ADVISORY BOARD AGENDA – July 20, 2023

1. Welcome & Open Remarks

   A) DECISION ISSUES

      a)   Approval of Advisory Board Minutes 5.18.23
      b)   Approval of RRH Policy Standards

   B) 2023 NOFO Update

   C) Unsheltered Strategic Plan Update

   D) YHDP Update

   E) PIT /System Performance and LSA Overview

   F)   Income & Stability Workforce Update

   G) CoC PSH/Supportive Services Update

   H) Initiative Reports (See handouts)
      a)   Ending Veteran Homelessness (EVH)
      b)   RRH
      c)   Ending Youth Homelessness (EYH)
      d)   Unsheltered Report

   ==PLEASE NOTE THE OHS ADVISORY BOARD 2023 MEETING DATES:==

Calendar for 2023

OHS Advisory Board Meetings: January 19th, March 15th, May 18th, July 20th, September 21st, November 16th

Executive Committee Meetings: January 10th, March 7th, May 2nd, June 27th, September 5th November 7th

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May 2023 Data
Young Adult By-Name-List

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Total Active Youth – 155

    Active on the 1ˢᵗ – 118

    New to Shelter – 30

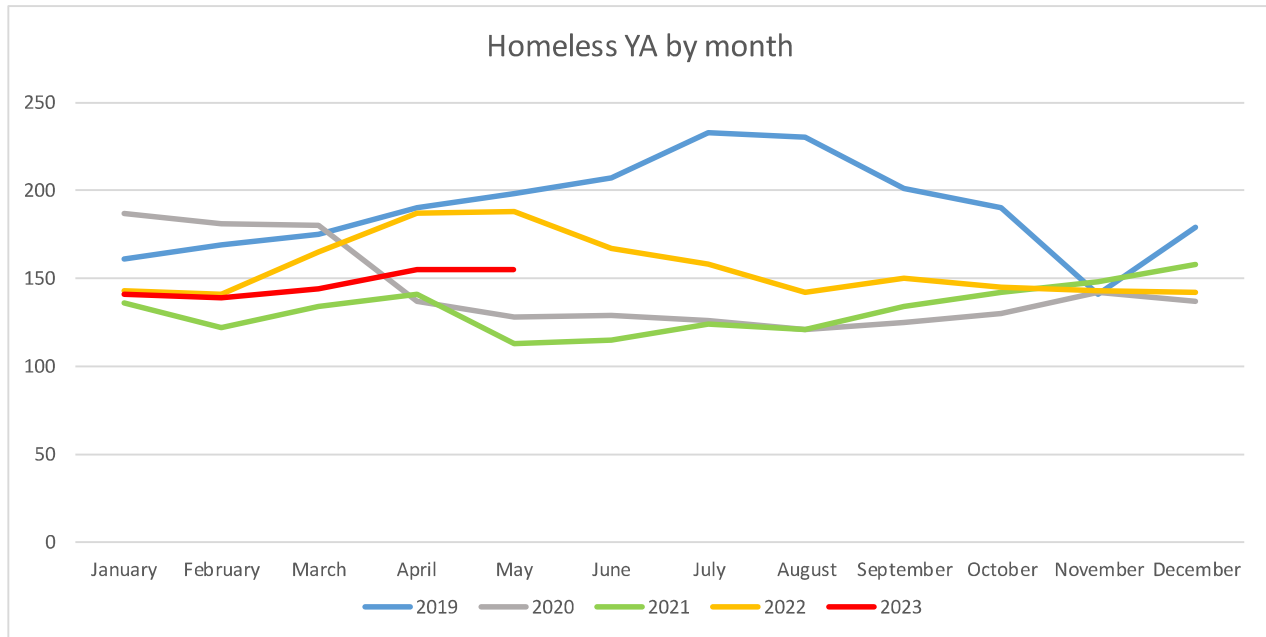   Re-engaged with Shelter – 4

    Returned to Shelter – 3

Current Youth Location

    Sheltered – 121

    Unsheltered – 21

    Unknown location – 13

Race:	Gender:	Orientation:
Black – 122	Male – 60	LGBTQ – 33
Hispanic – 5	Female – 89	Non- LGBTQ – 105
Multiracial – 5	Transgender/	Unknown – 17
White – 21	Non-binary – 6	Refused – 0
Hawaii/PI – 1		
Unknown –1		

Homeless YA by month — line chart by month (January–December) for years 2019, 2020, 2021, 2022, 2023.

May Shelter Exits – 24

    Total Permanent Exits—17

        RRH: **6**

        Perm Voucher: **2**

        Rental: **1**

        Group Home: **1**

    Total Non-Permanent Exits – 13

        WA-Unknown: **10**

        Jail/prison: **2**

        Hospital: **1**

YA Re-engaging with Shelter in May – 4

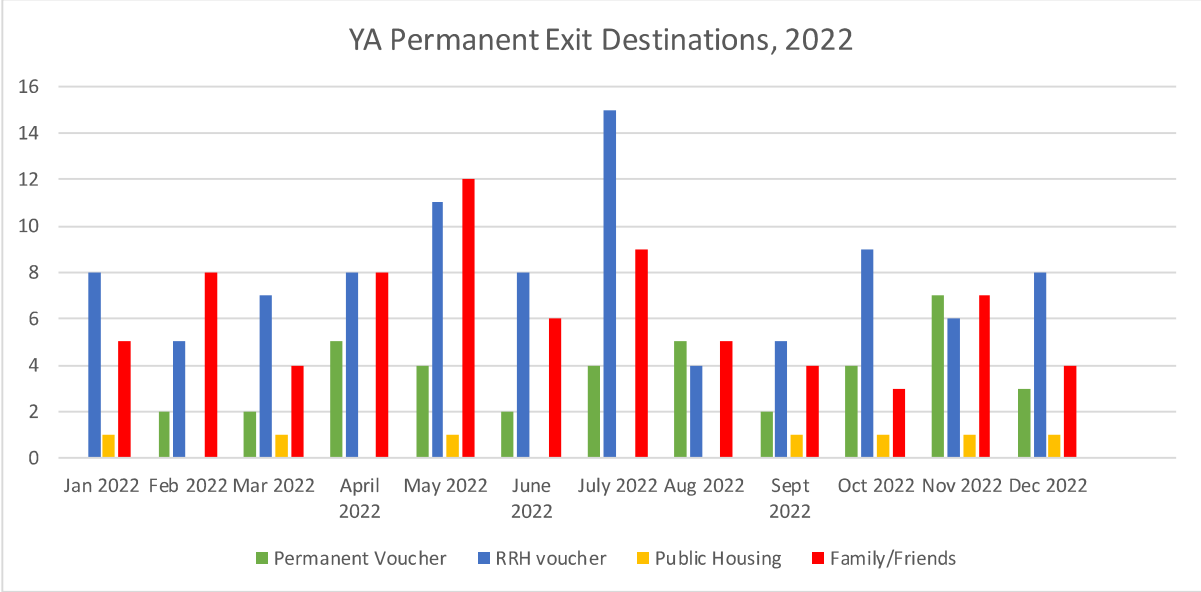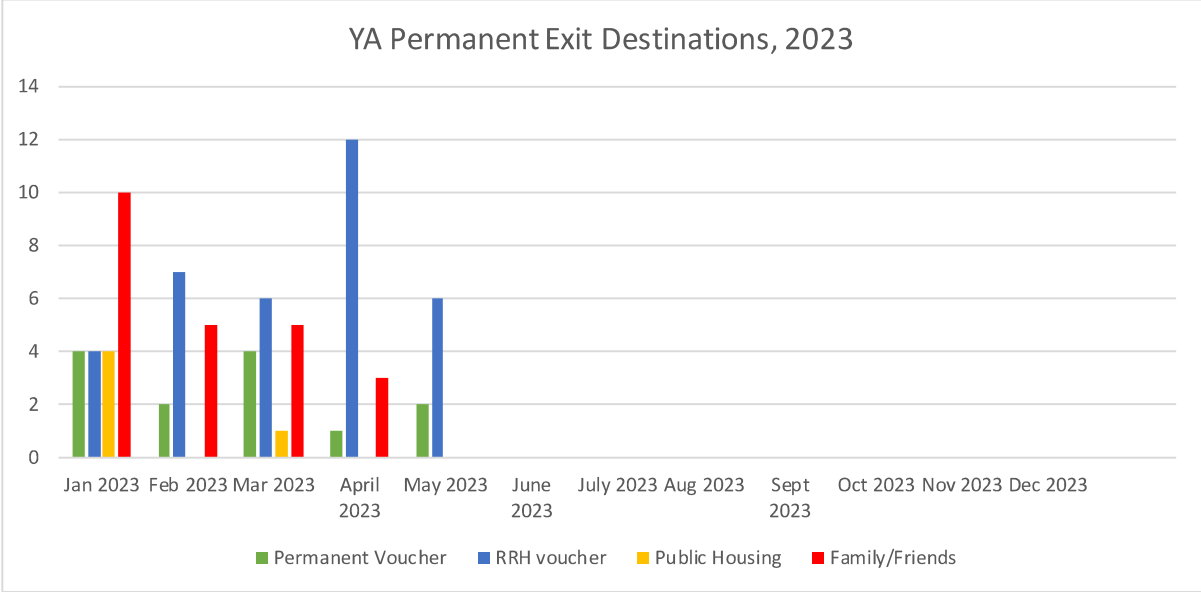**Returned from:**

        Family/Friends: **2**

        Hospital: **2**
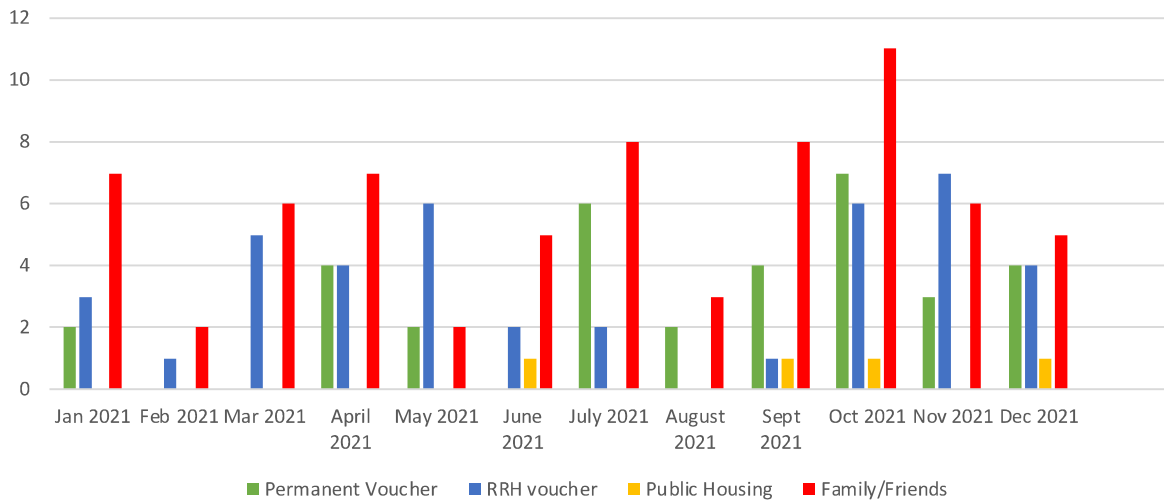
YA Returning to Shelter in May –3

Returned from:

        RRH: **2**

        Rental: **1**

As of June 16, 2023

Other Exits: No Longer meets criteria: **1**

YA Permanent Exit Destinations, 2023

Bar chart showing monthly permanent exit destinations for 2023 (Jan 2023 – Dec 2023).

Month	Permanent Voucher	RRH voucher	Public Housing	Family/Friends
Jan 2023	4	4	4	10
Feb 2023	2	7		5
Mar 2023	4	6	1	5
April 2023	1	12		3
May 2023	2	6		

Legend: ■ Permanent Voucher ■ RRH voucher ■ Public Housing ■ Family/Friends

YA Permanent Exit Destinations, 2022

Bar chart showing monthly permanent exit destinations for 2022 (Jan 2022 – Dec 2022).

Month	Permanent Voucher	RRH voucher	Public Housing	Family/Friends
Jan 2022		8	1	5
Feb 2022	2	5		8
Mar 2022	2	7	1	4
April 2022	5	8		8
May 2022	4	11	1	12
June 2022	2	8		6
July 2022	4	15		9
Aug 2022	5	4		5
Sept 2022	2	5	1	4
Oct 2022	4	9	1	3
Nov 2022	7	6	1	7
Dec 2022	3	8	1	4

Legend: ■ Permanent Voucher ■ RRH voucher ■ Public Housing ■ Family/Friends

As of June 16, 2023

YA Permanent Exit Destinations, 2021

Legend: Permanent Voucher, RRH voucher, Public Housing, Family/Friends

YA Permanent Exit Destinations, 2020

Legend: Permanent Voucher, RRH voucher, Public Housing, Family/Friends
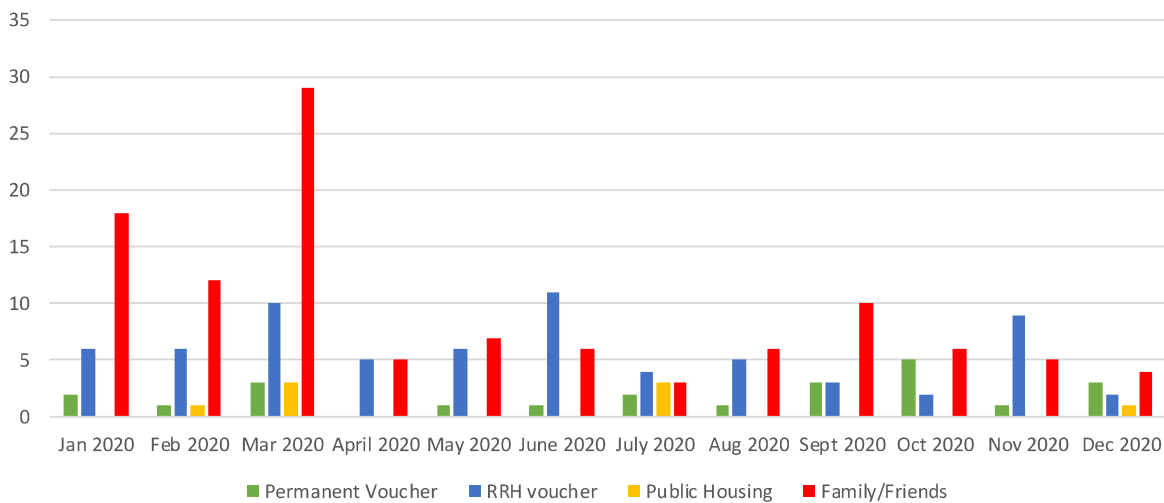
As of June 16, 2023

Cuyahoga/Cleveland Minimum Standards for

Rapid Rehousing (RRH)

Standards Outline
  A. Agency Oversight & Management
  B. Fiscal Administration
  C. Program Operations & Services
  D. Data Collection & Management
  E. Facility Standards
  F. Program Participants' Rights

Definitions:

Emergency Shelter

Emergency Shelter (ES) is a place for people who are experiencing homelessness to live temporarily when they cannot live in their previous residence and lack other safe housing options or resources to obtain housing. Emergency shelter facilities provide night-time accommodations and may include day-time accommodations and services associated with re-housing persons as quickly as possible.

Rapid Rehousing

Rapid Rehousing (RRH) is a program for persons experiencing homelessness that includes time-limited rental assistance and services. The goal is to help people obtain safe, adequate housing as quickly as possible and support the long-term retention of housing by building participant self-sufficiency.

Permanent Supportive Housing

Permanent Supportive Housing (PSH) is permanent housing in which housing assistance (e.g., long-term leasing or rental assistance) and **supportive services** are provided to assist households with at least one member (adult or child) with a qualifying disability in achieving housing stability. To be eligible for PSH under the federal Continuum of Care (CoC) Program, program participants must meet Category 1 of the federal homeless definition (below), and any additional eligibility criteria set forth in the Fiscal Year CoC Program NOFA under which the program was funded (e.g., be experiencing chronic homelessness). PSH programs adhere to evidence-based Housing First practices[1], including minimal preconditions such as sobriety or required participation in treatment. Supportive services are voluntary and offered to maximize housing stability and prevent returns to homelessness, as opposed to addressing predetermined treatment goals prior to permanent housing entry.

Homeless
  1. **Category 1: Literally Homeless**. Individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning:
      1. Person has a primary nighttime residence that is a public or private place not meant for human habitation;

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[1] **Housing First in Permanent Supportive Housing Brief,** https://www.hudexchange.info/resource/3892/housing-first-in-permanent-supportive-housing-brief/

2. Person is living in a publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, state and local government programs); or
3. Person is existing an institution where s/he has resided for 90 days or less **and** who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution.
4. Person left home because of physical, emotional, or financial abuse or threats of abuse and have not secured safe, alternative housing.

2. **Category 4: Domestic Violence**. Fleeing/Attempting to flee domestic violence, dating violence, sexual assault, stalking, and other dangerous or life-threatening conditions that related to violence against the individual or family member that either takes place in, or him or her afraid to return to, their primary nighttime residence (including human trafficking). And,
   1. person has no other residence; and
   2. person Lacks the resources or support networks to obtain other permanent housing.

Chronic Homelessness
Chronic homelessness is used to describe people who have experienced homelessness for at least a year while simultaneously struggling with a disabling condition such as a serious mental illness, substance use disorder, or physical disability. A person who meets the chronic homelessness designation will meet the general homelessness definition (from above) and have the additional characteristics/material conditions:
1. The person has been homeless and living or residing in a place not meant for human habitation, a safe haven, or in an emergency shelter *for at least 1 year* or on at least 4 separate occasions in the last 3 years; and
2. Has an adult head of household (or a minor head of household if no adult is present in the household) with a *diagnosable disability* including substance use disorder, serious mental illness, developmental disability (as defined in section 102 of the Developmental Disabilities Assistance and Bill of Rights Act of 2000 (42 U.S.C. 15002)), post traumatic stress disorder, cognitive impairments resulting from a brain injury, or chronic physical illness or disability, including the co-occurrence of 2 or more of those conditions.

A. Agency Structure and Management

Source	Standard		Applicability
OHS, 2011; adopted by CoC Advisory Board 9/10/14	1. The agency shall be a **nonprofit organization**, recognized under section 501(c)(3) of the Internal Revenue Code.		ES RRH PSH
OHS, 2011; adopted by CoC Advisory Board 9/10/14	2. The agency's **Board of Directors** shall consist of voluntary (unpaid) members, except for the agency's CEO or Director.		ES RRH PSH
OHS, 2011; adopted by CoC Advisory Board 9/10/14	3. The agency shall include on the Board of Directors or some other policy-making entity, one or more members who are either **homeless or formerly homeless**. Persons with lived experience who are compensated for Board participation shall not be considered paid employees.		ES RRH PSH
OHS, 2011; adopted by CoC Advisory Board 9/10/14	4. The agency's Board of Directors shall **meet at least on a quarterly** basis and set overall policy for the CoC program. Minutes of the meetings shall be maintained for at least three years.		ES RRH PSH
Adopted by CoC Advisory Board 5/18/23	5. The agency shall have a **conflict-of-interest** policy for staff, volunteers, and program participants.		ES RRH PSH
Adopted by CoC Advisory Board 5/18/23	6. The agency shall have a policy establishing that the entire agency and all affiliated programs operate as a **drug-free workplace**.		ES RRH PSH
Adopted by CoC Advisory Board 5/18/23	7. The agency shall have a policy governing the use of **firearms** on agency property. a. There is a policy that addresses firearms and other weapons, as it relates to staff and residents. These policies address the program's stance on the concealed carry law and whether weapons, including firearms, are permissible on the premises of the CoC agency.		ES RRH PSH
Adopted by CoC Advisory Board 5/18/23	8. The agency shall have a **disaster recovery** and crisis communications plan.		ES RRH PSH
Adopted by CoC Advisory Board 5/18/23	9. The agency shall have a **sexual harassment** policy applicable to all staff, trustees, volunteers, vendors, program participants.		ES RRH PSH
Adopted by CoC Advisory Board 5/18/23	10. The agency shall have an **annually updated organizational chart** of positions and specific individuals with clear lines of authority; personnel policies detailing employee responsibilities, rights, roles, benefits, job description, attendance requirements, grievance procedure, annual performance review process, confidentiality, and compensation policy		ES RRH PSH

OHS, 2011;
Adopted by CoC Advisory Board
5/18/23
	11. The agency shall have written policies for the selection of all paid personnel in conformance with the EEO guidelines.
	    a. The program complies with all applicable Equal Employment Opportunity and Affirmative Action laws and regulations.
	    b. The following policies are posted in an area where all employees have access to them.
	        A. Non-Discrimination Policy
	        B. Affirmative Action Plan and/or Equal Employment Opportunity Policy
		ES
		RRH
		PSH

B. Fiscal Administration		
Source	**Standard**	**Applicability**

OHS, 2011; **Adopted by CoC Advisory Board 5/18/23**	1. There shall be an accounting system which is maintained in accordance with Generally Accepted Accounting Principles (GAAP) and which uses fund accounting methods to ensure clear, accurate and current accounting of all public grant sources.
	   a) Grant expenses and match are consistently and accurately charged to appropriate funding sources
	   b) Expenses are consistently reviewed and approved in compliance with GAAP.
		ES RRH PSH

OHS, 2011; **Adopted by CoC Advisory Board 5/18/23**	2. The agency shall have a record of accountability for program participants' funds or valuables the program is holding.	ES RRH PSH
OHS, 2011; **Adopted by CoC Advisory Board 5/18/23**	3. A program which receives $300,000 or more of federal funds shall receive an annual independent audit or audit review and submit to OHCP, annually either a letter of "no findings" or a copy of the audit, in conformity with the OHCP financial rules and regulations handbook.	ES RRH PSH
OHS, 2011; **Adopted by CoC Advisory Board 5/18/23**	4. The agency shall have internal fiscal control procedures, which are reviewed and approved by the Board of Directors.	ES RRH PSH
OHS, 2011; **Adopted by CoC Advisory Board 5/18/23**	5. The agency shall institute and implement an adequate procurement policy in compliance with 24 CFR Part 84, U.S. Department of Housing and Urban Development or other procurement standards required by contract's uniform administrative requirements, covering all program-related small, medium, and large purchases and means of price comparisons to assure purchases at the most reasonable costs and shall make known to women and minority contractors their capability to be vendors.	ES RRH PSH
OHS, 2011; **Adopted by CoC Advisory Board 5/18/23**	6. The agency's covered programs shall maintain a system of accountability for time worked through use of timesheets, activity reports, etc. signed by both the employee and the appropriate supervisor. The executive director's timesheet should be signed by a board member. a) Separate accountability of staff time between administrative and programmatic activities are tracked on timesheets	ES RRH PSH

Adopted by CoC Advisory Board 5/18/23	7. The agency's governing board procures an independent certified public accountant to annually audit the financial statements consistent with GAAP.
	   a) The organizational governing board (e.g. Board of Directors) of the program owner, operator and service providers oversee acquisition and management of resources and the review of budgets and expenditures on at least a quarterly basis.
	   b) The governing boards of the owner, operator and service providers shall cause their books and records to be audited annually by an independent certified public accountant consistent with the following:
	     • the audit is performed in accordance with generally accepted accounting principles.
	     • the audit incorporates internal control procedures.
	     • if applicable the auditors issue a management letter reporting any control weaknesses, irregularities or illegal acts discovered during the audit.
	     • the audit is performed within 6 months of the close of the agency's fiscal year.
		ES RRH PSH

Adopted by CoC Advisory Board 5/18/23	8. The Agency has a finance/accounting policies and procedures manual.	ES RRH PSH
Adopted by CoC Advisory Board 5/18/23	9. The Agency has current insurance provisions covering worker's compensation, employment practices liability, employer's liability, comprehensive general liability, and directors' and officers' liability (D&O)	ES RRH PSH
Adopted by CoC Advisory Board 5/18/23	10. **Insurance.** The program owner, operator and service providers have the following insurance provisions, notices, and certificates. - Worker's Compensation Certificate - Wage and Hour Notice - Unemployment Liability (if applicable) - Professional Liability - Director and Officer's Liability is encouraged. Board members are informed of liability. - Property/Casualty	ES RRH PSH
Adopted by CoC Advisory Board 5/18/23	11. **Asset Management** The program owner and operator have an asset management plan that documents the policies, strategies, financing plans and reporting systems that are used to sustain and ensure the continued viability of the program's capital assets.	ES RRH PSH

C. Program Operations & Services		
Source	**Standard**	**Applicability**
Adopted by CoC Advisory Board 5/18/23	1. **Non-discrimination, equal access Policy**. The program shall provide equal access to crisis services and program beds/units without regard to a person's actual or perceived sexual orientation, gender, gender identity or gender expression, in compliance with HUD's Equal Access Rule unless the program has received an explicit exemption.	ES RRH PSH
OHS, 2011; **Adopted by CoC Advisory Board 5/18/23**	2. The program **shall not discriminate** on the basis of race, religion, color, sex, national origin, disability, age, or ancestry. Programs serving families with school-aged children shall not discriminate on the basis of the sex or age of the children or the size of the family,	ES RRH PSH
OHS, 2011; **Adopted by CoC Advisory Board 5/18/23**	3. The program **shall not require program participants to participate in religious services** or other forms of religious expression.	ES RRH PSH
OHS, 2011; **Adopted by CoC Advisory Board 5/18/23**	4. The program shall have a **policy manual**, which includes the program's purpose, population served, regulations, rules and procedures.	ES RRH PSH
Adopted by CoC Advisory Board 5/18/23	5. All programs shall adopt **Housing First**, with a trauma-informed approach regarding program operations and service delivery. (See definition of trauma-informed at end of document) a. Supportive services are designed and provided to meet the specific needs of residents. Minimally, services include individualized case management and service, assistance accessing income supports and healthcare, and recreational opportunities. b. Service participation is voluntary for all residents. c. Residents are actively involved in the design, development, and implementation of their individualized service plans.	ES RRH PSH
OHS, 2011; **Adopted by CoC Advisory Board 5/18/23**	6. The program shall conduct (or participate in) an **evaluation of the effectiveness of the services** offered, at least annually. Required evaluation could include participant feedback surveys and analysis of HMIS-based SPM results of the program.	ES RRH PSH
Adopted by CoC Advisory Board 5/18/23	7. A **housing plan** shall be developed for all program participants who have seven (7) consecutive days of uninterrupted occupancy in the program. The housing plan must describe the strategy the program participant intends to pursue to end their homelessness and/or maintain their permanent housing placement with references to any proposed connections to housing resources the program participant intends to leverage in the community.	ES RRH PSH
Adopted by CoC Advisory Board 5/18/23	8. All programs shall support program participants in **building income** through employment connections and facilitate access and connection to public benefits.	ES RRH PSH
OHS, 2011; **Adopted by CoC Advisory Board 5/18/23**	9. The program shall post and read, or otherwise make known, the **rules, regulations, and procedures of the program**.	ES RRH PSH
Adopted by CoC Advisory Board 5/18/23	10. Programs shall develop and implement an **Emergency Transfer Plan** (ETP) for the emergency transfer of victims of domestic violence, dating violence, sexual assault, and stalking. Said victims shall be entitled to an emergency transfer pursuant to each shelter's emergency transfer plan.	ES RRH PSH

OHS, 2011; **Adopted by CoC Advisory Board 5/18/23**	11. The program shall **report abuse**, including child abuse, elder abuse, and endangerment. Requirements for reporting abuse are extending beyond those staff whose clinical licensure obligates them as a mandated reporter or duty to warn.	ES RRH PSH
OHS, 2011; **Adopted by CoC Advisory Board 5/18/23**	12. The program shall provide **access to a public or private telephone** for use by program participants to make and receive calls.	ES PSH
OHS, 2011; **Adopted by CoC Advisory Board 5/18/23**	13. The program shall **maintain records to document services provided** to each program participant. a. Records containing participant information are kept in a secure location and locked (or capable of being locked) to maintain confidentiality.	ES RRH PSH
OHS, 2011; **Adopted by CoC Advisory Board 5/18/23**	14. The program shall provide accommodations for program participants to **store personal belongings**. a. There is a policy for storage of residents' personal items, where such items are unable to be stored in individual resident units. This includes provision of on-site, individual lockable storage units or information about nearby storage services.	ES PSH
OHS, 2011; **Adopted by CoC Advisory Board 5/18/23**	15. The program shall provide a **Safety Plan** that describes the plan to promote a **safe, secure environment** and have policies to regulate access. • Each site-based program must have a written **entrance, exit, and visitation policy** as part of its safety plan ("visitation" refers to non-program program participants seeking to enter the facility). The policy should indicate how check in/entrance to and exit from the facility occurs for program participants, staff, partners, volunteers, and other guests.	ES PSH
OHS, 2011; **Adopted by CoC Advisory Board 5/18/23**	16. The program shall have a policy regarding the **control of weapons**.	ES PSH
OHS, 2011; **Adopted by CoC Advisory Board 5/18/23**	17. The program shall encourage the **involvement of program participants in the decision-making processes** of the program. This can be accomplished in a variety of ways, including having program participant advisory councils to provide input into the operations of the program, or having homeless or formerly homeless people on the board, or having homeless or formerly homeless people trained and hired as staff. a. The program seeks to actively obtain resident input in decision-making through a resident advisory council or reasonable efforts to establish a resident advisory council. b. The program assures adequate accommodation for resident meetings and provides staff assistance, as requested, to support resident advisory functions.	ES RRH PSH
Adopted by CoC Advisory Board 5/18/23	**Resident Involvement in Performance and Quality Improvement Processes** a. Resident input is obtained and incorporated into the program's performance and quality improvement processes in the following ways: • Periodic monitoring of the implementation of grievance and appeal procedures and summary information concerning dispositions of grievances and appeals. • Satisfaction survey and/or documented interview at least annually with current residents regarding the quality of services and the service/housing environment and opportunities for improvement • Exit survey and/or documented interview with residents who leave the program, whether voluntarily or involuntarily, to provide input on the quality of services and the service/housing environment.	ES RRH PSH

Adopted by CoC Advisory Board 5/18/23	18. The agency has a policy for ensuring that each new employee, volunteer or service provider receives **initial training** not later than the end 12-month period following their start date with the program or end of their probationary/orientation period, whichever comes first.	ES RRH PSH
Adopted by CoC Advisory Board 5/18/23	19. **Ongoing Staff Training** Program employees, volunteers and service provider staff receive periodic training on the following as applicable for the position: o CPR and First Aid procedures, inclusive of training on identification and management of seizures, (must be completed prior to expiration of current certification); o Disease prevention protocols (Universal Precautions); o Non-violent crisis intervention and de-escalation techniques (every two years); o Ethical participant practices (every two years); o Cultural awareness (every two years). Race, gender, LGBTQ+, disability, ethnicity, national origin o Trauma awareness. Obligations to report abuse, neglect The program encourages and supports planning for staff professional development.	ES RRH PSH
Adopted by CoC Advisory Board 5/18/23	**34. Staff Supervision** a. There are clear communication structures, including regular meetings, sharing of written communications and regular interaction among on-site staff and senior staff of the participating organizations. b. There is a system of staff supervision and regularly scheduled performance evaluations.	ES RRH PSH
OHS, 2011 **Adopted by CoC Advisory Board 5/18/23**	35. Programs must provide or assist with the **linkage of participants to services** for drug and alcohol treatment, mental health treatment, life skills and job training, as needed and helpful to the participant.	ES RRH PSH
OHS, 2011 **Adopted by CoC Advisory Board 5/18/23**	36. School-aged **children are required by law to be enrolled** in and attend school. Each program serving school-aged children will ensure that parents are aware of the legal requirement and will work with parents and community resources, as needed, to promote daily school attendance. In addition, each program will assist in connecting children with appropriate services within the community.	ES RRH PSH
OHS, 2011; **Adopted by CoC Advisory Board 5/18/23**	37. Each program shall post the **Drug Free Workplace Policy** (if covered by it) or comparable statement and method for program participants to report a suspected violation.	ES PSH
OHS, 2011; **Adopted by CoC Advisory Board 5/18/23**	38. Each facility-based program shall have a policy for addressing **maintenance concerns**. a. Each shelter will post the process for reporting maintenance concerns b. Each program shall identify the timeframe for a response to maintenance concerns c. Program staff shall acknowledge new issues reported within (2) business days	ES PSH
OHS, 2011; **Adopted by CoC Advisory Board 5/18/23**	39. If the program houses children and uses volunteers, **volunteers must have criminal background checks** to volunteer. No one with a violent or sexual-based criminal history will be allowed to volunteer at a facility housing children.	ES PSH

Proposed	43. Eligibility		RRH
	a. All program residents meet the following **eligibility criteria upon admission**:		PSH (where noted as applicable)
	o **Literally homeless**. This includes persons who are living in		
	o places not meant for human habitation, such as cars, parks, sidewalks, and abandoned buildings;		
	o an emergency shelter; or		
	o transitional housing for homeless persons who originally came from the streets or emergency shelter.		
	o Fleeing or attempting to flee DV		
	Note: If a person is in one of the three categories listed above, but most recently spent less than 30 days in a jail or institution, he/she qualifies as coming from one of these three categories.		
	Note: For emergency shelter, date of shelter exit must be no more than 7 days prior to HF program entry date.		
	Note: HUD funded transitional housing for homeless persons is not an eligible living situation for participants who must meet HUD's chronic homeless criteria (i.e., for programs funded by HUD to serve persons who meet the federal definition of chronically homeless).		
	o **Chronically Homeless (for non-DecidatedPLUS PSH programs only)**		
	o Homeless for a year or more		
	o Experienced at least four (4) separate episodes in the past three (3) years.		
	Note: An episode of homelessness is a separate, distinct, and sustained stay on the streets and/or in an emergency homeless shelter.		
	o **Disabled (for PSH programs only)**		
	o A disabling condition is defined as a diagnosable substance use disorder, serious mental illness, developmental disability, or chronic physical illness or disability, including the co-occurrence of two or more of these conditions. A disabling condition limits an individual's ability to work or perform one or more activities of daily living.		
	o **Age 18 or above** (or otherwise emancipated youth)		
	b. The program **does not exclude persons with a criminal record** unless prohibited by a funding source or if certain exclusions have been negotiated with program neighbors.		
	c. **Income is not required** to apply for the program, but applicants with no income are expected to work with a case manager to develop a plan for income. (**for PSH programs, Family RRH, DV RRH, and Youth RRH only**)		
	d. Eligibility is **verified and documentation** is obtained prior to admission.		
Proposed	47. Waiting Lists		RRH
			PSH
	a. The Cuyahoga CoC system maintains a waiting list only to the extent the list includes persons who are currently homeless and meet other program eligibility criteria.		
	b. There is a process for regularly updating the waiting list and notifying applicants of their pending status.		
	c. The waiting list does not include more applicants than the number of units/resource slots expected to become available over a two-month period.		

Proposed by Housing First Manual	**59. Resident Move-Up & Housing Transitions** a. Residents are systematically assessed, either as part of the standard resident re-assessment process or by other means, for their potential to move to more independent housing or maintain existing housing. b. Residents who are stably housed and demonstrate an ability to live in more independent housing are encouraged and provided with support to pursue other, more independent living options. c. RRH residents who have exhausted their subsidy period but require additional supports and subsidy will be considered for other permanent housing resources such as public housing, vouchers, or PSH, if eligible.		RRH PSH
Proposed by Housing First Manual	**60. Coordination of Care** a. Service staff works with program participant to identify other appropriate community services that can assist in achieving resident goals. b. Service staff provides information and referrals for community services and assist program participant in accessing services. c. When appropriate and with program participant consent, service staff seeks to coordinate services with other community service providers to ensure coordinated, efficient resident care and support.		RRH PSH
Proposed by Housing First Manual	**62. Non-Emergency Transportation** a. Program participants are made aware of transportation options, including nearby public transportation and assistance with obtaining bus fare, if available.		RRH PSH
Proposed by Housing First Manual	**65. Eviction Prevention** a. Supportive service staff works pro-actively with program participants to address issues that may affect resident compliance with lease requirements. b. Program participants at-risk of lease non-compliance, up to and including eviction, are assisted by service staff to establish and achieve an eviction prevention plan. Eviction prevention plans are developed in consultation with property management staff/property owner. c. Program participants at-risk of eviction are assisted with accessing community services appropriate to their needs, including free or low-cost legal representation and emergency financial assistance. d. Program participants who are evicted receive appropriate referrals for ongoing service needs and housing options.		RRH PSH
Proposed by Housing First Manual	**68. Relationships with Peer Agencies, Service Providers, Funders and the General Public** a. There is an intent and ongoing effort to have positive, collaborative relationships with peer agencies, service providers, funders, property owners/managers, and the general public.		RRH PSH

D. Data Collection and Management

Source	Standard		Applicability
OHS, 2011; adopted by CoC Advisory Board 5/18/23	1. The program shall develop and implement procedures to ensure the **confidentiality of records** pertaining to any individuals provided family violence prevention or treatment services.		ES RRH PSH
OHS, 2011; adopted by CoC Advisory Board 5/18/23	2. Programs that provide CoC services (outreach, assessment, Coordinated Intake, emergency shelter, transitional housing, RRH, and PSH) **and** receive funding under any CoC program (CoC Program, ESG, HOME, CDBG) are required to participate in their Continuum of Care's Homeless Management Information System (**HMIS**).		ES RRH PSH
OHS, 2011; adopted by CoC Advisory Board 5/18/23	3. CoC-funded programs and programs that receive other public funding coordinated through the CoC **shall collect Universal Data Elements (UDEs)** and other **Program Specific Data Elements (PSDEs),** as applicable, on all program participants and enter data into the HMIS. Non-publicly-funded program providers shall collect in HMIS program participant identifiers and entry and exit dates at a minimum. All program providers shall contribute data to the HMIS for the purposes of the annual Point-in-Time (PIT) count and Housing Inventory Count (HIC).		ES RRH PSH
OHS, 2011; adopted by CoC Advisory Board 5/18/23	4. The facility shall have **secure storage space** for confidential documents relating to program participants and personnel.		ES RRH PSH
OHS, 2011; adopted by CoC Advisory Board 5/18/23	5. **Documentation and record keeping policy.** All programs shall apply HMIS-defined data security and program participant privacy protections to all data collected from program program participants, inclusive of intake, screening, assessment, daily census tracking, service engagement transactions, care coordination, and referrals.		ES RRH PSH
OHS, 2011; adopted by CoC Advisory Board 5/18/23	6. The program shall have or plan for **secure storage space** for confidential documents relating to program participants and personnel.		ES RRH PSH

E. Facility Standards		
Source	Standard	Applicability
NONE		

F. Program Participants' Rights		
Source	Standard	Applicability
Adopted by CoC Advisory Board 5/18/23	1. The program has a written document outlining **program participants' rights** posted in a visible and accessible location, read and otherwise made known to program participants upon admission, with accommodation for literacy and language barriers. All program participants receive a copy of the program participants' rights document upon request. a. There is a written document outlining resident rights (including grievance and appeals) which is provided in writing and explained verbally to residents upon admission. b. Staff is provided written and verbal information and explanation of resident rights upon hire. c. A description of residents' rights is posted in a location visible to residents. Reasonable efforts are made to ensure that all residents understand their responsibilities regardless of language or ability.	ES RRH PSH
Adopted by CoC Advisory Board 5/18/23	**3. Grievances** a. There is a written complaint and grievance policy and procedure. b. Residents are given a blank copy of the grievance form upon entry into the program. b. Residents have a right to make grievances known concerning the services provided, residential or service environments, or related issues and may exercise the right to file a grievance at any time.	**ES RRH PSH**
Adopted by CoC Advisory Board 5/18/23	**4. Due Process and Appeals** a. There is a written appeals policy and procedure that addresses due process rights and procedures related to resident appeals of program staff decisions, including lease non-compliance, eviction actions, and service restrictions.	**ES RRH PSH**

Definitions:

Trauma-informed: A program, organization, or system that is trauma-informed realizes the widespread impact of trauma and understands potential paths for recovery; recognizes the signs and symptoms of trauma in program participants, families, staff, and others involved with the system; and responds by fully integrating knowledge about trauma into policies, procedures, and practices, and seeks to actively resist re-traumatization.

Program: A set of services and/or housing supports packaged as a discrete intervention intended to address the needs of persons experiencing or at risk of experiencing a housing crisis. Programs can receive funding from a single source or combine funding from multiple (different) sources to fund operations. In HUD statute and regulation a program is typically referred to as a "program".

Participant: A person or combination of persons who are receiving assistance from a program.

Income & Stability for People Experiencing Homelessness
Mid-Year Update 2023

Enterprise is pleased to share this update with our public and philanthropic stakeholders to describe activities from the first half of 2023.

Background – Our goal is to *increase income for people exiting homelessness in order to prevent returns to homelessness.* We are doing this by creating *cross-sector strategies for systems collaboration* between the workforce and homeless services systems and facilitating *JFS Dedicated Case Management* for families served by the Continuum of Care (CoC). Additionally, we are working in concert with the Office of Homeless Services on their strategic plan goal *to increase income and benefits for persons experiencing homelessness* in Cuyahoga County. Enterprise's work is funded by the CoC HUD Planning Grant through Cuyahoga OHS (Office of Homeless Services) and independently raised philanthropic dollars.

I.   **Systems collaboration** – in 2022, we established a robust, cross-system, steering committee co-chaired by Paul Bounds (JFS) and Melissa Sirak (OHS) and convened by Enterprise.

- *Inclusive leadership* – Our committee includes a range of stakeholders representing workforce services, homeless services, evaluation, philanthropy, and lived experience. Full list of committee members is attached.
- *Currently 13% of committee members have experienced homelessness* – We believe that people are the experts in their own lives and know best what they need to succeed. As we continue to convene partners to ensure greater access to employment and workforce services for persons experiencing homelessness, we recognize that the most effective solutions will be informed by people who have lived these issues and have valuable expertise to provide. Committee members with lived experience are influencing planning during and outside of committee meetings.
- *Data-sharing* – We are working to strengthen the partnerships between homeless service providers and Ohio Means Jobs. In 2022, our contracted evaluator, CWRU, conducted a data match with datasets from Ohio Means Jobs and the Homeless Management Information System (HMIS) and JFS benefits data to better understand patterns of service utilization. This match looked at people who entered homeless services across three different years, pre-Covid. *Results found only a 5% overlap* between the data sets, demonstrating room for improvement in ensuring persons experiencing homelessness can access employment services.
- *Systems goals* – After a thoughtful and informed consideration process, the steering committee identified *three main goals* to work towards. *We celebrate the following progress in these areas:*

  1. *Goal 1 -Improve and formalize referral pathways* between workforce & homeless service providers.
     - ✓ Creation and continuation of Steering Committee
     - ✓ Provider Survey
     - ✓ Peer to Peer learning – Detroit and Houston
     - ✓ Environmental scan
     - ✓ Referral System Design

2. *Goal 2 - Support homeless and workforce service systems* in gathering data on employment and benefits, and in using data for program development, evaluation and improvement.
   - ✓ CWRU data match and analyses between HMIS (OHS) and OMJ data sets
   - ✓ CWRU literature review
   - ✓ 4 Focus groups with individuals and families with lived experience. More groups are planned late summer/early Fall.

3. *Goal 3 - Cross-system trainings for leadership and personnel* in workforce and homeless service roles, focused on collaboration and best practices.
   - ✓ Heartland Alliance conducted two trainings focused on best practices for employment services providers to support persons experiencing homelessness.
   - ✓ We held an additional panel discussion with local benefits experts on "Navigating the Benefits Cliff" when seeking employment.
   - ✓ We recently began a series of information and education sessions highlighting providers in our resource-rich employment and workforce system. Our first presenter was Ohio Means Jobs. We are planning additional sessions throughout the Fall.

     All of the sessions were extremely well-attended with 80-130 registrants each training, including strong representation from employment and homeless services, as well as philanthropy, and other diverse nonprofit providers.

   - *Referral and Navigation Pilot-* One of the key recommendations to come out of the steering committee in 2022, was to establish a *referral and navigation system* that would give any person experiencing homelessness access to employment services with added navigation supports. We are pleased to be moving to the planning phase of this with a pilot program that will *focus on 18 to 24-year-old adults experiencing homelessness.* We hope to leverage the momentum of the YHDP work happening in Cuyahoga County.

   - *TA –* We have engaged consultant *Rebecca Kusner of R4Workforce* to provide technical assistance to the committee to move forward with *design and implementation of the pilot,* to help us *conduct several training and information sessions which highlight employment and workforce providers in Northeast Ohio*, and to *work with the committee and OHS on implementing goal four of the strategic plan to increase income and benefits* for persons experiencing homelessness in Cuyahoga County. Rebecca's workforce expertise nicely complements committee members with deep understanding of our CoC for a well-rounded approach to this cross-sector partnership.

II. The **JFS Dedicated Case Management** partnership, staffed by *FrontLine Service*, aims to prevent families from losing benefits as a downstream result of their homelessness and ensure families have efficient access to benefits as they work toward stability with the support of their homeless service providers.

   From January through June 2023:
   - FrontLine's family benefits liaison has handled more than *150 benefits audits* and assisted families with submitting *approximately 100 benefits applications*, including SNAP, Medicaid, cash assistance, childcare, and SNAP interim reports. Additionally, the benefits liaison followed up with JFS regarding *40 benefits inquiries*, and sent documents to JSF to support families' applications and benefits cases, including birth certificates, paystubs, shelter letters, and utility bills.

- *With the end of pandemic emergency benefits,* JFS staff have provided the benefits liaison with information regarding dates when SNAP interim reports and Medicaid renewals are due for families served.
- The JFS PRC (Prevention, Retention, and Contingency) program provides aid to families for unexpected emergency resources. PRC, staff continue to participate in monthly check-in calls with FrontLine and Enterprise.
- During the first three months of 2023, the benefits *liaison assisted 19 families* with PRC applications. *Fifteen of the applications were approved*, enabling the families to acquire furniture and appliances for their units as well as pay down utility bills. In an effort to reduce processing times, the liaison works with clients and case managers to submit PRC applications with as much supporting documentation up front rather than after the application is routed for processing. Finally, individual PRC workers have reached out to the benefits liaison on a number of occasions to receive and verify documentation that will support a families' PRC application.

None of this work would be possible without active support of Cuyahoga County staff. We are thankful, in particular, for the leadership of Melissa Sirak and Allison Gill at the Office of Homeless Services, and Paul Bounds and Paul Mosher at Job & Family Services.

For more information about our work, contact Kelly Camlin, senior program officer, at or Jenny Eppich, senior program director at Enterprise: kcamlin@enterprisecommunity.org, jeppich@enterprisecommunity.org

Income & Stability (Workforce/Homelessness) Steering Committee
Paul Bounds, Cuyahoga Jobs & Family Services, Jobs, Employment & Training Dept, co-chair
Melissa Sirak, Cuyahoga Office of Homeless Services, co-chair
Kelly Camlin, Enterprise, convener
Jenny Eppich, Enterprise, convener
Meagan Ray-Novak, Case Western Reserve University, data & evaluation
Carole Beatty, The Centers for Families & Children, workforce service provider
Sherri Clancy, Foundation Management Services, funder
Angela D'Orazio, Sisters of Charity Foundation of Cleveland, funder
Lloyd Fryer, content expert
Allison Gill, Office of Homeless Services
Rebecca Kusner, Consultant
Ronnie Leeth, content expert
LaTonya Murray, FrontLine Service, homeless services provider
Mike Sering, LMM, homeless & workforce services provider
Renee Timberlake, United Way of Greater Cleveland, funder, service provider

2022 & 2023 Quarter Comparison of Passed Inspections/Housed

2022	Adult-Families	Youth-Families	Adult-Singles	Youth-Singles	TOTAL
Jan 2022 – Mar 2022	34	10	23	3	70
Apr 2022 – Jun 2022	32	3	27	7	69
July 2022 – Sept 2022	32	3	21	3	59
Oct 2022 – Dec 2022	41	5	21	11	78
				2022 1st, 2nd 3rd & 4th Quarter Total:	276
2023	Adult-Families	Youth-Families	Adult-Singles	Youth-Singles	TOTAL
Jan 2023 - Mar 2023	37	2	16	10	65
April 2023 - May 2023	40	6	20	9	75
June2023 - July 2023	33	14	8	22	77
				2023 1st 2nd 3rd & 4th Quarter Total	

5/15/23-7/14/23

# of new referrals received (complete) from shelters/outreach providers for RRH

	Adult-Families	Youth-Families	Adult-Singles	Youth-Singles	TOTAL
5/15/23—5/19/23	7	0	10	3	20
5/22/23—5/26/23	5	2	9	0	16
5/29/23—6/2/23	8	0	3	3	14
6/5/23— 6/9/23	3	0	7	4	14
6/12/23 —6/16/23	9	1	9	6	25
6/19/23 — 6/23/23	6	1	4	4	15
6/26/23 —6/30/23	7	1	1	6	15
7/3/23 — 7/7/23	5	1	3	4	13
7/10/23 — 7/14/23	8	0	4	1	13

# of new rerrals received (complete) from DV/HT providers for RRH-DV

	DV/HT Adult-Families	DV/HT Youth-Families	DV/HT Adult-Singles	DV/HT Youth-Singles	TOTAL
5/15/23—5/19/23	0	1	5	0	6
5/22/23—5/26/23	4	1	0	0	5
5/29/23—6/2/23	1	0	2	0	3
6/5/23 — 6/9/23	1	0	1	0	2
6/12/23 —6/16/23	0	0	1	0	1
6/19/23 — 6/23/23	2	0	2	0	4
6/26/23 —6/30/23	3	0	1	0	4
7/3/23 — 7/7/23	1	0	0	0	1
7/10/23—7/14/23	1	0	3	1	5

OHS Advisory Board Meeting: Rapid Re-Housing
Program Data July 20, 2023

# of new clients' enrolled in RRH:

	Adult-Families	Youth-Families	Adult-Singles	Youth-Singles	TOTAL
5/15/23—5/19/23		1	5	4	**16**
5/22/23—5/26/23	4	0	5	4	**13**
5/29/23—6/2/23	4	1	6	4	**15**
6/5/23 —6/9/23	6	1	5	7	**19**
6/12/23 —6/16/23	5	1	5	4	**15**
6/19/23 —6/23/23	8	1	1	0	**10**
6/26/23 —6/30/23	4	0	3	6	**13**
7/3/23— 7/7/23	10	2	0	2	**14**
7/10/23 — 7/14/23	5	0	5	2	**12**

# of new clients' enrolled in DV-HT RRH:

	DV/HT Adult-Families	DV/HT Youth-Families	DV/HT Adult-Singles	DV/HT Youth-Singles	TOTAL
5/15/23—5/19/23	4	0	0	1	**5**
5/22/23—5/26/23	4	1	0	0	**5**
5/29/23—6/2/23	4	0	3	0	**7**
6/5/23 — 6/9/23	4	0	1	0	**5**
6/12/23 —6/16/23	2	0	0	3	**5**
6/19/23 — 6/23/23	3	0	1	0	**4**
6/26/23 —6/30/23	5	0	0	0	**5**
7/3/23 — 7/7/23	3	0	2	0	**5**
7/10/23—7/14/23	4	0	2	0	**6**

 # RFLAs Received/Processed RRH

	Adult-Families	Youth-Families	Adult-Singles	Youth-Singles	TOTAL
5/15/23—5/19/23	9	2	2	2	**15**
5/22/23—5/26/23	4	4	2	0	**10**
5/29/23—6/2/23	2	1	1	3	**7**
6/5/23 —6/9/23	5	5	1	3	**14**
6/12/23 —6/16/23	8	4	6	2	**20**
6/19/23 —6/23/23	7	2	5	3	**17**
6/26/23 —6/30/23	10	0	4	3	**17**
7/3/23— 7/7/23	7	1	0	2	**10**
7/10/23 — 7/14/23	3	1	3	1	**8**

OHS Advisory Board Meeting: Rapid Re-Housing
Program Data July 20, 2023

# of RFLA Received/Processed DV-HT RRH:

	DV/HT Adult-Families	DV/HT Youth-Families	DV/HT Adult-Singles	DV/HT Youth-Singles	TOTAL
5/15/23—5/19/23	1	0	0	0	1
5/22/23—5/26/23	1	0	0	0	1
5/29/23—6/2/23	2	0	0	1	3
6/5/23 — 6/9/23	3	0	0	1	4
6/12/23 —6/16/23	1	0	0	1	2
6/19/23 — 6/23/23	2	0	0	5	9
6/26/23 —6/30/23	3	1	3	1	8
7/3/23 — 7/7/23	1	1	0	0	2
7/10/23—7/14/23	1	0	1	1	3

# of Passed Inspections RRH:

	Adult-Families	Youth-Families	Adult-Singles	Youth-Singles	TOTAL
5/15/23—5/19/23	5	1	0	1	7
5/22/23—5/26/23	1	0	0	1	2
5/29/23—6/2/23	5	2	1	2	10
6/5/23 —6/9/23	3	1	4	4	12
6/12/23 —6/16/23	2	4	0	1	7
6/19/23 —6/23/23	4	1	2	0	7
6/26/23 —6/30/23	6	3	2	3	14
7/3/23— 7/7/23	1	0	1	4	6
7/10/23 — 7/14/23	8	2	2	6	18

# of Passed Inspections DV-HT RRH:

	DV/HT Adult-Families	DV/HT Youth-Families	DV/HT Adult-Singles	DV/HT Youth-Singles	TOTAL
5/15/23—5/19/23	1	0	0	0	1
5/22/23—5/26/23	1	0	0	1	2
5/29/23—6/2/23	0	0	0	0	0
6/5/23 — 6/9/23	2	0	1	0	3
6/12/23 —6/16/23	0	0	0	0	0
6/19/23 — 6/23/23	1	0	1	0	2
6/26/23 —6/30/23	0	0	0	0	0
7/3/23 — 7/7/23	1	1	0	0	2
7/10/23—7/14/23	0	0	2	0	2

OHS Advisory Board Meeting: Rapid Re-Housing Program Data July 20, 2023

 # Receiving RRH Rental Assistance by Month as of 7/14/23: Households = 320

	# Families	# Youth Singles	# Adult Singles
Month 1	3	0	2
Month 2	12	3	2
Month 3	18	1	11
Month 4	16	0	11
Month 5	16	2	3
Month 6	18	5	5
Month 7	16	2	12
Month 8	26	4	15
Month 9	21	2	11
Month 10	12	4	5
Month 11	15	1	15
Month 12	14	4	7
Month 13	5	0	1
Month 14	0	0	0
Month 15	0	0	0
Month 16	0	0	0
Month 17	0	0	0
Month 18	0	0	0
Month 19	0	0	0
TOTAL	**192**	**28**	**100**

 # Receiving DV-HT RRH Rental Assistance by Month as of 7/14/23: Households = 33

	# DV-HT Families	# DV-HT Youth Singles	# DV-HT Adult Singles
Month 1	1	0	1
Month 2	5	0	1
Month 3	5	0	2
Month 4	4	0	1
Month 5	1	0	0
Month 6	2	0	0
Month 7	2	0	0
Month 8	0	0	0
Month 9	1	0	0
Month 10	1	0	0
Month 11	1	0	0
Month 12	3	0	1
Month 13	1	0	0
Month 14	0	0	0
Month 15	0	0	0
Month 16	0	0	0
Month 17	0	0	0
Month 18	0	0	0
Month 19	0	0	0
Month 20	0	0	0
Month 21	0	0	0
TOTAL	27	0	6

Longitudinal System Analysis (LSA)

10/1/21 thru 9/30/22

Longitudinal System Analysis (LSA) Overview

	Emergency Shelter & Transitional Housing	Rapid Rehousing	Permanent Supportive Housing	Totals
Households Served	4,675	1,265	2,768	7,736
People Served	5,486	2,446	4,545	10,865

Source: 2022 LSA

Gender

Source: 2022 LSA
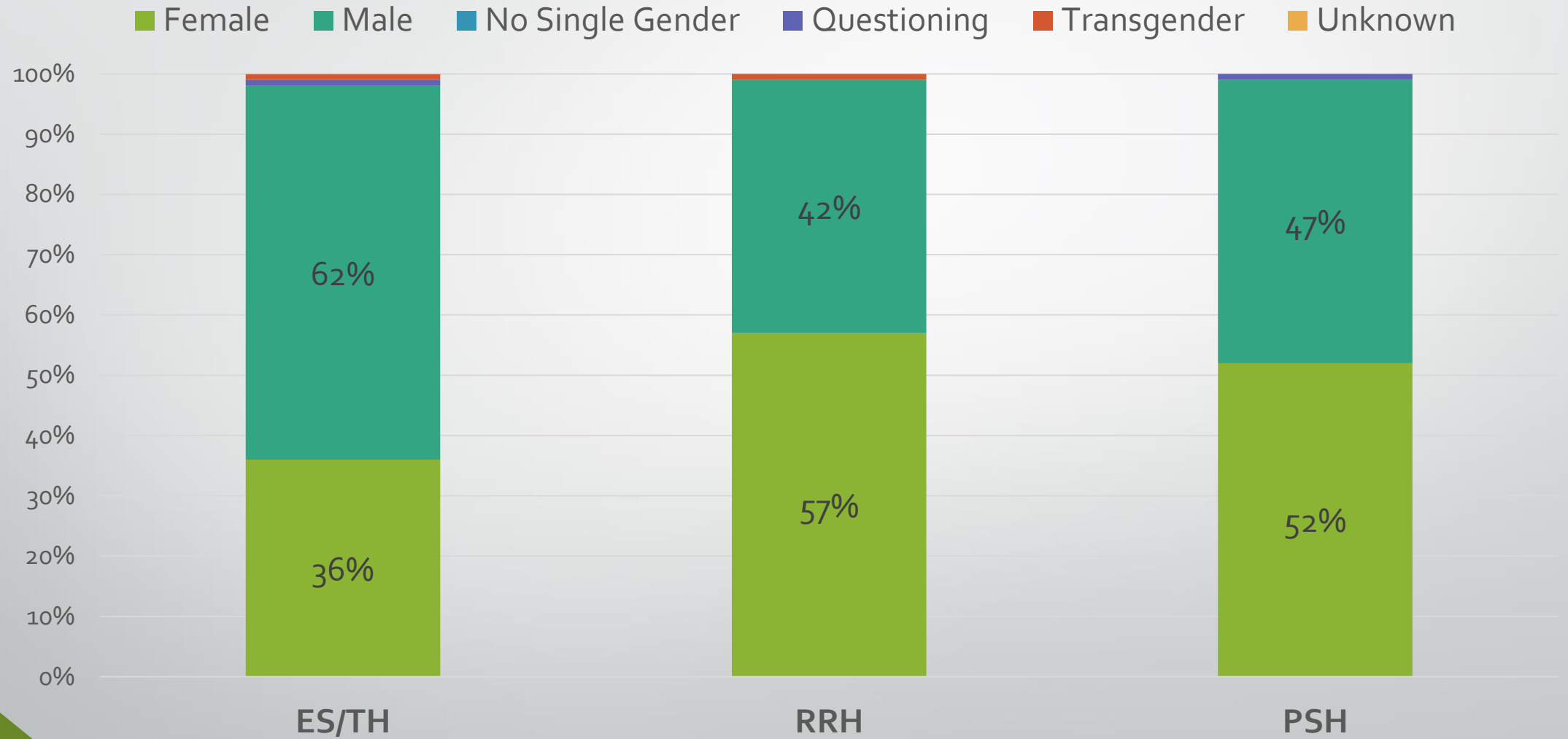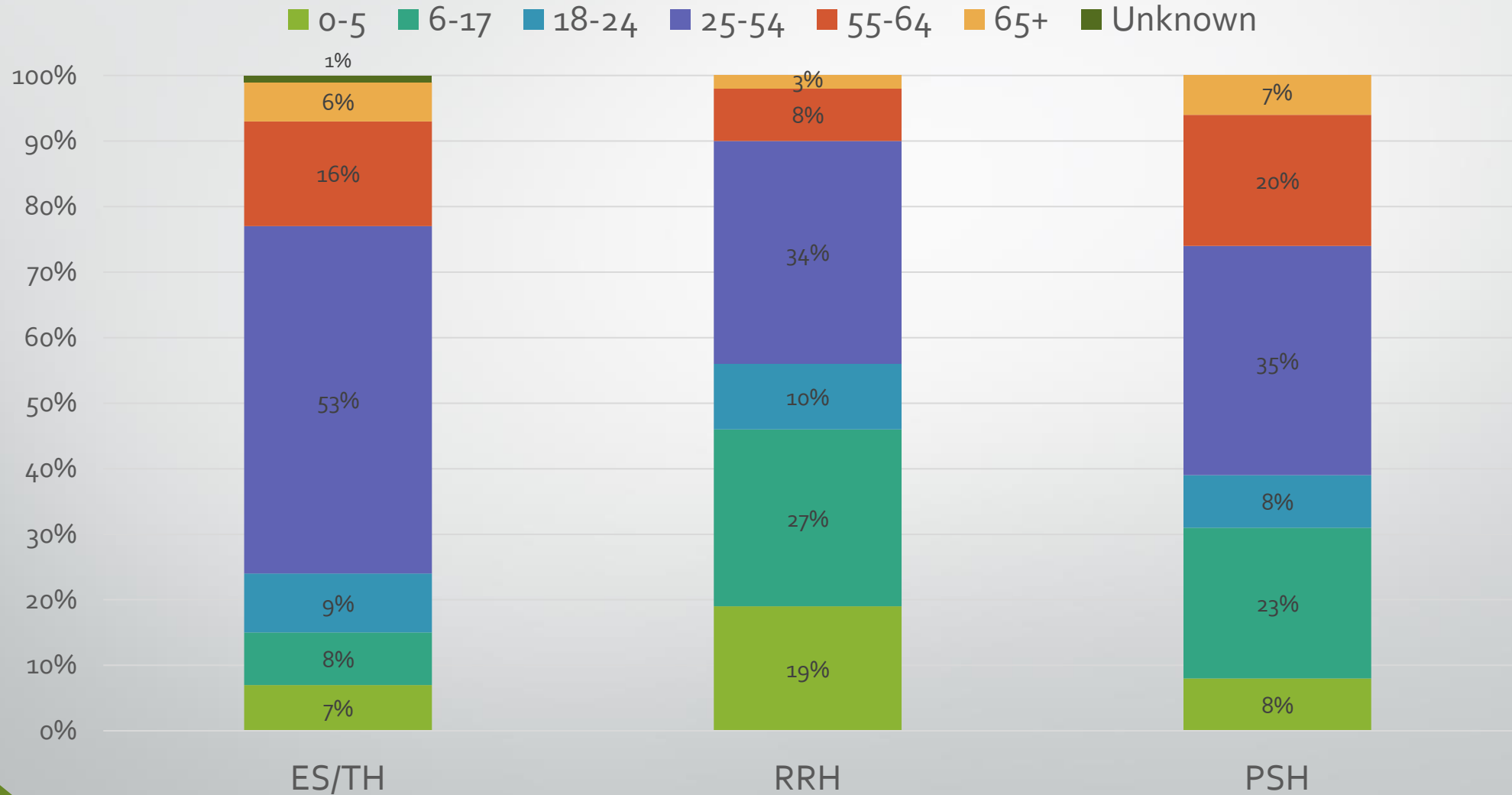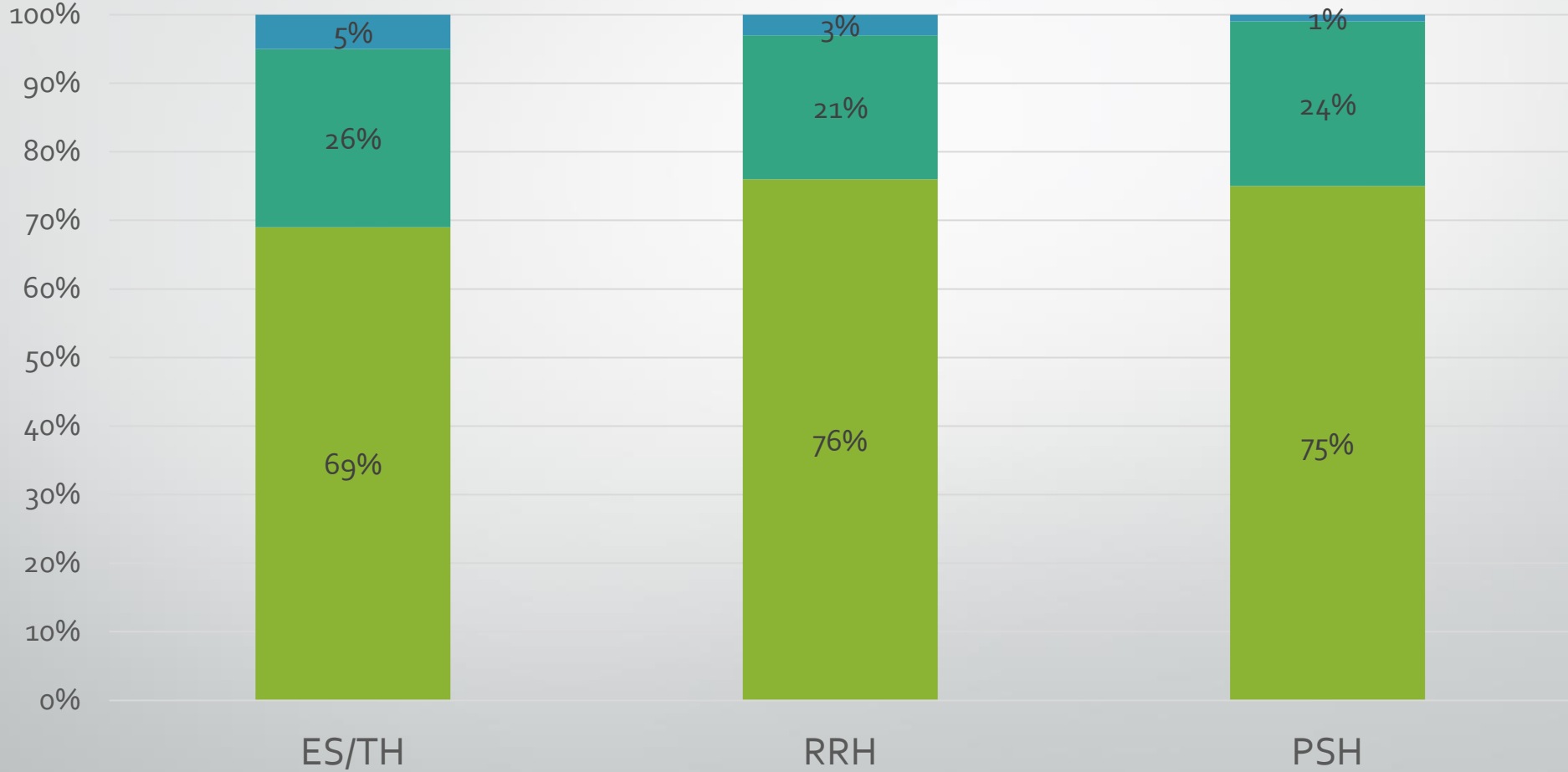
Length of Time Homeless

Category	Average LOT Homeless
All persons	144 days
Adult Only 55+	212 days
Adult Only 18-24	96 days
Disabled Household	169 days
Adult Child Household	112 days
Adult Child Parenting Youth	92 days
Adult Child 3+ children	114 days
First-time homeless	56 days
Black	114 days
White	158 days
Hispanic	126 days
Non-Hispanic	146 days

Source: 2022 LSA

System Engagement -
Emergency Shelter/Transitional Housing

- First Time Homeless
- Returning from Permanent Destination
- Re-engaging from Temporary Destination
- Re-engaging from Unknown Destination
- Continuously Homeless

25%
56%
13%
2%
4%

Source: 2022 LSA
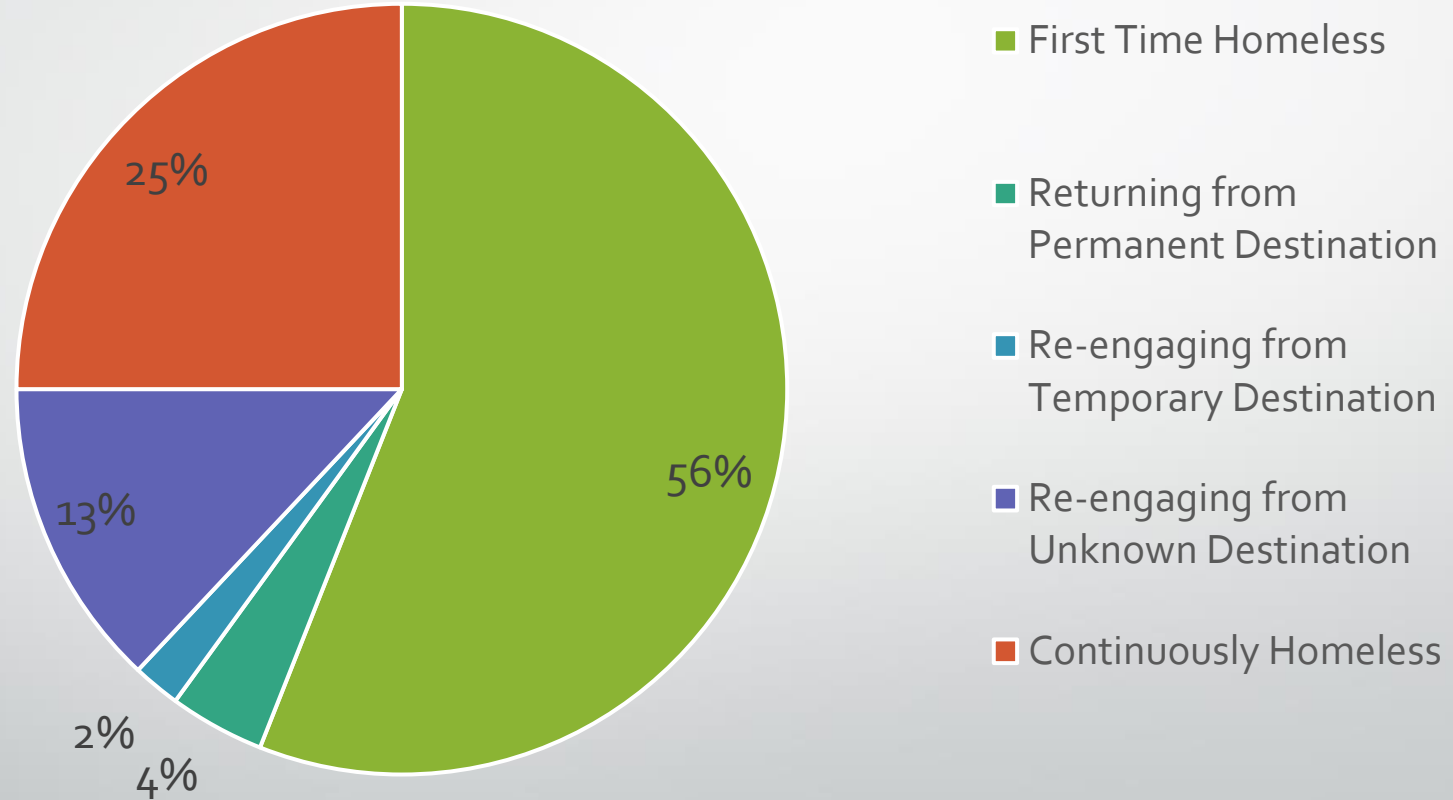
System Performance Measures

10/1/21 thru 9/30/22

Income Changes

Change in earned income - stayers	FY2021	FY2022	Difference
Number of adults	2108	2190	82
Number of adults w/ increased earned income	92	104	12
Percentage of adults who increased earned income	4%	5%	1%
Change in non-employment cash income - stayers	**FY2021**	**FY2022**	**Difference**
Number of adults	2108	2190	82
Number of adults with increased non-employment cash income	779	763	-16
Percentage of adults who increased non-employment cash income	37%	35%	-2%
Change in earned income - leavers	**FY2021**	**FY2022**	**Difference**
Number of adults who exited	798	765	-33
Number of adults who exited with increased earned income	66	65	-1
Percentage of adults who increased earned income	8%	8%	0%
Change in non-employment cash income - leavers	**FY2021**	**FY2022**	**Difference**
Number of adults who exited	798	765	-33
Number of adults who exited with increased non-employment cash income	116	134	18
Percentage of adults who increased non-employment cash income	15%	18%	3%

Returns to Homelessness

	Total # of Permanent Housing Exits	Returns within 6 months	Returns between 6-12 months	Returns between 13-24 months	Returns with 2 years
Street Outreach	38	5%	11%	13%	29%
Emergency Shelter	1802	20%	5%	9%	35%
Transitional Housing	144	6%	3%	6%	15%
Safe Haven	25	4%	4%	12%	20%
Permanent Housing	1142	6%	3%	5%	15%
Totals	3151	14%	4%	8%	26%

Source: 2022 System Performance Measures

Successful Exits
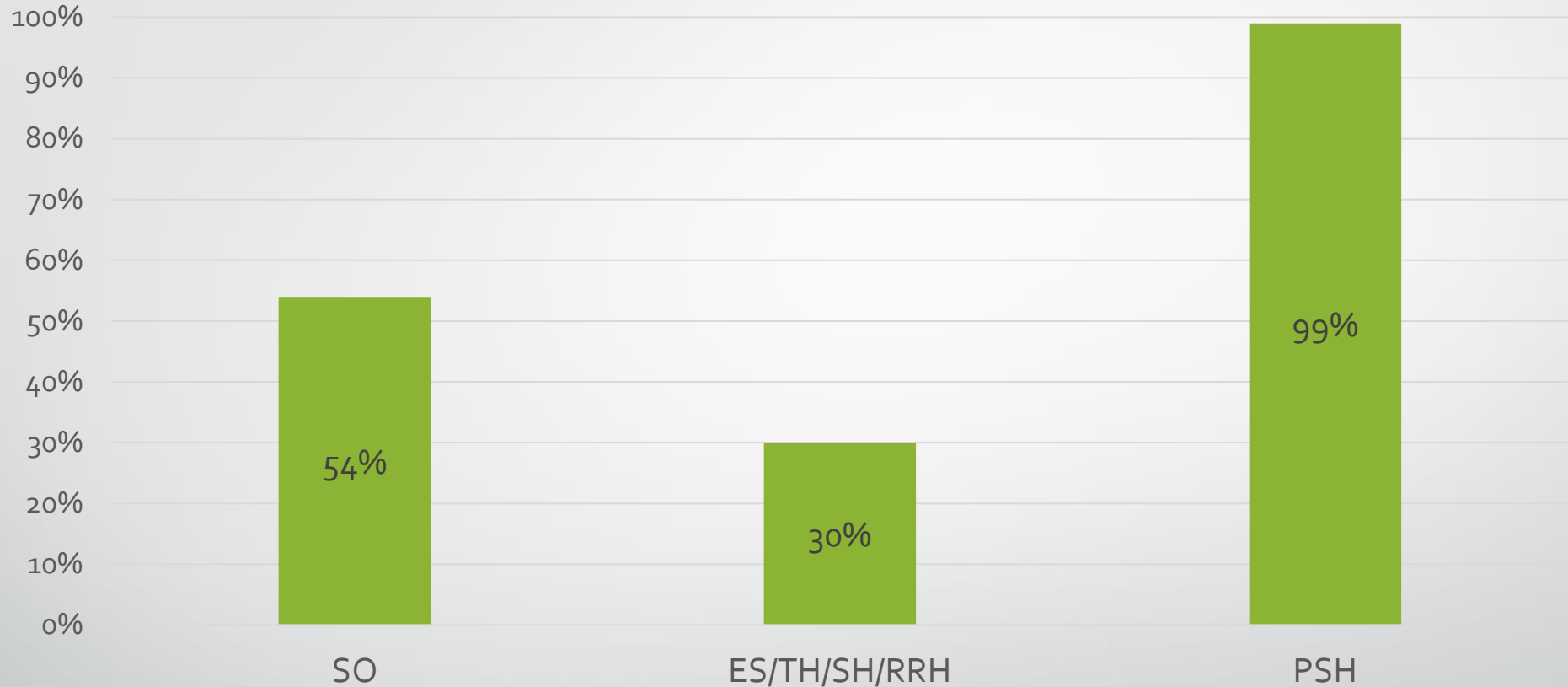
Street Outreach – Includes exits to temporary, permanent, and some institutional destinations
ES/SH/TH/RRH – Includes exits to permanent destinations only
Permanent Housing – Includes exits to permanent destinations and retention of PH units

Source: 2022 System Performance Measures

Point-In-Time (PIT) Count

1/24/2023

Total Persons Served
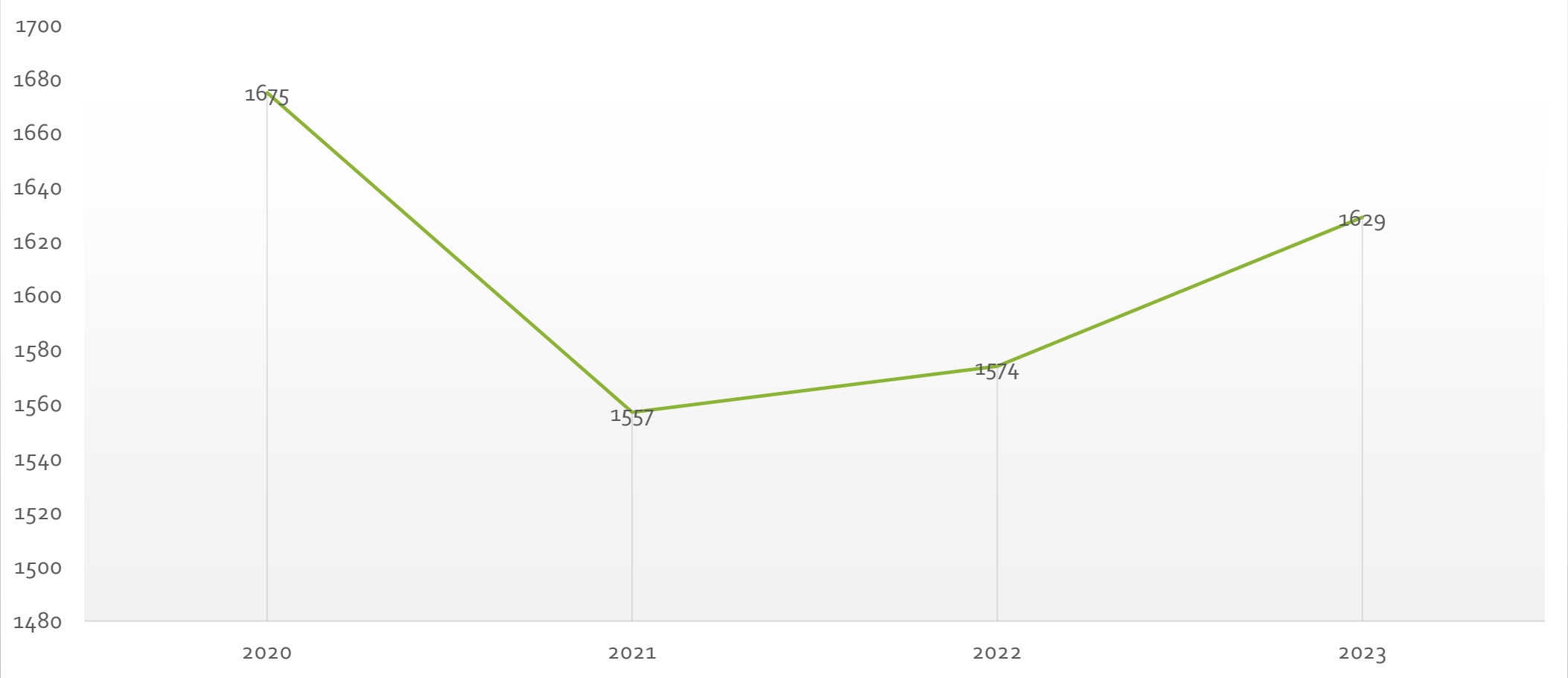
Total Households Served
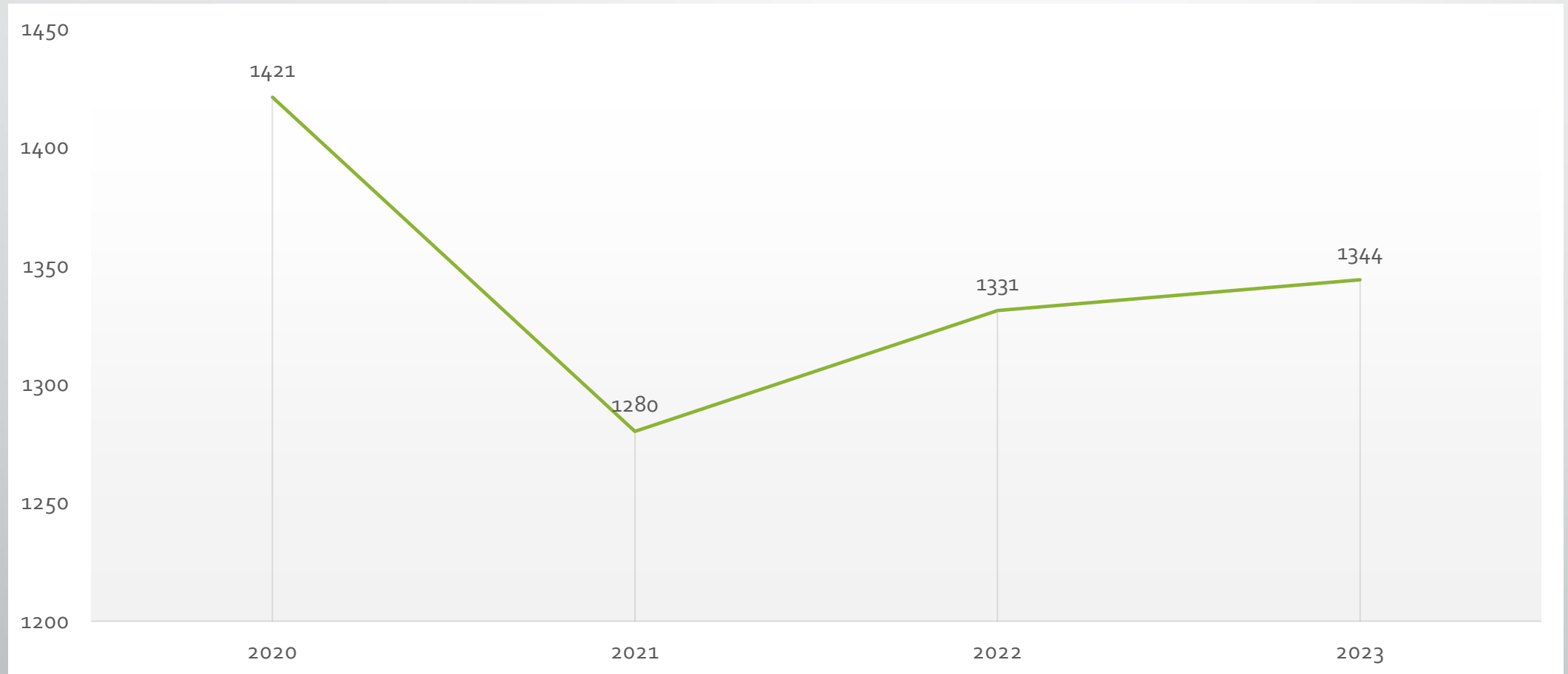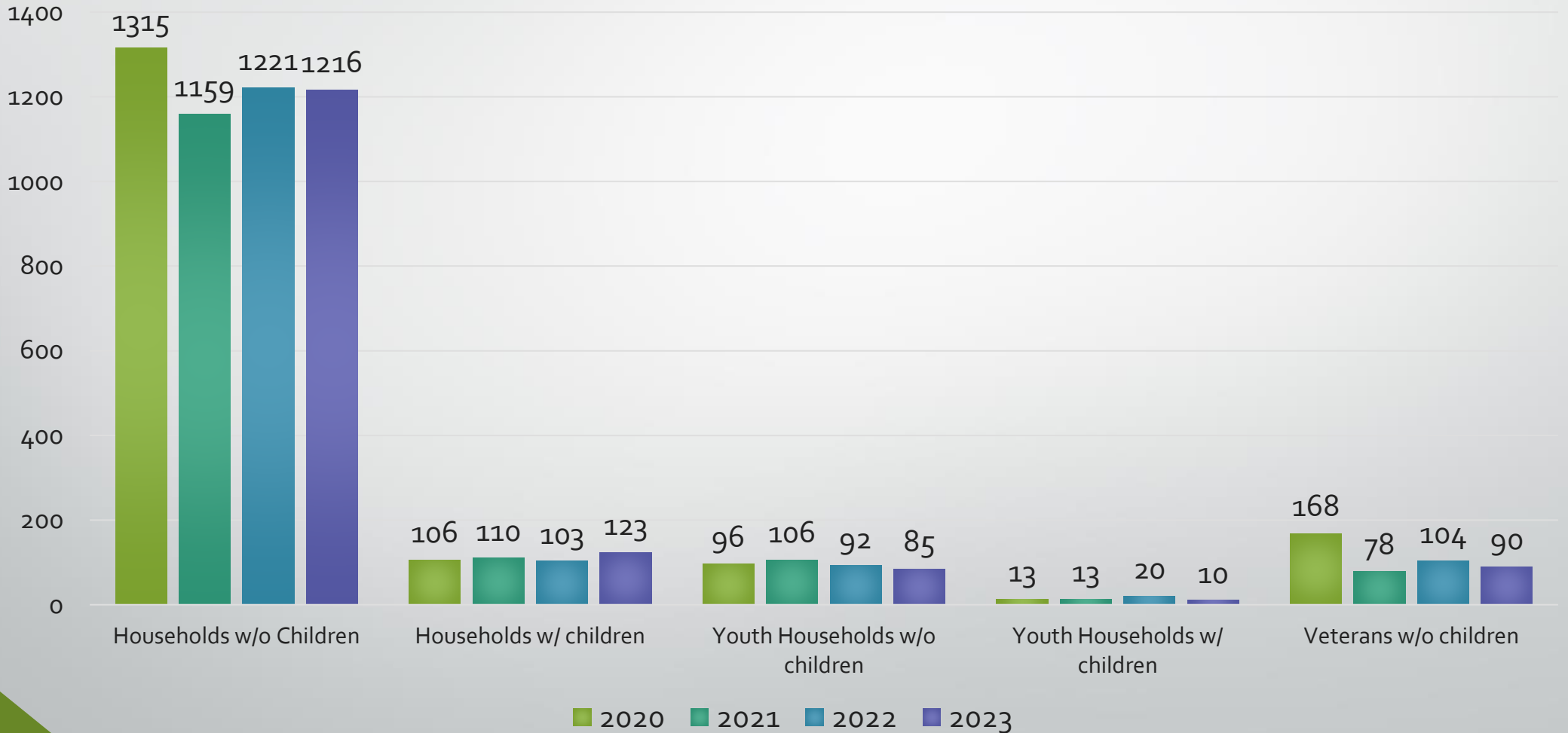
PIT 2023 Demographics
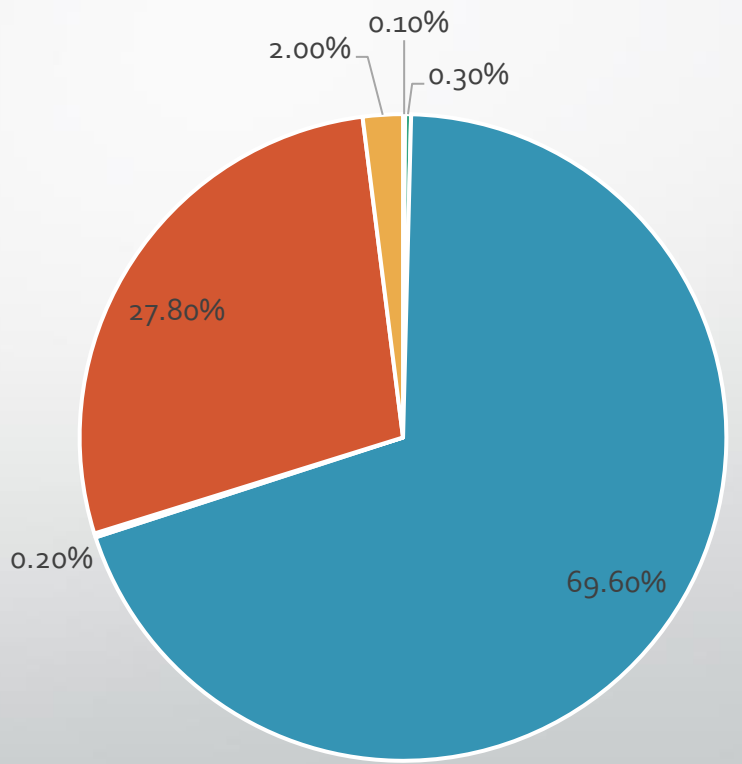
Gender

- Female
- Male
- Trans/Other

Female 36.50%
Male 62.70%
Trans/Other 1.00%
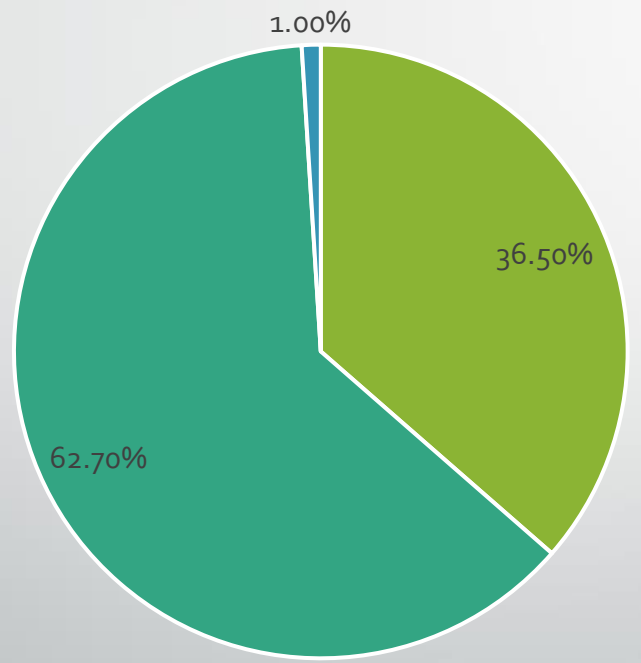
Race

- American Indian, Alaska Native, or Indigenous
- Asian or Asian American
- Black, African American, or African
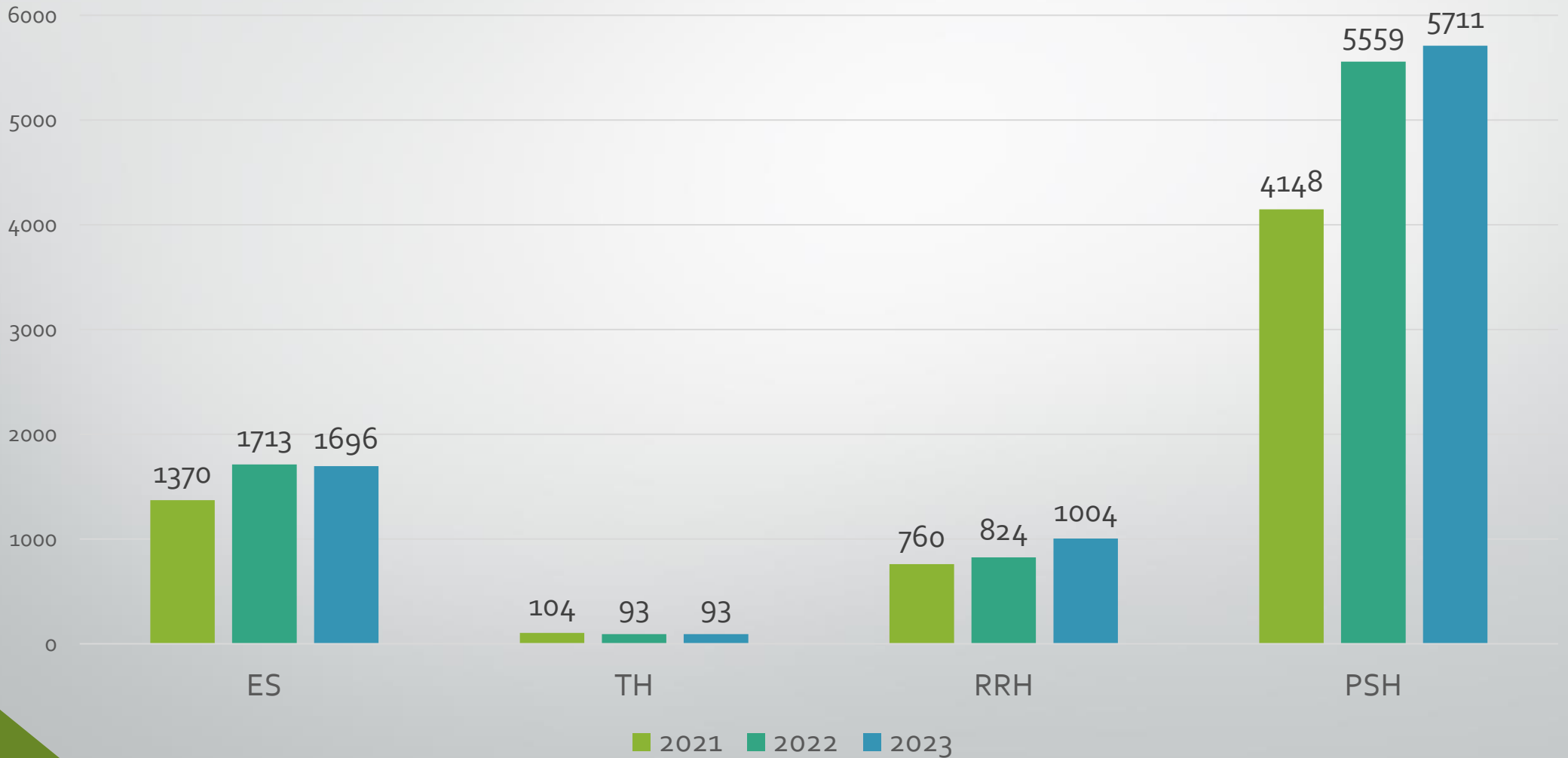- Native Hawaiian or Pacific Islander
- White
- Multiple Races

0.10%
2.00%
0.30%
27.80%
0.20%
69.60%

PIT 2023
Subpopulation Data

Subpopulations	2020	2021	2022	2023
Chronically Homeless (sheltered)	172	148	184	278
Adults w/ Serious Mental Illness	515	425	477	483
Adults w/ Substance Use Disorder	369	300	319	279
Adults w/ HIV/AIDS	15	17	16	15
Adults Fleeing DV	67	70	60	53

Housing Inventory Counts (HIC)

1/24/2023

Inventory Counts

Bar chart showing Inventory Counts for ES, TH, RRH, and PSH across years 2021, 2022, and 2023.

Category	2021	2022	2023
ES	1370	1713	1696
TH	104	93	93
RRH	760	824	1004
PSH	4148	5559	5711

■ 2021   ■ 2022   ■ 2023

2023 Cuyahoga County Strategic Action Plan to Address Unsheltered Homelessness

Summary Recommendations for Strengthen Pathways to Housing

Housing Models

1. **Expand *Direct Cash Transfer* Program**. The ***Direct Cash Transfer*** Program has demonstrated success in supporting rapid exit from emergency shelter for persons who only need modest financial assistance (~$600). The ***Direct Cash Transfer*** program must be accessible to persons who are experiencing unsheltered homelessness and have viable, safe housing options they can pursue if modest financial assistance were available.

2. **Rapid Rehousing Expansion.** Expand RRH capacity and include specialized services (housing-focused case management) for persons exiting unsheltered homelessness.
   a. Specialized RRH services for an additional 100 annual service slots available for unsheltered persons with the following characteristics:
      i. LGBTQ+
      ii. Older adults (ages 55 and older)
      iii. Persons with no income and limited or no work history
   b. Use of RRH as a bridge to longer-term subsidy projects such as PSH for persons eligible for PSH at RRH entry.
   c. Parent-leasing of units by service providers who sublet to RRH participants who may transition in place as the primary lease holder upon successful completion of the initial lease term
   d. Expand supply of property owners and managers to ensure necessary supply of rental units are available.

3. **Permanent Supportive Housing**. Expand PSH capacity for the Cuyahoga system with an additional 100-150 annual slots for persons experiencing unsheltered homelessness. Of the expanded capacity the following specialized targeting and service models are recommended.
   a. Project-based PSH with services targeted to older adult population (55+) with chronic health conditions and other comorbidities – 25 units
   b. Project-based PSH with culturally specific services targeted to persons who identify with groups who have historically experienced discrimination (BIPOC, LGBTQ+, with intersectionality with disability) – 25 units
   c. Safe Haven model. Very low barrier PSH with onsite service coordination and connection to behavioral health services. – 25 units

Outreach

1. **Establish a Coordination Plan**. Design and implement a plan for all direct street-outreach services and providers, including City of Cleveland, Cuyahoga County, Northeast Coalition for the Homeless (NEOCH), Cuyahoga County Office of Homeless Services, and all other collaborators with homelessness services directed to persons experiencing unsheltered homelessness. The plan will clarify roles, establish regular outreach schedules and coverage areas, identify targeted resources available to support unsheltered persons in their pathway to housing, and provide

communication and emergency planning guidelines. The Coordination Plan will include the following essential elements:
- a. Maintain frequent (weekly or biweekly) coordination meetings facilitated by NEOCH
- b. Agreed upon assignments among all outreach providers for geography, specialized response, and follow-up assignments for client engagement
- c. Standardized data capture and case tracking using HMIS

2. **Refine Coordinated Intake Processes**. Address the unique needs and barriers of persons experiencing unsheltered homelessness by refining existing assessment tools and processes in *Coordinated Intake* to account for historically lower housing options, referral and success rates among persons experiencing unsheltered homelessness.

3. **Support existing Specialized Service Outreach Team**. Coordinate with existing multi-disciplinary care coordination teams to ensure resources and collaboration among existing efforts and skilled clinicians can address the acute chronic health, mental illness, and substance use disorders and barriers that are four times more prevalent among unsheltered persons compared to sheltered peers.
- a. Support multi-disciplinary efforts centered on culturally diverse staff with lived experience of unsheltered homelessness and inclusive of professional staff with clinical skills in de-escalation and engagement, housing-focused case management expertise, EMS responders, behavioral health treatment staff, and psychiatric nursing care able to support medication management.
- b. Specialized Service Outreach Team negotiates agreements with Auxiliary Shelter and Coordinated Intake access points to accommodate accelerated access and after-hours intakes for crisis services and shelter beds.
- c. Harm Reduction

4. **Practice Standards**. Establish practice standards for the provision of outreach. Practice Standards define a minimum level of service participants can expect among all outreach providers, teams, services. Standards define expectations for
- a. An initial contact
- b. Ongoing engagement
- c. Coordinated Intake access
- d. Housing navigation support
- e. Referral and connection to community-based resources
- f. Care coordination and case conferencing participation
- g. Warm handoffs during service provider transitions
- h. Data collection, privacy, and release of information
- i. Involvement of peer support and persons with lived experience of unsheltered homelessness
- j. Staff training on cultural awareness, LGBTQ+, and other groups experiencing discrimination

Emergency Shelter
1. **Auxiliary Shelter**. Expand existing shelter capacity by creating a 50 to 70-bed sheltering facility targeted to the highest barrier individuals who require specialized services and non-congregate sheltering to advance in their pathway to permanent housing. A permanent auxiliary shelter will

replace the need for temporary seasonal shelters and must include the following essential elements:
- a. System navigation support to manage the complexities of accessing services and housing supports
- b. Non-congregate and/or semi-private rooms
- c. Community space to host coordination meetings and meeting space for local non-profits working with persons experiencing homelessness
- d. Specialized engagement approaches to support rapid linkage to appropriate services for persons who historically have been unable to access ~~or are unwelcome at~~ other spaces. This includes persons who identify as LGBTQ+, persons with disabilities, women, elderly and intersectionality among these groups.
- e. Flexible length of stay expectations and transition planning
- f. Client-centered and relational approaches to all service design and delivery

2. **Enhance Housing Search and Location Services**. Outreach services and programming must include targeted housing resources for individuals to undertake self-directed housing searches and support for specialized housing services for persons experiencing unsheltered homelessness who require a greater intensity of case management. These specialized housing resources should include a comprehensive, accurate/timely listing/inventory of rental properties available for rent by persons who may have barriers such as criminal records, past evictions, poor credit, and lack of income. Housing search and location supports must include the following essential elements:
- a. Advocacy and application preparation support for market rate rentals
- b. Rooming houses and worker dorms (available for weekly rental)
- c. SRO-type housing with shared bath and common space
- d. Shared housing – roommate matching and household maintenance support
- e. Reunification with family and friends who serve as lease holders and host persons exiting homelessness
- f. Optional ongoing care coordination and case management post housing placement for people who need additional housing stability supports

Advancing the Housing Justice Movement

With the implementation of a comprehensive strategic plan for unsheltered homelessness, Cuyahoga County continues its commitment to racial equity and justice. The needs of persons experiencing unsheltered homelessness must be centered as the foundational element of the Plan. Housing Justice must include continued advocacy for persons disproportionately impacted by unsheltered homelessness including Black/African Americans, persons with disabilities, LGBTQ+, youth and elderly. The Housing Justice movement must include ongoing race equity analysis to understand how system design and operational practices are negatively impacting disadvantaged groups. As we understand and document those inequities, we must work to dismantle them.

The Housing Justice Movement includes the following essential elements:
1. Advocate for Source of Income Protection Legislation
2. Pass a Comprehensive Homelessness Bill of Rights
3. Maintain the commitment to race equity in all system planning, service delivery, program investments and evaluation efforts.