address]

- I. Introduction and Goals (*the following elements, listed in a. – d., are threshold requirements*):
- a. PHA and PCWA’s commitment to administering the program.
 - b. CoC’s commitment to cooperate with and assist the PHA and PCWA.
 - c. PHA and PCWA’s goals and standards of success in administering the program.
 - d. Identification of staff position at the PHA, PCWA, and CoC who will serve as the lead FUP liaisons. ***/** Include the staff position at the PCWA contractor organization if the PCWA has contracted out its functions under applicable state law. /*****
 - e. Responsibilities of the FUP liaison in this section. **(optional)**

Lead FUP Liaison:

Name and title of PHA staff position:

Name and title of PCWA staff position:

Name and title of CoC staff position:

II. Statement of cooperation (threshold requirement):

The PHA and PCWA agree to cooperate with HUD, provide requested data to HUD or HUD-approved contractor delegated the responsibility of program evaluation, and follow all evaluation protocols established by HUD or HUD-approved contractor, including possible random assignment procedures.

III. Define the two populations (families and youth) eligible for FUP assistance (threshold requirement):

- **FUP-Eligible Family** is defined as a family that the Public Child Welfare Agency (PCWA) has certified as a family for whom the lack of adequate housing is a primary factor in the imminent placement of the family's child, or children, in/out-of-home care, or in the delay of discharge of a child, or children, to the family from out-of-home care, and that the PHA has determined is eligible for a Housing Choice Voucher (HCV).
- **FUP-Eligible Youth** is defined as a youth that the PCWA has certified to be at least 18 years old, and not more than 24 years of age, and who has left foster care, or will leave foster care within 90 days, in accordance with a transition plan described in section 475(5)(H) of the Social Security Act, and is homeless or is at risk of becoming homeless at age 16 or older.

IV. Housing Search Assistance (threshold requirement):

Include a detailed description of the assistance that will be provided to FUP families and youths in locating housing units and working with landlords to secure appropriate eligible units. List the organization(s) responsible for providing this assistance.

V. Services to be provided to FUP-eligible youths (the following elements, listed in a. – e., are threshold requirements) [** FUP-eligible youth cannot be excluded from the FUP program. **]:

List the services to be provided to FUP-eligible youth by the PCWA or another agency/organization under agreement/contract with the PCWA and list the organizations to provide the services and resources. This list must include all the following services:

- a. Basic life skills information/counseling on money management, use of credit, housekeeping, proper nutrition/meal preparation, and access to health care (e.g., doctors, medication, and mental and behavioral health services).
- b. Counseling on compliance with rental lease requirements and with HCV program participant requirements, including assistance/referrals for assistance on security deposits, utility hook-up fees, and utility deposits.
- c. Providing such assurances to owners of rental property as are reasonable and necessary to assist a FUP-eligible youth to rent a unit with a FUP voucher.
- d. Job preparation and attainment counseling (where to look/how to apply, dress, grooming, relationships with supervisory personnel, etc.).
- e. Educational and career advancement counseling regarding attainment of general equivalency diploma (GED); attendance/financing of education at a technical school, trade school or college; including successful work ethic and attitude models.

The MOU **must** include a statement that all the above services will be provided for a period of at least 18 months to FUP-eligible youth receiving rental assistance through the use of a FUP voucher, regardless of age. For example, a FUP-eligible youth enters the program at age 24 and 10 months, the PCWA or another agency/organization under agreement/contract with the PCWA must still provide 18 months of service, even though after two months the youth no longer meets the initial age of eligibility for FUP youth.

[** *The MOU may include additional services beyond those listed above (a – e).* **]

VI. PHA Responsibilities *(the following elements, listed in a. – h., are threshold requirements):*

Address how the PHA will fulfill each of the following responsibilities:

- a. Accept families and youths certified by the PCWA as eligible for the FUP. The PHA, upon receipt of the PCWA list of families and youths currently in the PCWA caseload, must compare the names with those of families and youths already on the PHA's HCV waiting list. Any family or youth on the PHA's HCV waiting list that matches with the PCWA's list must be assisted in order of their position on the waiting list in accordance with PHA admission policies. Any family or youth certified by the PCWA as eligible and not on the HCV waiting list must be placed on the waiting list. If the PHA has a closed HCV waiting list, it must reopen the waiting list to accept a FUP applicant family or youth who is not currently on the PHA's HCV waiting list. (The PHA may reopen the waiting list to accept a FUP applicant family or youth without opening the waiting list for other applicants.)
- b. Determine if any families with children, or youths age 18 through 24 on its HCV waiting list are living in temporary shelters or on the street and may qualify for the FUP, and refer such applicants to the PCWA.

- c. Determine if families with children, or youths age 18 through 24 referred by the PCWA are eligible for HCV assistance and place eligible families/youths on the HCV waiting list.
- d. Amend the administrative plan in accordance with applicable program regulations and requirements, if needed.
- e. Administer the vouchers in accordance with applicable program regulations and requirements.
- f. Comply with the provisions of this MOU.
- g. Upon notification that vouchers have been awarded, train PCWA staff on the PHA's HCV procedures.
- h. Conduct regular meetings (at least quarterly) with the PCWA and CoC.

VII. PCWA Responsibilities (*the following elements, listed in a. – h., are threshold requirements*)

Address how the PCWA will fulfill each of the following responsibilities:

- a. Establish and implement a system to identify FUP-eligible families and FUP-eligible youths within the agency's caseload, and to review referrals from the PHA and CoC. For families, the statement should state the system used for prioritizing families with an open case, along with a substantiated report of child abuse and neglect, and whose children are already in out-of-home care, at high risk for experiencing additional negative child welfare outcomes (e.g., long-term open cases, reentry to the child welfare system in the form of re-reports of abuse or neglect, and repeat open cases), and where housing assistance could help the parent(s) to stabilize and participate in any other services necessary for subsequent reunification. The MOU should clarify that referrals

should be made for priority families as soon as they are identified and not only upon successful completion of other aspects of families' case management plans.

- b. Establish and implement a system to identify FUP-eligible youth not currently within the agency's caseload in cooperation with the CoC.
- c. Provide written certification to the PHA that a family qualifies as a FUP-eligible family, or that a youth qualifies as a FUP-eligible youth, based upon the criteria established in Section 8(x) of the United States Housing Act of 1937, and the Family Unification Program Notice of Funding Availability for Fiscal Years 2017 and 2018.
- d. Commit sufficient staff resources to ensure that eligible families and youths are identified and determined eligible in a timely manner. This commitment must include a process to ensure that the PCWA's active caseload is reviewed at least once a month (when the PHA has FUP vouchers available) to identify FUP-eligible families and FUP-eligible youths, and refer them to the PHA. Additionally, the PCWA must be prepared to provide referrals to the PHA within 30 working days of receiving notification from the PHA about voucher availability.
- e. Commit sufficient staff resources to provide follow-up supportive services after the youth leases a unit, documenting the source for funding for these services (PCWA's are encouraged to leverage non-Federal funds, including State, local, philanthropic, and faith-based organizations).
- f. Comply with the provisions of this MOU.
- g. Upon notification that vouchers have been awarded, train PHA staff on the PCWA's referral procedures.
- h. Conduct regular meetings (at least quarterly) with the PHA and CoC.

VIII. CoC Responsibilities (*the following elements, listed in a. – d., are threshold requirements*)

Address how the CoC will fulfill each of the following responsibilities:

- a. Integrate the prioritization and referral process for FUP-eligible youth into the CoC's coordinated entry process.
- b. Identify services to be provided using CoC program funds to families and youth who qualify for CoC program assistance.
- c. Participate in regular meetings conducted by the PHA and PCWA (at least quarterly).
- d. Comply with the provisions of the MOU.

IX. **Rating Factors (optional)** *The following is not a comprehensive list of the rating factors as it only includes elements pertinent to the MOU.*

In addition to meeting all the threshold requirements of the Family Unification Program Notice of Funding Availability for Fiscal Years 2017 and 2018, applicants can receive points that will be used to rank each applicant for funding. Additional information on the requirements of each rating factor are included in section V.A.1. of the Family Unification Program Notice of Funding Availability for Fiscal Years 2017 and 2018.

- a. **PCWA's commitment to FUP-eligible youth** – The MOU must describe the process for identifying and referring FUP-eligible youth in the community to the PHA, who are no longer part of the PCWA's active case load.
- b. **Housing search assistance in low-poverty census tracts** – The MOU must describe the housing search assistance being funded, provided, or otherwise being made available to all FUP eligible families and FUP-eligible youth; and list who is providing the assistance.
- c. **Cash assistance** – The MOU must identify financial assistance resources that may be leveraged to assist families and youth successfully lease-up with a FUP voucher. Financial assistance may include, but is not limited to, moving cost assistance, security deposit assistance, utility startup (including utility arrears). The MOU must identify the source of this assistance.
- d. **Post-move counseling** – The MOU must list the post move counseling the PHA, PCWA, and/or CoC will provide, fund, or otherwise make available to FUP-eligible families and FUP-eligible youth or, in the case of CoC Program assistance, to FUP-eligible families and youth who are also CoC Program-eligible.

- e. **Case management to FUP families** – The MOU must describe the case management provided, funded, or otherwise made available by the PCWA, including a list of organizations to which the PCWA routinely refers families for service, and the length of time case management will be made available.

Signed By:

Executive Director, PHA

Date

Executive Director, PCWA

Date

Executive Director, PCWA Contractor organization (if applicable)

Date

CoC Board Chair

Date

CoC Collaborative Applicant Authorized Representative

Date

[The execution date must be between the publication date and the application deadline date of the Family Unification Program Notice of Funding Availability for Fiscal Years 2017 and 2018. **]**

**POLICY REPORT PWD NO. 18-23
CONSIDER STATUS OF LEAF VACUUM PURCHASE**

May 15, 2018

Prepared by:



Michael G. McDonald, P.E.,
Director of Public Works

Reviewed by:



Paul Kramer,
City Manager

ISSUE:

Examine the future equipment requirements for continuation of the Leaf Collection Program beyond 2018.

BACKGROUND:

The City collects leaves from one-half of the City each year. All residents have multiple leaf disposal options, including inclusion in regular trash pickup, disposal at the City's brush site and private contractors, among others. The status of the program was reviewed with the Commission in January 2018 and Policy Report 18-05 is attached. The Commission expressed some interest in expanding the leaf collection program to City-wide and/or making it more efficient. In either case, extension of the program in any format beyond 2018 will require new equipment.

Staff has investigated several 30-cubic-yard vacuum machines (current machines are 20-cubic-yard models). The overall assessment is shown in the attached memo dated March 26, 2018. In general there are only moderate price differences between 20- and 30-cubic-yard machines. That memo considers purchasing a new machine for the 2018 program, which is not recommended at this time, as there are no funds budgeted.

Staff opinion is that upgrading to 30 cubic-yard machine solves many operational issues and will provide insight into what resources may be needed to expand the current program. In addition, the machines now available offer significant operational improvements over the current machines.

RECOMMENDATION:

If it is the Commission's consensus to continue the City's leaf collection program beyond 2018, it is recommended that staff work toward including new machines in the 2019-2023 CIP, which will be presented to the Commission this fall.

ATTACHMENTS:

Policy Report 18-05 Review of the 2017 Leaf Collection Program – January 16, 2018
Interoffice Memorandum – Leaf Vacuums – March 26, 2018

**POLICY REPORT PWD NO. 18-05
REVIEW OF THE 2017 LEAF COLLECTION PROGRAM**

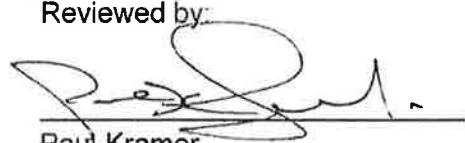
January 16, 2018

Reviewed by:



Michael G. McDonald, P.E.,
Director of Public Works

Reviewed by:



Paul Kramer,
City Manager

ISSUE:

Review of the 2017 Leaf Collection Program.

BACKGROUND:

The City of Leavenworth operated a curbside Leaf Collection Program believed to have started in the mid-1960s through the late 1980s. In 2007, the City Commission directed staff to restart the program beginning in 2008. In early 2008, the City purchased two 20-yard leaf machines and began leaf pick up on November 3, 2008. The program as planned would consist as follows:

- The two leaf collection units would be pulled behind existing equipment, and utilize the brush disposal site with two crews, six people total plus supervision and administration.
- Start loose leaf pick up in mid-November and work until mid-December through the City in a systematic pattern.
- Coordinate with the public using the ten-grid maintenance map as the basis of operations through the Public Information Officer.
- Strive for at least two trips through each grid.
- All existing methods of leaf disposal would still be available, i.e.:
 - Refuse pick up of bagged leaves
 - Free disposal of leaves at the brush disposal site

The restart of the program has not been without issues. Key events are noted below.

- 2008 – the entire City was picked up twice, but took longer than anticipated
- 2009 – only 6 grids were completed due to heavy leaf drop and weather conditions
- 2010 – only half the City was completed due to weather and equipment failures

In 2010, it became apparent that due to leaf drop quantities, equipment limitations, time constraints, and weather, leaf pick up for the entire City was not feasible. In 2011, staff initiated the policy of leaf pick up in half of the City, North of Spruce St. that year, and South of Spruce St. the following year, and continuing to alternate through subsequent years.

The City Brush Site is approved by the Kansas Department of Health & Environment for a ½ acre compost site. All leaves from the Leaf Collection Program and resident drop off are used for the composting. The last 4-year span has provided an average each year of:

- 1,247.75 tons of leaves Leaf Collection Program _____
- 687 residents used the leaf drop at the Brush Site

The current equipment is now nine years old; maintenance and repair costs are becoming an issue. Since the purchase of the equipment in 2008, the City has spent \$19,135.18 on one unit and \$18,564.52 on the other unit. Original purchase price for the two units was \$59,800.

The 2017 program was concluded with minimal issues. Staff reevaluated some procedures used by the crews working with the machines and routing within the grids that proved to be successful. All areas were picked up at least twice between November 6th and December 5th.

Staff "pre-ordered" known failure-prone components in an effort to reduce downtime in 2017. \$6,100 was spent on repairs this year which involved six days of downtime and/or only using one machine.

Some discussion has arisen regarding a program revision to include the entire town. Based on nine years of experience, staff is certain this cannot be reliably achieved using the existing machines and personnel levels. The City would need to purchase two or three larger new machines. Current machines are 20-cubic yards each; it is recommended that new machines be at least 30-cubic yards. This increases the volume collected between unloadings as well as provides greater intake vacuum power. The price for new 30 cubic yard leaf machines is \$64,500 each. The two existing machines could be used as backup to eliminate downtime during the leaf pickup process.

It is anticipated that additional staffing is necessary even with new machines to complete the grids for the entire City within the mid-November to mid-December timeframe. It is also important to note that the number of inmate laborers used to assist the City has decreased over the years. These workers were used on the leaf collection crews. Typically six to eight persons were available each day ten years ago; however, usually only one or two persons are available daily for the last two years. To reliably meet the goal of citywide collection at least twice per year, it may be necessary to assign employees from other departments to assist with leaf collection.

RECOMMENDATION

Staff recommends the Commission provide guidance on future direction of the program to facilitate planning 2018 Leaf Collection Program including equipment purchases and personnel assignments.

ATTACHMENTS:

Leaf Pick Up Pictures

**Inter-Office
MEMORANDUM
Public Works Department**

Date: March 26, 2018
To: Paul Kramer, City Manager
From: Michael G. McDonald, P.E., Director of Public Works
Subject: Leaf Vacuums

Staff has researched the availability of both 20cy and 30cy leaf vacuum machines. It does seem that in a practical sense – the size is best selected for operational needs as there is only marginal difference in cost between sizes. The costs shown are estimates for single machines, and may not reflect all shipping and other details associated with an actual bid. The vendors shown do not include any of the “Joint Purchasing Agreements” that the City may be able to participate in; however, the prices are comparable.

	Vendor A	Vendor B	Vendor C
20 yds	\$55,071	\$62,165	None
30 yds	\$62,871	\$64,415	\$64,500

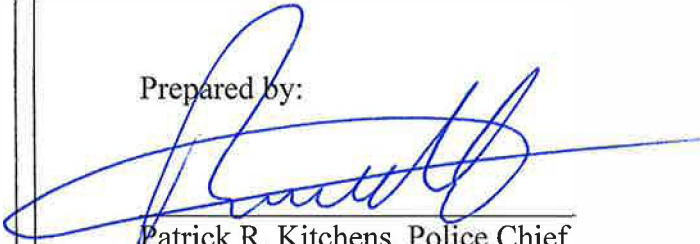
A more critical aspect of this is the ordering window. One manufacturer notes that orders by May 15 “should” be delivered by September 1, another notes that orders for August delivery should be by the end of March.

It appears that the leaf collection program will continue with the “alternating half of the City” each year. Staff recommends:

1. At least one leaf machine be ordered as soon as possible in an effort to have it delivered in time for the leaf collection season.
2. Given a choice of sizes, order at least one 30cy unit.

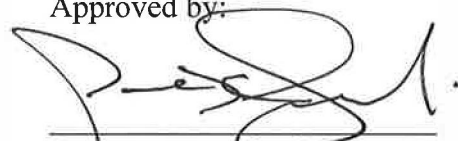
**Policy Report No. 7-2018
LASER Scanner and Drone Demo
May 15, 2018**

Prepared by:



Patrick R. Kitchens, Police Chief

Approved by:



Paul Kramer, City Manager

ISSUE:

The Police Department recently acquired several pieces of new technology that will substantially enhance our abilities.

STAFF RECOMMENDATION:

Staff recommends approval.

BACKGROUND:

The Police Department will demonstrate our FARO Technologies Laser Scanner as well as our DJI Mavic Pro Drone(s).

BUDGET IMPACT:

There is no budget impact.

COMMISSION ACTION:

Be amazed!