

ADVISORY BOARD AGENDA – November 17, 2022

1. Welcome & Open Remarks

A) DECISION ISSUES

- a) Approval of Advisory Board Minutes 9.15.22
- b) Approval of 2023 OHS Advisory Board Members
- c) Approval to remove Gloria Burt from OHS Advisory Board due to lack of attendance
- d) Approval of OHS Program Policy Committee Membership Update

B) YHDP Update

D) CHN/EDEN PSH Elderly Development Presentation

E) Cuyahoga County CoC Strategic Plan

F) Seasonal Shelter Plan

G) Workforce, Income, & Stability Work

H) COVID Response

I) 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 16th, May 18th, July 20th, September 21st,
November 16th

Executive Committee Meetings: January 10th, March 7th, May 9th, June 27th, September 12th,
November 7th

Advisory Board Seats - Regular Term 3 Years

Designated Other (13 Seats)	Term	Category	Start Date	Term End Date
Karen Anderson	3 yrs	DCFS	1/1/2022	12/31/2024
Dr. Michael Seidman	3 yrs	Metro Health	1/1/2022	12/31/2024
Barb Karam	3 yrs	VA	1/1/2022	12/31/2024
Chris Knestrick	3 yrs	NEOCH	1/1/2022	12/31/2024
Dorivette Nolan	3 yrs	CMHA	1/1/2022	12/31/2024
Michiel Wackers	3 yrs	City Administration	1/1/2022	12/31/2024
TBD	3 yrs	City Council	1/1/2020	12/31/2022
Yvonne Conwell	3 yrs	County Council	1/1/2021	12/31/2023
Mary McNamara	3 yrs	Dept. of Aging	1/1/2021	12/31/2023
Paul Mosher	3 yrs	JFS	1/1/2021	12/31/2023
Clare Rosser	3 yrs	ADAMHS Board	1/1/2021	12/31/2023
Natasha Wynn	3 yrs	Youth Advisory Board	1/1/2021	12/31/2023
Marcia Zashin	3 yrs	CMSD	1/1/2021	12/31/2023
At Large (5 Seats)				
Kirsti Mouncey	3yrs	Victim Service Provider	1/1/2022	12/31/2024
Karen McHenry	3 yrs	Behavioral Health/Youth Serving Agency	1/1/2023	12/31/2025
Linda Uveges	3 yrs	Faith Based	1/1/2023	12/31/2025
Peter Schindler	3 yrs	Philanthropy	1/1/2021	12/31/2023
Fred Berry	3 yrs	Faith Based	1/1/2021	12/31/2023
Provider (6 Seats)				
Teresa Sanders	3 yrs	YWCA	1/1/2022	12/31/2024
Beth Graham	3 yrs	Joseph's and Mary's Home	1/1/2023	12/31/2025
Angela Glassco	3 yrs	FrontLine Service	1/1/2022	12/31/2024
Melissa Graves	3 Yrs	Journey Center for Safety and Healing	1/1/2023	12/31/2025
Elaine Gimmel	3 yrs*	EDEN	1/1/2022	12/31/2024
Mike Sering	3 yrs	LMM	1/1/2021	12/31/2023
Lived Experience (4 Seats)				
Raymond Mills	3 yrs		1/1/2023	12/31/2025
Loh	3 yrs		1/1/2023	12/31/2025
Ania Lashay	3 yrs		1/1/2023	12/31/2025
Joyce Robinson	3 yrs		1/1/2021	12/31/2023

Emerald Senior Supportive Housing

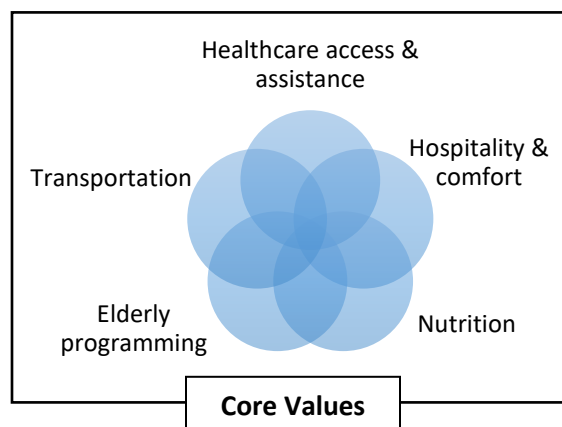
Enterprise Community Partners, CHN Housing Partners, EDEN, Inc., Benjamin Rose Institute on Aging, and the Veterans Administration are collaborating to develop new supportive housing for older adults in Cuyahoga County. Our process combines the expertise of elderly persons with lived experience of homelessness and the skills of established housing partners to create new homes for individuals aged 55 and older who are living with a disability and exiting homelessness.

Development Details:

- A new construction apartment building with approximately 62 one-bedroom residential units.
- Location: Cleveland, Ohio; with strong access to transit and healthcare options.
- The building will include dedicated space for the provision of supportive services and for community use.
- Units and common space will be designed with an “aging in place” mindset.

Supportive Services:

- Supportive Services will be coordinated by Benjamin Rose Institute on Aging and the Veterans Administration.
- The housing will provide space for recovery from the trauma of homelessness. Providing necessary healthcare linkages and a range of educational, social, and recreational programming. The Emerald Senior supportive housing development will provide tenants with support and an environment to age in place.



Target Population:

- Ages 55+; all single-person households; older adults and elderly veterans.
- Experiencing homelessness per HUD definition:
 - Older adults will come through Coordinated Intake/By-name list.
 - Older adults will have a disability

Proposed Development Financing:

- 9% LIHTC application going in to OHFA in the 2023 round. Awards will be announced May 2023.
- Applications to be submitted for City and County HOME funds.
- Application to be submitted for FHLB AHP funds.

Timeline:



Federal Benchmarks Generation Tool Ver. 2.2 11/01/2018

Number of Veterans experiencing homelessness as of end date of report: 78	To Use: Enter an "End Date" and click "Calculate Benchmarks" for results. See <i>Instructions</i> tab for further guidance.	90 day look-back period:	Start Date: 7/3/2022	End Date: 10/1/2022	Calculate Benchmarks
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A. Have you ended chronic and long-term homelessness among Veterans in your community?
Target: Zero chronic and long-term homeless Veterans as of date of review, with exceptions indicated below.

			Data Point
Total number of chronic and long-term homeless Veterans who are not in permanent housing as of end date above:		8	A1
Exempted Group One	Total number of chronic and long-term homeless Veterans who have been offered, but not yet accepted a PH intervention offer and where the last PH intervention offer was within 14 days of the end of the 90 day look-back period:	2	A2
Exempted Group Two	Total number of chronic and long-term homeless Veterans who have been offered a PH intervention, but have chosen to enter service-intensive transitional housing in order to appropriately address a clinical need, prior to entering a permanent housing destination:	8	A3
Exempted Group Three	Total number of chronic and long-term homeless Veterans who have accepted a PH intervention offer, but not yet entered permanent housing and where the first acceptance of a PH intervention offer occurred during the 90 day look-back period:	3	A4
Total Chronic and Long-Term Homeless Veterans - Total Number of Veterans in Exempted Groups 1, 2 and 3 =		0	

Benchmark A achieved? **Yes**

B. Do Veterans have quick access to permanent housing?
Target: For homeless Veterans placed in PH in last 90 days, excluding exceptions indicated below, the average time from date of identification to date of PH move-in is less than or equal to 90 days.

Total number of <u>Veterans</u> who moved into permanent housing		58	B1
- Exemption Group 2: Do NOT include people who were offered a permanent housing intervention but chose to enter a service-intensive transitional housing project prior to entering a permanent housing destination. Number of Veterans offered PH intervention, but declined the offer and chose TH prior to PH destination:		32	B2
Total <u>net</u> number of Veterans who moved into permanent housing (B1 - B2):		26	B3
Total number of <u>days</u> it takes for all Veterans who become homeless to enter permanent housing - Days between date of identification to PH move-in for all Vet PH exiters. <u>Exemption Group 1:</u> For any Veteran who was identified and offered a permanent housing intervention, but did not initially accept the offer, include only the time from when they accepted the intervention until they moved into housing. Total days:		2337	B4
Total Number of Days ÷ by Total Net Number of Veterans =		90	

Benchmark B achieved? **Yes**

C. Does the community have sufficient permanent housing capacity?
Target: In the last 90 days, the total number of homeless Veterans moving in to permanent housing is greater than or equal to the total number of newly identified homeless Veterans.

The total number of Veterans exiting homelessness to permanent housing:		58	C1
The total number of newly identified homeless Veterans:		55	C2

Benchmark C achieved? **Yes**

D. Is the community committed to Housing First and provides service-intensive transitional housing to Veterans experiencing homelessness only in limited instances?
Target: In the last 90 days, the total number of homeless Veterans entering service-intensive transitional housing is less than the total number of newly identified homeless Veterans.

The total number of Veterans entering service-intensive transitional housing:		25	D1
The total number of newly identified homeless Veterans:		55	D2

Benchmark D achieved? **D1 must be significantly below D2**

Federal Benchmarks Generation Tool Ver. 2.2 11/01/2018

Number of Veterans experiencing homelessness as of end date of report: 82	To Use: Enter an "End Date" and click "Calculate Benchmarks" for results. See <i>Instructions</i> tab for further guidance.	90 day look-back period:	Start Date: 8/3/2022	End Date: 11/1/2022	<input type="button" value="Calculate Benchmarks"/>
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A. Have you ended chronic and long-term homelessness among Veterans in your community?
 Target: Zero chronic and long-term homeless Veterans as of date of review, with exceptions indicated below.

			Data Point
Total number of chronic and long-term homeless Veterans who are not in permanent housing as of end date above:		5	A1
Exempted Group One	Total number of chronic and long-term homeless Veterans who have been offered, but not yet accepted a PH intervention offer and where the last PH intervention offer was within 14 days of the end of the 90 day look-back period:	2	A2
Exempted Group Two	Total number of chronic and long-term homeless Veterans who have been offered a PH intervention, but have chosen to enter service-intensive transitional housing in order to appropriately address a clinical need, prior to entering a permanent housing destination:	5	A3
Exempted Group Three	Total number of chronic and long-term homeless Veterans who have accepted a PH intervention offer, but not yet entered permanent housing and where the first acceptance of a PH intervention offer occurred during the 90 day look-back period:	2	A4
Total Chronic and Long-Term Homeless Veterans - Total Number of Veterans in Exempted Groups 1, 2 and 3 =		0	

Benchmark A achieved?

B. Do Veterans have quick access to permanent housing?
 Target: For homeless Veterans placed in PH in last 90 days, excluding exceptions indicated below, the average time from date of identification to date of PH move-in is less than or equal to 90 days.

Total number of <u>Veterans</u> who moved into permanent housing	60	B1
- Exemption Group 2: Do NOT include people who were offered a permanent housing intervention but chose to enter a service-intensive transitional housing project prior to entering a permanent housing destination. Number of Veterans offered PH intervention, but declined the offer and chose TH prior to PH destination:	30	B2
Total <u>net</u> number of Veterans who moved into permanent housing (B1 - B2):	30	B3
Total number of <u>days</u> it takes for all Veterans who become homeless to enter permanent housing - Days between date of identification to PH move-in for all Vet PH exiters. Exemption Group 1: For any Veteran who was identified and offered a permanent housing intervention, but did not initially accept the offer, include only the time from when they accepted the intervention until they moved into housing. Total days:	2491	B4
Total Number of Days ÷ by Total Net Number of Veterans =	83	

Benchmark B achieved?

C. Does the community have sufficient permanent housing capacity?
 Target: In the last 90 days, the total number of homeless Veterans moving in to permanent housing is greater than or equal to the total number of newly identified homeless Veterans.

The total number of Veterans exiting homelessness to permanent housing:	60	C1
The total number of newly identified homeless Veterans:	61	C2

Benchmark C achieved?

D. Is the community committed to Housing First and provides service-intensive transitional housing to Veterans experiencing homelessness only in limited instances?
 Target: In the last 90 days, the total number of homeless Veterans entering service-intensive transitional housing is less than the total number of newly identified homeless Veterans.

The total number of Veterans entering service-intensive transitional housing:	22	D1
The total number of newly identified homeless Veterans:	61	D2

Benchmark D achieved?

OHS Advisory Board Meeting: Rapid Re-Housing Program Data
November 17, 2022

Passed Inspections/Housed 2021 & 2022 Quarterly Comparisons

2021	Adult-Families	Youth-Families	Adult-Singles	Youth-Singles	TOTAL
Jan 2021 – Mar 2021	34	10	23	3	70
Apr 2021 – Jun 2021	32	3	27	7	69
July 2021 – Sept 2021	32	3	21	3	59
Oct 2021 – Dec 2021	41	5	21	11	78
				2021 1st, 2nd 3rd & 4th Quarter Total:	276
2022	Adult-Families	Youth-Families	Adult-Singles	Youth-Singles	TOTAL
Jan 2022 – Mar 2022	43	15	49	10	117
Apr 2022 – Jun 2022	37	12	39	19	107
July 2022 – Sept 2022	46	10	48	8	112

9/5/22 – 11/4/22

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

	Adult-Families	Youth-Families	Adult-Singles	Youth-Singles	TOTAL
9/5/22 – 9/9/22	6	0	8	2	16
9/12/22 – 9/16/22	5	0	18	1	24
9/19/22 – 9/23/22	8	1	7	3	19
9/26/22 – 9/30/22	5	0	8	0	13
10/3/22 – 10/7/22	14	0	19	3	36
10/10/22 – 10/14/22	9	1	0	1	11
10/17/22 – 10/21/22	4	1	3	6	14
10/24/22 – 10/28/22	8	0	13	0	21
10/31/22 – 11/4/22	7	0	6	2	15

of new referrals received (complete) from DV/HT providers for RRH-DV – Unable to accept referrals at this time

	DV/HT Adult-Families	DV/HT Youth-Families	DV/HT Adult-Singles	DV/HT Youth-Singles	TOTAL
9/5/22 – 9/9/22	0	0	0	0	0
9/12/22 – 9/16/22	0	0	0	0	0
9/19/22 – 9/23/22	0	0	0	0	0
9/26/22 – 9/30/22	0	0	0	0	0
10/3/22 – 10/7/22	0	0	0	0	0
10/10/22 – 10/14/22	0	0	0	0	0
10/17/22 – 10/21/22	0	0	0	0	0
10/24/22 – 10/28/22	0	0	0	0	0
10/31/22 – 11/4/22	0	0	0	0	0

of new clients' enrolled in RRH:

	Adult-Families	Youth-Families	Adult-Singles	Youth-Singles	TOTAL
9/5/22 – 9/9/22	4	0	4	1	9
9/12/22 – 9/16/22	7	0	11	0	18
9/19/22 – 9/23/22	2	1	0	0	3
9/26/22 – 9/30/22	14	1	1	0	16
10/3/22 – 10/7/22	1	1	10	3	12
10/10/22 – 10/14/22	6	0	0	0	6
10/17/22 – 10/21/22	0	0	8	4	12

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010/24/22 – 10/28/22	12	0	2	0	14
10/31/22 – 11/4/22	6	1	0	0	7

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
9/5/22 – 9/9/22	0	0	0	0	0
9/12/22 – 9/16/22	0	0	0	0	0
9/19/22 – 9/23/22	0	0	0	0	0
9/26/22 – 9/30/22	0	0	0	0	0
10/3/22 – 10/7/22	0	0	0	0	0
10/10/22 – 10/14/22	0	0	0	0	0
10/17/22 – 10/21/22	0	0	0	0	0
10/24/22 – 10/28/22	0	0	0	0	0
10/31/22 – 11/4/22	0	0	0	0	0

RFLAs Received/Processed RRH

	Adult-Families	Youth-Families	Adult-Singles	Youth-Singles	TOTAL
9/5/22 – 9/9/22	8	0	4	2	14
9/12/22 – 9/16/22	2	0	13	0	15
9/19/22 – 9/23/22	9	1	7	4	21
9/26/22 – 9/30/22	6	2	4	1	13
10/3/22 – 10/7/22	5	0	11	1	17
10/10/22 – 10/14/22	5	0	3	0	8
10/17/22 – 10/21/22	5	2	6	3	16
10/24/22 – 10/28/22	3	0	5	1	9
10/31/22 – 11/4/22	9	0	10	0	19

of RFLA Received/Processed DV-HT RRH:

	DV/HT Adult-Families	DV/HT Youth-Families	DV/HT Adult-Singles	DV/HT Youth-Singles	TOTAL
9/5/22 – 9/9/22	1	0	0	1	2
9/12/22 – 9/16/22	0	0	0	0	0
9/19/22 – 9/23/22	0	0	0	0	0
9/26/22 – 9/30/22	1	0	0	0	1
10/3/22 – 10/7/22	0	0	0	0	0
10/10/22 – 10/14/22	0	0	0	0	0
10/17/22 – 10/21/22	0	0	0	0	0
10/24/22 – 10/28/22	0	0	0	0	0
10/31/22 – 11/4/22	0	0	0	0	0

of Passed Inspections RRH:

	Adult-Families	Youth-Families	Adult-Singles	Youth-Singles	TOTAL
9/5/22 – 9/9/22	5	0	0	0	5
9/12/22 – 9/16/22	3	2	3	0	8
9/19/22 – 9/23/22	3	1	3	0	7
9/26/22 – 9/30/22	4	0	4	0	8
10/3/22 – 10/7/22	0	0	1	0	1

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10/10/22 – 10/14/22	3	1	1	3	8
10/17/22 – 10/21/22	2	1	2	1	6
10/24/22 – 10/28/22	1	1	7	1	10
10/31/22 – 11/4/22	1	1	2	1	5

of Passed Inspections DV-HT RRH:

	DV/HT Adult-Families	DV/HT Youth-Families	DV/HT Adult-Singles	DV/HT Youth-Singles	TOTAL
9/5/22 – 9/9/22	0	0	0	0	0
9/12/22 – 9/16/22	1	0	0	0	1
9/19/22 – 9/23/22	0	0	0	0	0
9/26/22 – 9/30/22	0	0	0	0	0
10/3/22 – 10/7/22	0	0	0	0	0
10/10/22 – 10/14/22	0	0	0	0	0
10/17/22 – 10/21/22	0	0	0	0	0
10/24/22 – 10/28/22	0	0	0	0	0
10/31/22 – 11/4/22	0	0	0	0	0

Receiving RRH Rental Assistance by Month as of 11/4/22:

263 Households

	# Families	# Youth Singles	# Adult Singles
Month 1	2	1	2
Month 2	10	3	11
Month 3	18	1	15
Month 4	15	4	13
Month 5	16	3	19
Month 6	11	2	13
Month 7	14	4	12
Month 8	10	4	7
Month 9	6	5	11
Month 10	10	0	14
Month 11	9	3	6
Month 12	3	3	0
Month 13	2	1	4
Month 14	6	0	2
Month 15	1	0	0
Month 16	0	0	0
Month 17	0	0	0
Month 18	0	0	0
Month 19	1	0	0
TOTAL	134	34	129

OHS Advisory Board Meeting: Rapid Re-Housing Program Data
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Receiving DV-HT RRH Rental Assistance by Month as of 11/4/22:

70 Households

	# DV-HT Families	# DV-HT Youth Singles	# DV-HT Adult Singles
Month 1	0	0	0
Month 2	0	0	0
Month 3	1	0	0
Month 4	3	0	0
Month 5	4	0	1
Month 6	3	0	0
Month 7	7	1	2
Month 8	3	0	1
Month 9	7	0	1
Month 10	5	0	1
Month 11	6	0	3
Month 12	5	0	2
Month 13	8	1	1
Month 14	1	0	0
Month 15	0	0	1
Month 16	1	0	0
Month 17	0	0	0
Month 18	0	0	0
Month 19	1	0	0
Month 20	0	0	0
Month 21	0	0	0
TOTAL	55	2	13

Executive Summary

The Cleveland/Cuyahoga County Strategic Action Plan for Homelessness, (“Action Plan”) is the result of broad stakeholder input, a thorough review of service utilization data, analysis of resources and investments, and a centering of persons with lived experience of homelessness as the driver for our collective response. This Action Plan organizes system improvement strategies around five key system pillars:

1. Engagement and Access
2. Crisis Housing
3. Housing Stabilization
4. Income and Benefits
5. System Capacity

Integrated throughout all strategies and the pillars organizing the strategies is a focus on race equity, inclusion, and affirming the broad diversity of our community. For too many years in our community race has been an ugly agent in repressing persons’ rights and well-being. While the Cleveland/Cuyahoga County homelessness system may not be a primary contributor to historical inequities, we all have a collective responsibility in identifying overt and subconscious discrimination and continually working to rectify disparities. We know from research and community engagement efforts associated with development of the Action Plan that persons who identify as Black and African American are not the only groups who experience injustice. Other populations such as LGBTQ+, persons with disabilities, women, youth, elderly, and the intersectionality of these and other groups require that Cleveland redouble efforts to provide equal access to all services and housing supports with targeted engagement, unique service designs, and culturally sensitive staff who can competently address the needs of all persons experiencing a housing crisis regardless of each person’s differences.

While past community-level planning to end homelessness has focused on doing the most we could with the limited resources available, this Action Plan begins to outline more clearly what it would take to actually end homelessness in Cleveland. While we may not be able to assure that no one in Cleveland will experience a housing crisis in the future, this plan does point us toward a future in which homelessness, when it does occur, will be rare, brief and one-time.

This Action Plan assesses annual levels of unmet need and proposes a range of actions, investments, and policies that will help us substantially reduce unmet need over the next three years, from 2023 through 2025.

Summary of Action Plan Strategies

1. Engagement and Access
 - **Undertake ongoing race equity analysis.** Analyze access to system resources, effectiveness of assessment practices, prioritization and referral to housing supports, and retention of housing. Identify strategies for promoting race equity in CI decisions.
 - **Improve Coordinated Intake assessment tools and practices.** Identify programmatic and operational strategies to improve system access for persons with the greatest barriers and most resistance to engagement. Ensure access to Coordinated Intake is flexible through walk-ins, phone, and outreach-based assessments. Ensure Coordinated Intake staff mirror the race, ethnicity and cultural make up of clients accessing CI.

- **Strengthen centralized housing navigation process.** Implement a centralized housing identification, application, and navigation process to improve access to private housing and unit acquisition for system-wide use. Identify housing resources in the private sector that can be rapidly accessed for persons able to sign a lease and bypass shelter as part of a more comprehensive Diversion approach.
- **Develop a comprehensive system strategy for unsheltered persons** and encampments (see *separate planning process for unsheltered persons*)
- **Develop a coordinated community plan for youth experiencing homelessness.**
- **Customize engagement approaches and services based on subpopulation.**
- **Strengthen the network of homelessness prevention partners.** Identify service partners, faith-based providers, and community service organizations most likely to encounter persons at imminent risk of homelessness. Provide training on high risk factors most closely aligned with literal homelessness, targeting and engagement strategies, and effective prevention program models.
- **Improve homelessness prevention targeting.** Target homelessness prevention resources to geographically impacted neighborhoods, persons recently placed in permanent housing through CoC resources, and other households most likely to experience literal homelessness based on researched correlates for literal homelessness.

2. Crisis Housing

- **Establish Emergency Shelter Practice Standards.** Strengthen case management services within shelters to promote rapid exit out of homelessness using a housing-focused pre-CTI model. Incorporate human-centered design aspects into standards for case management services and the physical spaces in all emergency shelters.
- **Centralize and enhance housing navigation services in shelters.** Establish dedicated staffing resources to support the housing identification and navigation processes at area emergency shelters.
- **Ensure all persons have equal access to crisis housing resources.** Identify strategies for and promote equal access to crisis shelter for persons in special population groups such as Black, LGBTQIA+, persons with disabilities, women and intersectionality among subgroups.
- **Provide gender affirming crisis housing and supportive services.** Provide reasonable accommodation to access crisis housing resources that match clients' gender identity. Ensure service design and delivery affirms the gender identity of all persons.

3. Housing Stabilization

- **Expand Rapid Rehousing capacity.** Increase RRH service slots for single adults and youth by 33% annually to achieve greater system equilibrium. Expanded RRH capacity should occur incrementally over the next five years.
- **Expand Permanent Supportive Housing capacity.** Increase PSH for single adults and youth by 14% annual enrollment slots over the next five years.
- **Update Rapid Rehousing and Permanent Supportive Housing Practice Standards.** Refine programmatic metrics for caseloads and case management performance related to accelerated access to housing, housing retention, increased income, and client well-being based on resources available for RRH and PSH.

- **Establish specialized service teams for RRH and PSH in tenant-based settings.** Provide specialized services to clients with more intensive service needs in scattered site housing settings; some clients may require specialized services for more acute physical health needs, behavioral health challenges, employment supports, and other types of more intensive case management needs.
 - **Expand *direct cash transfer (i.e. cash incentive payment) programming.*** Explore expansion of direct cash transfer program for clients able to access private housing but who require financial assistance to obtain housing.
 - **Advocate for *source of income equity* legislation.** Pursue legislative strategies and protections for clients with government-funded rental subsidies to ensure they are not rejected for available housing based on their source of income or subsidy.
 - **Expand moving on strategies and services.** Promote more independent housing options for persons stabilized in PSH who are able to retain permanent housing with an ongoing subsidy but no longer require the intensive services associated with PSH units.
4. Income and Benefits
- **Enhance economic security of persons experiencing a housing crisis.** Strengthen workforce development connections and employment services for persons experiencing homelessness, applying clinical therapeutic methods to support employment outcomes.
 - **Enhance SOAR.** Ensure all clients eligible for public assistance are supported in initiating application for public benefits while residing in emergency shelter.
5. System Capacity
- **Expand staffing capacity of Office of Homeless Services.** OHS requires additional staff to engage more directly and comprehensively in system planning, monitoring and enhancing program performance, promoting strategic system partnerships, and leveraging data for system improvement efforts
 - **Enhance available centralized landlord recruitment and retention services.** Enhance access to private rental market housing for use by all area shelters and housing providers.
 - **Prepare a Race Equity plan for persons experiencing a housing crisis.** The plan will document existing inequities in the ways in which persons experiencing a housing crisis are first engaged, assessed, prioritized for housing and services. Ensure people with lived experience who are engaged in system planning and oversight efforts are compensated for their efforts.
 - **Promote race equity among CoC system staff.** Target employment opportunities to persons with lived experience of homelessness. Provide employment advancement pathways for front line staff who are Black or people of color.
 - **Advance CoC system partnerships with external system partners.** Strengthen direct partnerships and resource alignment with health care systems, jail discharge and re-entry efforts, behavioral health resources, and educational partners. Ensure external systems are accessible and targeted to persons experiencing homelessness.