ADVISORY BOARD AGENDA – May 18, 2023

1. Welcome & Open Remarks

   A) DECISION ISSUES

      a) Approval of Advisory Board Minutes 1.19.23
      b) Approval of 2023 NOFO New Project RFA and application scoring
      c) Approval of Shelter Policy Standards
      d) Approval of YHDP Coordinated Community Plan

   B) NOFO Update – 2022 and 2023

   C) 2023 OHS Planning Grant

   C) Cuyahoga Continuum Strategic Action Plan – Implementation Plan Update

   D) Unsheltered Community Plan

   E) CoC PSH/Supportive Services Update

   F) ERA 2 Resources

   G) System Performance and LSA Overview

   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

January 2023 Unsheltered Individuals

Total Active Unsheltered Individuals	244
Men: 164 Women: 80 ENBY: 0 White: 49 Black: 68 Pacific Islander/Native Hawaiian: 1 Unknown: 126	Moved to MIA: 17 New to BNL: 8

## February 2023 Unsheltered Individuals

Total Active Unsheltered Individuals	235
Men: 157 Women: 76 ENBY: 1 White: 50 Black: 71 Pacific Islander/Native Hawaiian: 1 Unknown: 100	Moved to MIA: 17 New to BNL: 6

March 2023 Unsheltered Individuals

| Total Active Unsheltered Individuals	214
Men: 142 Women: 70 ENBY: 2 White: 51 Black: 61 Pacific Islander/Native Hawaiian: 1 Unknown: 101	Moved to MIA: 34 New to BNL: 9

April 2023 Unsheltered Individuals

Total Active Unsheltered Individuals	233
Men: 167 Women: 64 ENBY: 2 White: 72 Black: 79 Pacific Islander/Native Hawaiian: 1 Unknown: 81	Moved to MIA: 20 New to BNL: 51

Unsheltered by Year and Month

Unsheltered Individuals by Month
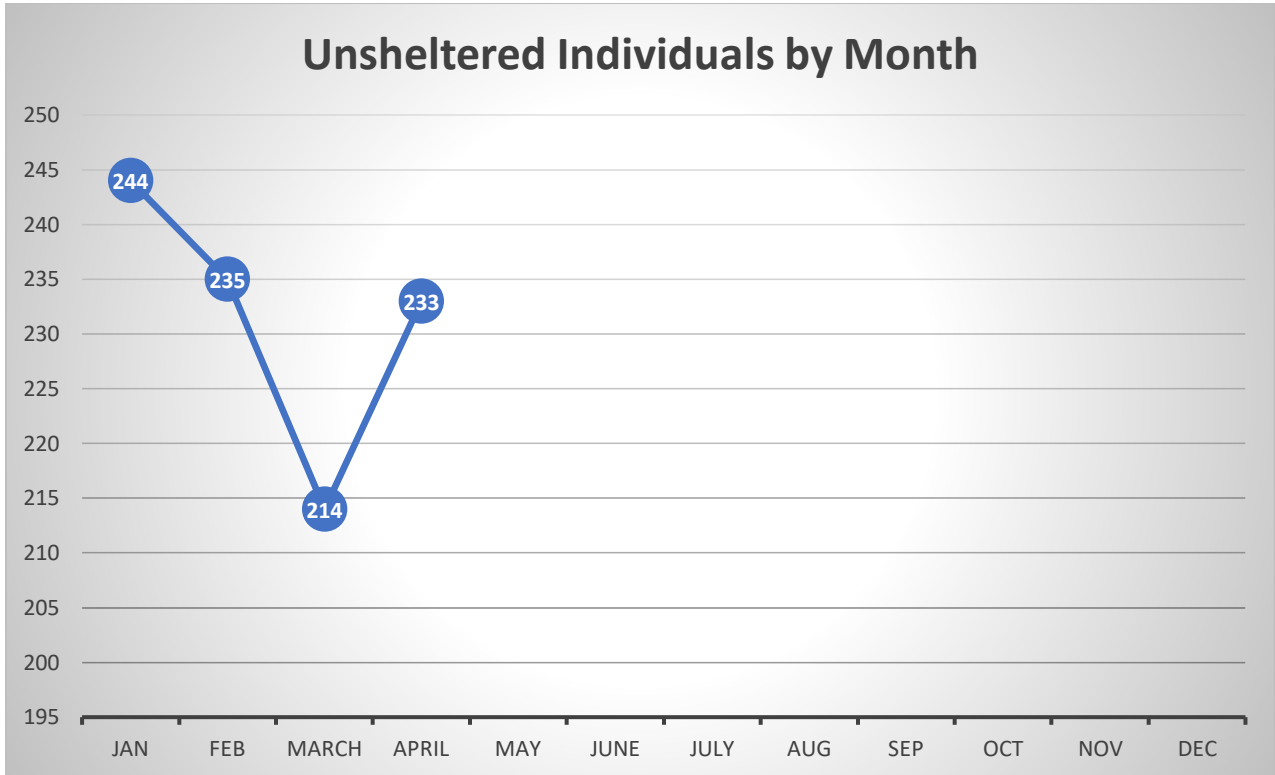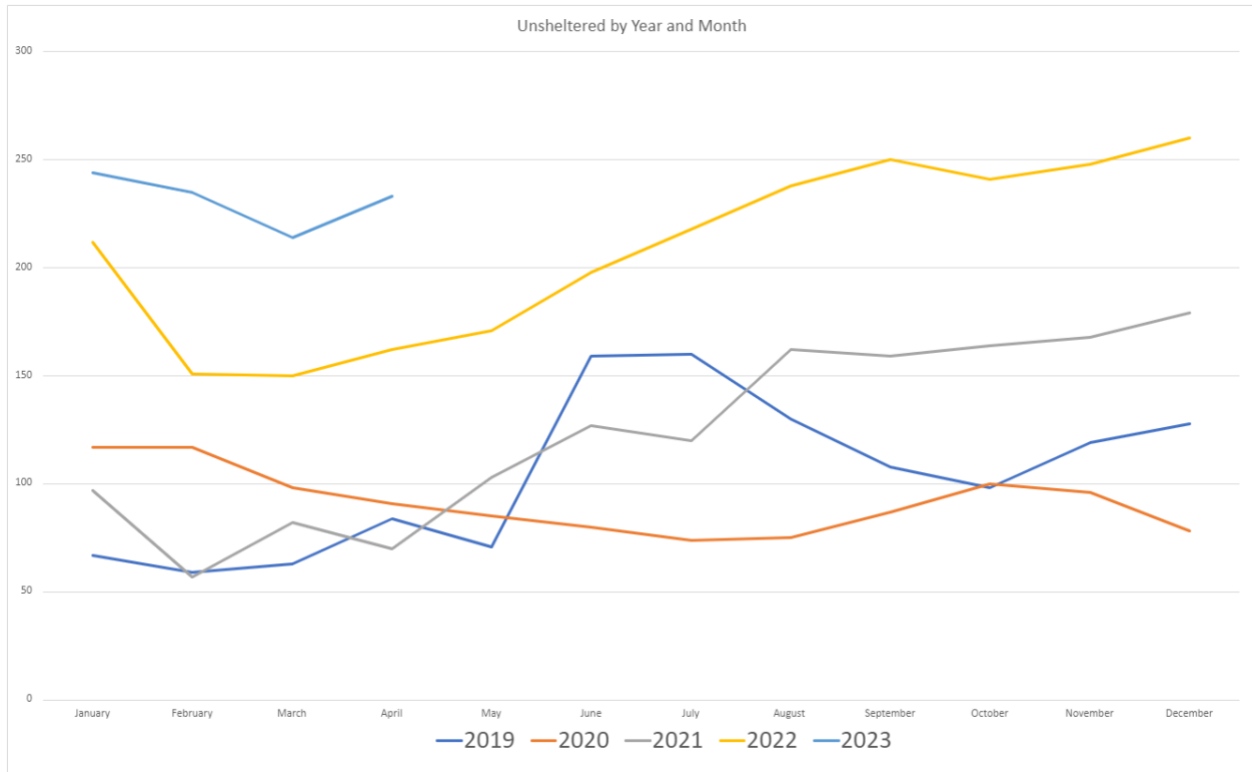
This graph illustrates the number of active individuals on the BNL by month for 2023 so far.
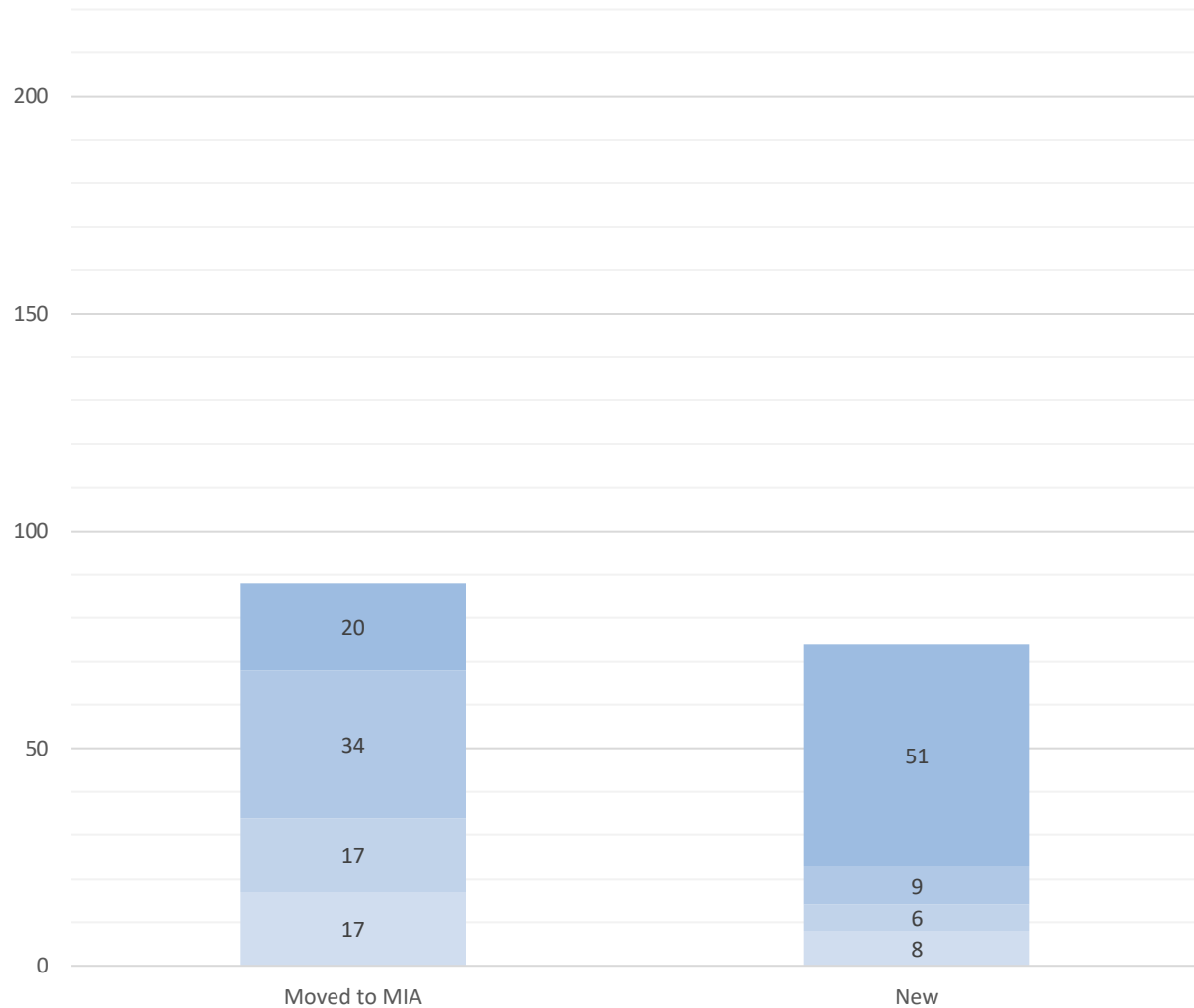
Demographics by Month
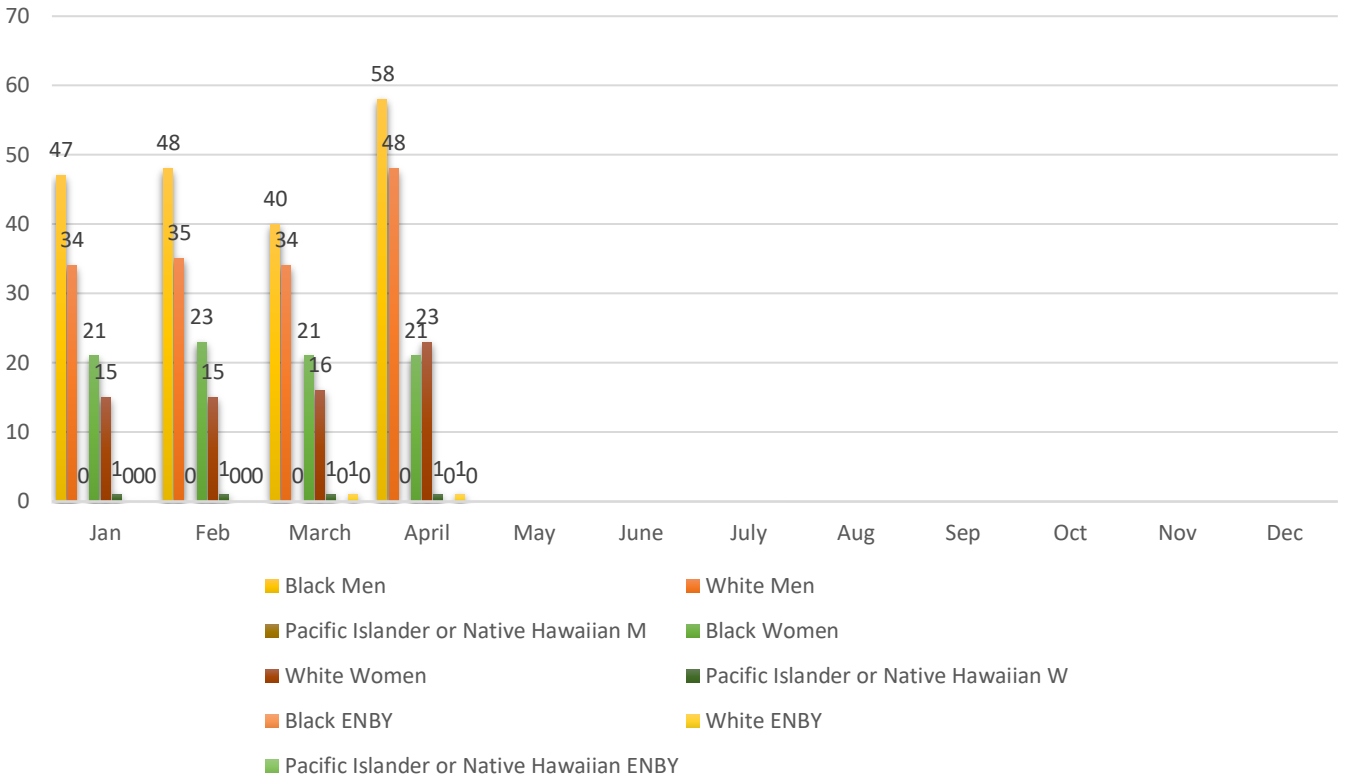
This graph demonstrates the demographics of the individuals who are active on the BNL each month.

2023 MIA v.s. New Additions By Month

Jan ▪ Feb ▪ March ▪ April ▪ May ▪ June ▪ July ▪ Aug ▪ Sep ▪ Oct ▪ Nov ▪ Dec

Moved to MIA: 20, 34, 17, 17

New: 51, 9, 6, 8

Here, the number of individuals who were added to the BNL as active as well as those who were moved from "Active" to MIA (6 months without contact) each month are displayed. Overall, although changing at different rates, these numbers tend to stay consistent with each other.

Coordinated Community Plan Milestones

1. Shared Vision and Goals - A statement that describes the experience of young people and the systems that serve them after successfully implementing our plan, and the aspirational goals that we must meet to achieve this vision.

2. Need Statements - A series of statements supported by quantitative and qualitative data that justify our objectives and action steps.

3. Objectives and Actions - Concrete targets and strategies with deadlines and named leadership that respond to community needs.

4. HUD-Funded Projects - A special list of new projects identified through a prioritization process to receive our awarded YHDP funding.

5. Governance Structure - An organizational chart outlining how decisions are made and who is involved in decision-making.

6. Continuous Improvement Strategy - A mechanism to regularly review and update our plan.

7. Signatures - Signatures from authorized officials representing each organization and every YAB member on the planning committee.

YOUTH HOMELESSNESS DEMONSTRATION PROGRAM
THE CUYAHOGA COUNTY PROCESS

YHDP is a federally funded, youth-driven program requiring communities to develop a Coordinated Community Plan (CCP) to prevent and end youth homelessness. YHDP's theory of change: A coordinated cross-sector community response to youth homelessness will significantly reduce its incidence rate.

Involved Partners

- EDEN, Inc • Frontline Services • Project ACT • Bellefaire JCB • Towards Employment
- Ohio Means Jobs • Lutheran Metropolitan Ministry • CHN Housing Partners
- ADAMHS Board • Educational Services Center • Enterprise Community Partners
- Community of Hope • Case Western Reserve University • A Place 4 Me
- REACH Youth Action Board • YWCA of Greater Cleveland
- Ohio Healthy Transitions Project • Office of Homeless Services
- YWCA of Greater Cleveland • Sisters of Charity Cleveland Foundation
- Family Promise of Greater Cleveland • LGBT Center of Greater Cleveland
- The Collaborative to End Human Trafficking • The Legal Aid Society of Cleveland
- Northeast Ohio Coalition for the Homeless
- Cuyahoga County Divsion of Children & Family Services
- City of Cleveland Office of Prevention, Intervention & Opportunity for YYA
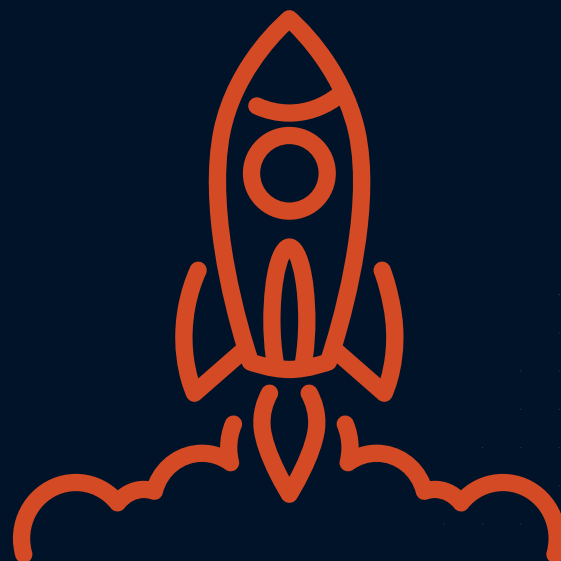
YHDP
VISION STATEMENT

We foresee a compassionate, culturally coordinated community response to homelessness, where systemic barriers to resources are removed, and supports are known, accessible, and low-barrier. We will believe homelessness is not caused by personal failure but instead influenced by a combination of factors, such as systemic racism and lack of affordable housing. We plan to commit to centering equity and uplifting youth and young adults with diverse lived experiences through love and empathy. When working in collaboration with youth and young adults, adult partners across all sectors will provide crisis support in a trauma-informed approach supporting the youth and young adults to show up authentically and shift the narrative and response around youth and young adult homelessness in Cuyahoga County. We will achieve this by promoting connection and healing rather than segregation and separation.

Estimates of YYA Experiencing Homelessness

Population	Data Source(s)	Annual Estimates of # of Youth	Data Disaggregated by: Race, Gender, Sexual Identity, Sexual Orientation
At-risk unaccompanied youth	HMIS (all ES,TH,SH projects where prior living situation noted as a temporary or permanent situation; all ODH projects)	340 - 615	Black/AA: 265-491 • White: 48-98 • Male: 102-233 • Female: 197-411 • Heterosexual: 255-485 • LGBTQ+**: 95-172
Unaccompanied youth experiencing homeless	HMIS (all ES,TH,SH,SO projects)	370 - 500	Black/AA: 281-395 • White: 59-95 • Male: 170-265 • Female: 163-245 • Heterosexual: 241-335 • LGBTQ+**: 104-140
At-risk pregnant or parenting youth	HMIS (all ES,TH,SH projects where prior living situation noted as a temporary or permanent situation; all ODH projects)	40 - 60	Black/AA: 32-49 • White: 5-8 • Male: 2-3 • Female: 38-58 • Heterosexual: 33-49 • LGBTQ+: 2-4
Pregnant or parenting youth experiencing homeless	HMIS (all ES,TH,SH,SO projects)	60 - 70	Black/AA: 49-60 • White: 5-8 • Male: 1-2 • Female: 58-69 • Heterosexual: 60-70 • LGBTQ+: 0
LGBTQ+ and gender nonconforming youth*	Available research	30 - 18 58-37% 28%	
Minors (young people under the age of 18)	HMIS (all ES, TH, SH projects; all ODH and RHY projects)	45 - 60	Black/AA: 31-45 • White: 10-14 • Male: 8-14 • Female: 33-47 • Heterosexual: 31-47 • LGBTQ+: 10-19
Youth involved with Juvenile Justice*	CWRU	137 - 185 (37%)	
Youth involved with child welfare*	CWRU	222 - 300 (60%)	
Victims of sexual trafficking and exploitation*	Available research	70 - 95 19%	
Youth with co-occurring diagnosis, including mental health, substance abuse, HIV-AIDS and other communicable diseases*	HMIS (all ES,TH,SH,SO projects)Available research	37 - 100 10-20%	

Statements of Need

Goal 1: Authentic YYA Leadership
We need to increase authentic YYA leadership throughout the system.

Goal 2: Equity
We need to address the overrepresentation of BIPOC YYA among YYA experiencing homelessness.
We need to better serve young members of the LGBTIA+ community.
We need more immigration related resources available for eligbile YYA.

Goal 3: Safe & Stable Housing
We need more YYA-specfic housing.
We need more crisis beds and drop-in service capacity.
Our housing programs need to better prepare YYA for independence.
We need to help YYA navigate the housing system.
We need more effective landlord engagement.
We need to hold landlords and housing authorities accountables for housing quality and help YYA fight for their housing rights.

Goal 4: Permanent Connections
We need supports that build healthy and stable community connections.

Statements of Need

Goal 5: Education, Employment, & Employment Training

We need to better resources our public K-12 schools to support YYA experiencing homelessness.

We need to better resource our colleges and universities to support YYA experiencing homelessness.

We need to reduce stigma in the workplace and better support YYA to navigate their careers.

We need more career track and living wage opportunities for our YYA.

Goal 6: Social-Emotional Wellbeing

We need to better support YYA living on the street, in cars, and in other places not meant for sleeping, and helping YYA meet their basic needs.

We need to better support YYA parents.

We need to improve awareness of support for survivors of violence.

We must prioritize and better support YYA with disabilities, especially those with mental health needs, for housing and services.

We need to be better prepared for health emergencies and to finish the fight against COVID.

We need to support YYA to obtain documentation.

Statements of Need

Goal 7: Cross System Partnership

We need to better connect housing resources

We need to streamline the access process and align system values, goals, and priorities

We are not connecting systems data

We need to address system cliff effect policies and better prepare and support YYA when they leave systems.

We need to work upstream to prevent homelessness

We must work upstream by developing targeted strategies for subpopulations of YYA and expanding collaboration with child welfare and justice systems to improve discharge plans and prevent homelessness.

Goal 8: Continuous Quality Improvement

We need to build our homelessness data capacity, make it more accessible, and better educate YYA and the public on its importance.

We need to better understand our housing inventory for YYA.

We need better data on special populations.

We don't understand aftercare support or housing stability.

YHDP Action Plan

Goal 1: EMBED AUTHENTIC YOUTH LEADERSHIP INTO THE COC
OBJECTIVE 1A. Expand and sustain a REACH (YAB) that represents the Cuyahoga County CoC.
OBJECTIVE 1B: Establish a nothing about us without us culture at the system and program level.

Goal 2: IMPROVE & ENHANCE SYSTEM & PROGRAM WIDE THE INTERACTIONS, EXPERIENCES, & OUTCOMES FOR BIPOC YYA & YYA IN THE LGBTQAI+ COMMUNITY
OBJECTIVE 2A: Cultivate an anti-racist community response to YYA homelessness.
OBJECTIVE 2B: Ensure care provided system- and program-wide is rooted in dignity, safety, and is affirming of all intersectional identities, including disability, gender, sexual orientation, culture, race, and ethnicity.

Goal 3: CONTINUE EXPANDING THE CC YOUTH-DEDICATED HOMELESSNESS RESPONSE SYSTEM
OBJECTIVE 3A: Increase homelessness crisis response coordination effectiveness and improve ongoing coordination throughout response system engagement achieving independent permanent housing.
OBJECTIVE 3B: Increase the availability of safe, affordable, quality, long-term housing options for young adults experiencing homelessness.

Goal 4: HARNESS THE POWER OF CHOSEN CONNECTIONS IN THE RESPONSE TO ENDING YOUTH HOMELESSNESS
OBJECTIVE 4A: Cultivate buy-in & establish a culture at the system and program level that recognizes, embraces and seeks to connect, reconnect, and enhance YYA chosen

Goal 5: CULTIVATE CROSS SYSTEM PATHWAYS ALONGSIDE YYA IN THEIR FUTURE
OBJECTIVE 5A: Increase the capacity of current programs to champion YYA in achieving education and career goals.
OBJECTIVE 5B: Develop cross system learning that promotes a coordinated shared-value response that serves as a launch pad and support to YYA's in their education and career goals.

Goal 6: ESTABLISH A YOUTH HOMELESSNESS RESPONSE SYSTEM THAT OPERATES AS A COMMUNITY OF CARE
OBJECTIVE 6A: Increase the capacity of current system response and staffing to support YYA.

Goal 7: ENSURE THAT ALL YYAS RECEIVE HIGHLY COORDINATED AFFIRMING CARE ACROSS SYSTEMS
OBJECTIVE 7A: Ensure that all YYAs receive highly coordinated affirming care across systems.

Goal 8: ENSURE CONTINUOUS QUALITY IMPROVEMENT AT THE PROGRAM AND SYSTEM LEVEL
OBJECTIVE 8A: Imbed authentic transparent continuous quality improvement system-wide.

County Strategic Plan

Goal 1: Improve Engagement and Access
Strategy 1: Undertake ongoing race equity analysis.
Strategy 2: Improve Coordinated Intake assessment tools and practices.
Strategy 3: Strengthen centralized housing navigation process
Strategy 4: Develop a comprehensive system strategy for unsheltered persons and encampments.
Strategy 5: Develop a coordinated community plan for youth experiencing homelessness.
Strategy 6: Customize engagement approaches and services based on subpopulation.
Strategy 7: Strengthen the network of homelessness prevention partners.
Strategy 8: Improve homelessness prevention targeting

Goal 2: Improve Experience of Persons in Crisis Housing
Strategy 1: Establish Emergency Shelter Practice Standards.
Strategy 2: Centralize and enhance housing search and location services in shelters.
Strategy 3: Ensure all persons have equitable access to crisis housing resources
Strategy 4: Provide gender affirming crisis housing and supportive services

Goal 3: Expand Housing Stabilization Capacity
Strategy 1: Expand Rapid Rehousing capacity
Strategy 2: Expand Permanent Supportive Housing capacity.
Strategy 3: Update Rapid Rehousing and Permanent Supportive Housing Practice Standards.
Strategy 4: Establish specialized service teams for RRH and PSH in tenant-based settings.
Strategy 5: Expand *direct cash transfer* (i.e. cash incentive payment) programming.
Strategy 6: Advocate for *source of income equity* legislation
Strategy 7: Expand moving on strategies and services

Goal 4: Connect Clients to Income and Benefits
Strategy 1: Enhance economic security of persons experiencing a housing crisis.
Strategy 2: Enhance SOAR.
Strategy 3: Connect clients to childcare and behavioral health supports.

Goal 5: Build System Capacity
Strategy 1: Expand staffing capacity of Office of Homeless Services.
Strategy 2: Build staff capacity and expertise of all CoC system providers.
Strategy 3: Enhance available centralized landlord recruitment and retention services.
Strategy 4: Prepare a Race Equity plan for persons experiencing a housing crisis.
Strategy 5: Promote equity and advance diversity among CoC system staff at all levels from font line to management.

HUD-Funded Projects

Navigation

- Mobile Navigation Team (2 housing locators, 2 outreach navigators, 2 young-adult dedicated CE navigators w/access to diversion funds).

TH-RRH Joint Component

- Crisis housing support through TH and/or RRH with a goal of obtaining permanent housing in the RRH component within 90 days. Rental/financial assistance to be 12 months on average across both the TH and RRH components. Maximum length of time assisted to be 36 months. Housing Unit Location support

Diversion

- Housing focused problem-solving designed to assist young people in finding/maintaining safe, quality housing without a stay in shelter, & financial assistance for diversion/rapid solution of homelessness.

Q&A

Melissa Sirak, Program Director - Office of Homeless Services
msirak@cuyahogacounty.us

Ebony Clayton, YHDP Coordinator - A Place 4 Me
eclayton@ywcaofcleveland.org

Lisa Brooks, YHDP TA - Abt Associates
lisa_brooks@abtassoc.com (for technical concerns/inquiries)

UPCOMING

May 17, 18, 19
Project Applications & RFP Development with REACH YAB

RFP Process Timeline
TBD

Deadline to Submit CCP
May 24, 2023

CCP Approval
Within two weeks from submission date

Period of Performance for New Projects
As early as 10/1/23
No later than 9/30/24

SAVE THE
date

Cuyahoga/Cleveland Minimum Standards for
CoC Programs (ES, RRH, PSH)

Version 2.2, May 8, 2023

- ✓ ES standards included herein have been reviewed by PPC as of March 2023 and proposed to Advisory Board for adoption at their meeting on May 18, 2023.
- ✓ RRH standards are proposed/draft as of May 2023. RRH standards are not being considered for Advisory Board action at the May 18 meeting. Standards with <mark>yellow highlighting</mark> represent active PPC discussion and pending decision points.
- ✓ PSH standards are under development. Standards included in this version are from Housing First Manual, rev. 2013. PSH standards are not being considered for Advisory Board action at the May 18 meeting. Standards with <mark>blue highlighting</mark> represent active Housing First partnership discussion and pending decision points.

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

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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/

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;
    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
PROPOSED by PPC	5. The agency shall have a **conflict-of-interest** policy for staff, volunteers, and program participants.		ES RRH PSH
PROPOSED by PPC	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
PROPOSED by PPC	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
PROPOSED by PPC	8. The agency shall have a **disaster recovery** and crisis communications plan.		ES RRH PSH
PROPOSED by PPC	9. The agency shall have a **sexual harassment** policy applicable to all staff, trustees, volunteers, vendors, program participants.		ES RRH PSH
PROPOSED by PPC	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 9/10/14	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

Proposed by Housing First Manual	**12. Personnel Policies** a. The program owner, operator and service provider have written personnel policies detailing employee responsibilities, rights, roles, benefits, job requirements, grievance procedures, hiring and termination procedures, annual employee review protocol, hours of operation, confidentiality and the agency's compensation and benefits plan. b. Each employee receives a copy of the policies, a job description, attendance requirements, and compensation information upon beginning employment and updates are provided upon revision.		PSH
Proposed by Housing First Manual	**13. Code of Conduct** a. There is a written Code of Conduct for employees and volunteers. b. All employees and volunteers receive a written copy of the Code of Conduct and are oriented to the Code upon hire.		PSH
Proposed by Housing First Manual	**14. Sexual Harassment** a. There is a policy that prohibits sexual harassment which is applicable to staff, trustees, volunteers, and residents.		PSH
Proposed by Housing First Manual	**15. Religious Participation** a. There is a written policy that prohibits requiring, mandating or improperly influencing religious participation as a prerequisite to receive services or housing.		PSH
Proposed by Housing First Manual	**16. Performance and Quality Improvement Plan** a. There is a performance and quality improvement plan that guides agency monitoring of program performance, participant satisfaction, and achievement of positive participant outcomes.		PSH
Proposed by Housing First Manual	**17. Participant Evaluation and Feedback** a. There is a process for collecting, analyzing and using participant evaluation and feedback as part of the performance and quality improvement plan.		PSH

B. Fiscal Administration

Source	Standard		Applicability

OHS, 2011; adopted by CoC Advisory Board 9/10/14	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 9/10/14	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 9/10/14	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 9/10/14	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 9/10/14	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 9/10/14	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

PROPOSED by PPC	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

PROPOSED by PPC	8. The Agency has a finance/accounting policies and procedures manual.	ES RRH PSH
PROPOSED by PPC	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
PROPOSED by Housing First Partnership	**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
PROPOSED by Housing First Partnership	**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**
PROPOSED by PPC	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 9/10/14	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 9/10/14	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 9/10/14	4. The program shall have a **policy manual**, which includes the program's purpose, population served, regulations, rules and procedures.	ES RRH PSH
PROPOSED by PPC	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 9/10/14	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
PROPOSED by PPC	7. All crisis housing programs shall employ *Housing Problem Solving* strategies to quickly identify program participants who are candidates for resolution of their housing crisis through strategies consistent with a Housing Problem Solving/Diversion/Rapid Exit plan. These strategies may include landlord mediation, creative problem solving, provision of temporary and flexible financial assistance, family/friend re-unification, transfers/relocation support to alternative geographies where program participants have viable housing options and supports, shared housing/roommate coordination, etc.	ES
PROPOSED by PPC	8. Programs providing crisis housing for persons experiencing literal homelessness shall work to engage program participants to **resolve their housing crisis as quickly and safely as possible**. Programs providing crisis housing shall identify program participants who have received more than 90 days of temporary shelter and offer and track efforts at more intensive, focused, and program participant-centered engagement strategies to facilitate shelter exits to safe, appropriate, and sustainable permanent housing placements.	ES
PROPOSED by PPC	9. 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

PROPOSED by PPC	10. 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 9/10/14	11. In addition to sleeping arrangements and food, the program shall provide the following **basic needs:** • Humane care which preserves individual dignity • Clean environment • Safe environment • Referrals to community resources	ES
OHS, 2011; adopted by CoC Advisory Board 9/10/14	12. The facility shall have written **policies for intake of program participants** and criteria for admitting persons to the program. The program's intake policy should be available for the program participants to review. Programs cannot require, upon admission, that program participants have IDs, be entered into HMIS or provide Social Security numbers.	ES
OHS adopted by CoC Advisory Board 9/10/2014**;** updated 9/15/2020	13. Each facility must adhere to the CoC's **involuntary discharge policy** and have a procedure to collaborate/coordinate with other crisis housing facilities/shelter(s) when involuntary discharges are necessary. • At the time of an involuntary discharge, the participant must be provided with 1) a written explanation of the reason(s) for the discharge and 2) written information on how to file a grievance. These discharges must be documented in incident reports and monitored by OHS.	ES
OHS, 2011; adopted by CoC Advisory Board 9/10/14	14. The program shall maintain an **attendance list** in HMIS which includes, at least, the name and gender of each person residing in the shelter.	ES
OHS, 2011; adopted by CoC Advisory Board 9/10/14	15. The program shall post and read, or otherwise make known, the **rules, regulations, and procedures of the program**.	ES RRH PSH
PROPOSED by PPC	16. All programs serving program participants in a crisis housing setting shall provide **basic housing search and location support**. Basic services shall include information about available housing listings, roommate services, availability of financial assistance resources, and access to the Internet to enable program participants to manage their own housing search, location, and application process.	ES
PROPOSED by PPC	17. 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 9/10/14	18. 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 9/10/14	19. The program shall only require program participants to perform duties directly related to **daily living activities** within the program.	ES
OHS, 2011; adopted by CoC Advisory Board 9/10/14	20. 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 9/10/14	21. 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 9/10/14	22. 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 9/10/14	23. 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 9/10/14	24. The program shall have a policy regarding the **control of weapons**.	ES PSH
OHS, 2011; adopted by CoC Advisory Board 9/10/14	25. 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
Proposed by Housing First Manual	**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: o Periodic monitoring of the implementation of grievance and appeal procedures and summary information concerning dispositions of grievances and appeals. o 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
OHS, 2011; adopted by CoC Advisory Board 9/10/14	26. The program shall allow current program participants to use the program's **physical address as a legal residence** for the purpose of voter registration and the receipt of public benefits.	ES
OHS, 2011; adopted by CoC Advisory Board 9/10/14	27. The program shall maintain a **daily log** to record at a minimum all unusual or significant incidents.	ES
OHS, 2011; adopted by CoC Advisory Board 9/10/14	28. The program shall have written **policies for consensual and non-consensual searches**.	ES
OHS, 2011; adopted by CoC Advisory Board 9/10/14	29. For the safety of the program participants, the program shall have **adequate, trained, on-site staff** coverage during all hours the program is open to program participants, unless individual secured units are provided.	ES
OHS adopted by CoC Advisory Board 9/10/2014**;** updated 9/15/2020	30. Each shelter must have the ability for consultation with a medical provider or group regarding **infectious disease management** questions and assistance with proper notification with illness outbreaks.	ES

	31. All program staff with direct program participant contact shall receive **training** annually in at least the following: • Emergency evacuation procedures, • Agency operating procedures, • Cultural competency, inclusive of race, ethnicity, national origin, gender, and LGBTQ+ interests, • Harm Reduction approaches for engagement and service delivery, • Non-violent crisis intervention techniques, • Referral procedures to relevant community resources, • Compliance with American with Disabilities Act and understanding special needs and challenges associated with the population the program serves • Basic first aid procedures (including general first aid techniques and identification and management of crisis and emergency health situations such as seizures), • Housing resources and application processes	ES
Proposed by Housing First Manual	32. 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
Proposed by Housing First Manual	33. **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
Proposed by Housing First Manual	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 adopted by CoC Advisory Board 9/10/2014; updated 9/15/2020	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 adopted by CoC Advisory Board 9/10/2014; updated 9/15/2020	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 adopted by CoC Advisory Board 9/10/2014; updated 9/15/2020	37. Programs providing crisis housing services but not specifically funded as drug and alcohol treatment programs shall **not require random or automatic drug or alcohol testing** as a condition to receive crisis services. If behavior by a program participant that strongly suggests substance use does not warrant a call to either 911 or 696-kids, program staff should address the disruptive behavior to manage the issue rather than terminate enrollment in the program.	ES
OHS adopted by CoC Advisory Board 9/10/2014; updated 9/15/2020	38. 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 adopted by CoC Advisory Board 9/10/2014; updated 9/15/2020	39. 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 adopted by CoC Advisory Board 9/10/2014; updated 9/15/2020	40. 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
OHS adopted by CoC Advisory Board 9/10/2014; updated 9/15/2020	41. Programs must make accommodation for **persons working second and third shifts** and those with verified medical conditions to have access to beds during the day.	ES
Proposed by Housing First Manual	**42. Fair Housing** a. There is a written resident admissions policy within the resident selection plan with clearly delineated criteria that are not intended to unfairly discriminate against residents and that are compliant with fair housing laws and regulations. b. The program complies with fair housing laws and regulations in the implementation of the resident selection plan. c. The program has an equal housing opportunity poster and symbols prominently displayed on marketing materials and in places where housing applicants may see them (e.g., front desk or reception area).	PSH

NEED TO UPDATE FOR HUD CONSISTENCY	**43. Eligibility**
	a. All program residents meet the following **eligibility criteria upon admission**:
	    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.
		RRH
		PSH (where noted as applicable)

NEED TO UPDATE FOR OHS/CES AND HUD CONSISTENCY	**44. Prioritization** a. The program targets eligible people with the greatest need for PSH according to length of time spent homeless and disability. b. The program plan for targeting is developed in consultation with the PPC and the Office of Homeless Services.	PSH
Proposed by Housing First Manual	**45. Resident Selection Plan** a. There is a resident selection plan that includes policies and procedures on applicant eligibility, the application process, applicant interviews, applicant notification of acceptance, and applicant appeals.	PSH

NEED TO UPDATE FOR OHS/CES AND HUD CONSISTENCY	**46. Affirmative Marketing and Fair Housing** a. Resident selection policies and procedures include clearly delineated criteria that are not intended to unfairly discriminate against participants. b. The program adheres to all applicable fair housing laws and regulations. c. Unit openings are advertised in a manner intended to reach persons who meet program eligibility criteria and have the greatest need for HF supportive housing, as determined by the program sponsor and the Housing First Funding Collaborative. This includes active outreach to and coordination with emergency shelter and homeless outreach providers most likely to have contact with the target population.		PSH
NEED TO UPDATE FOR OHS/CES AND HUD CONSISTENCY	**47. Waiting Lists** 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. (need to define a wait list management process with prioritization and communication protocols)		RRH PSH
NEED TO UPDATE FOR OHS/CES AND HUD CONSISTENCY	**48. Resident Application** a. Prospective applicants are provided both verbal and written instructions regarding program eligibility and application procedures. b. Prospective applicants are provided assistance with completing applications and obtaining required documentation by program staff or referral sources trained by program staff. c. Referral sources are provided regular training and information regarding the program, including information about program eligibility requirements, application process, required documentation, and other relevant information. d. Applicants who submit incomplete applications are provided a written description of information needed to complete the application, timeframe for completion, and are provided assistance by program staff and/or referral sources as needed. e. The program accepts applications by mail or hand delivery.		PSH
Proposed by Housing First Manual	**49. Resident Orientation** a. New participants are provided an orientation to the program, including an overview of available services, within 14 days of program enrollment. b. New participants are briefed on terms of resident lease terms and rules by a shelter, RRH, or PSH case manager within 14 days of lease signing.		RRH PSH

Proposed by Housing First Manual	**50. Resident Housing Costs** a. PSH residents pay no more than 30% of resident income for rent and utilities or a minimum rent of $50 per month, whichever is more. b. The program has a hardship exemption policy for residents unable to pay the resident portion of rent. The policy is applied in a consistent and fair manner and in conjunction with eviction prevention efforts. c. The program maintains documentation on how resident rent is calculated. d. Resident rent and utility costs are re-assessed and adjusted according to resident income at least annually or when a resident experiences a loss of income.	PSH
NEED TO UPDATE FOR OHS/CES AND HUD CONSISTENCY	**51. Appeals Process** a. Applicants found to be ineligible are informed of their right to appeal, the timeframe for appeal and the process to submit an appeal. With applicant consent, the program also informs the applicant's referral source of the application denial and appeal procedures. The program accepts appeals made in writing or verbally. The program allows applicants to have a third party assist them with an appeal. b. If an applicant is not accepted into the program the supportive services staff make one or more referrals to an appropriate agency or provide a list of potential alternative housing options.	PSH
Proposed by Housing First Manual	**52. Service Staff Hours of Availability** a. There is 24 hour per day, 7 days per week on-site staffing availability from social service staff (may include on-call availability). b. Evening and weekend on-site coverage may be provided on an as-needed basis.	PSH (program-based sites only)
Proposed by Housing First Manual	**53. Staff Person/Participant Ratio** a. Service staff to resident ratio is consistent with the program plan approved by OHS and/or the PSH Funding Collaborative.	RRH PSH
Proposed by Housing First Manual	**54. Resident Assessment** a. An individualized assessment is conducted with each resident following admission. b. Resident assessments examine strengths and deficits relative to the skills needed for independent living and housing stability. This includes daily living skills, self-care, housekeeping, meal preparation and nutrition, accessing and acquiring goods and services in the community, and ability to adhere to lease requirements and resident rules. c. Resident assessments also examine factors related to resident health and well-being, including general physical health, mental health, substance use/abuse, and other relevant issues impacting resident health. d. Assessments are conducted by staff who are appropriately trained and qualified to complete the assessment used by the program. e. Residents are re-assessed at least annually or more frequently, as appropriate, to ensure an up-to-date resident service plan. Resident re-assessment includes an examination of housing stability and ability to live in more independent housing. (may need to revise for PSH). Resident re-assessment data and documentation contributes to annual recertification process. f. Staff conducts periodic apartment inspections as a means to assess resident well-being, lease compliance, and remediation needs.	RRH PSH

Proposed by Housing First Manual	**55. Standard Lease** a. Residents are provided a standard, written, 12-month lease agreement that complies with landlord-tenant laws.	RRH PSH
Proposed by Housing First Manual	**56. Resident Rules** a. Residents are provided with a written and verbal description of rules that residents are expected to follow. b. Resident rules do not impose additional requirements than those identified in the standard lease but may provide additional explanation of unacceptable behavior and rules for common areas that may affect lease compliance.	PSH

Proposed by Housing First Manual	**57. Resident Service Plan**
	a. Service staff works with each resident to develop an individualized services plan based on the resident assessment.
	b. Individual service plans include goals related to the following:
	    o Housing stability, including lease compliance and opportunities to move to more independent living for PSH participants
	    o Physical and mental health well-being
	    o Economic well-being, including employment and mainstream benefits
	c. Resident service plans are updated annually.
	d. Resident service plans are periodically reviewed by supervisory staff to ensure appropriateness relative to individual resident needs, available services and program goals.
		RRH PSH

Proposed by Housing First Manual	**58. 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	**56. Coordination of Care** a. Service staff works with residents 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 residents in accessing services. c. When appropriate and with resident 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	**57. Coordination with Property Management** a. The roles and responsibilities of service and property management staff are clearly communicated to residents. b. Service and property management staff communicate regularly regarding resident issues related to lease compliance and supportive service needs. This may include regularly scheduled meetings or ad hoc meetings, as needed. c. Service staff is informed of concerns about resident lease compliance and involved in decisions concerning responses to resident lease compliance and remediation.	PSH

Proposed by Housing First Manual	**58. Non-Emergency Transportation** a. Residents 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	**59. Social, Leisure and Spiritual Opportunities** a. Residents are provided with options for a variety of on-site and off-site social and leisure opportunities that promote well being and enjoyment. b. All activities are voluntary for tenants.	PSH
Proposed by Housing First Manual	**60. Medical Reminders and/or Medication Assistance** a. When requested and as appropriate, staff provides medical reminders and/or medication assistance to tenants. b. The program does not keep or administer resident medication, unless such services are an express option provided by the program and are administered by an appropriately licensed professional.	PSH
Proposed by Housing First Manual	**61. Eviction Prevention** a. Supportive service staff works pro-actively with residents to address issues that may affect resident compliance with lease requirements. b. Residents 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. c. Residents 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. Residents who are evicted receive appropriate referrals for ongoing service needs and housing options.	RRH PSH
Proposed by Housing First Manual	**62 Coordination with Supportive Services** a. The roles and responsibilities of service and property management staff are clearly communicated to residents. b. Service and property management staff communicate regularly regarding resident issues related to lease compliance and supportive service needs. c. Property management staff work collaboratively with service staff when making decisions concerning resident lease compliance, response and remediation, including establishing eviction prevention plans.	PSH
Proposed by Housing First Manual	**63. Lease Compliance and Termination** a. Residents are afforded all legal due process rights if found to be in non-compliance with their lease. b. Property management seek to pro-actively prevent eviction by working with service staff, establishing eviction prevention plans.	PSH
Proposed by Housing First Manual	**64. 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

Proposed by Housing First Manual	**65. Neighborhood Relations and Good Neighbor Agreements** a. Program staff work with neighborhood stakeholders (i.e., residential, commercial, institutional, and industrial and related associations/groups) in a good faith effort to develop and maintain a partnership that fosters open communication, respect and trust. b. The program has an executed Good Neighbor Agreement (GNA) or every reasonable effort has been made to execute a written agreement. c. The program provides opportunities for neighbors to be involved in planning, decision-making, monitoring, evaluating, and re-negotiating agreements. Involvement may occur through an advisory committee or other periodic meetings and consultation. d. The program is actively involved in neighborhood affairs and participates in neighborhood and civic organizations to identify and address neighborhood concerns.	PSH

Recommend splitting out HR-related items or merging into above Admin or Fiscal section

D. Data Collection and Management

Source	Standard		Applicability
OHS, 2011; adopted by CoC Advisory Board 9/10/14	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 9/10/14	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 9/10/14	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 9/10/14	4. The facility shall have **secure storage space** for confidential documents relating to program participants and personnel.		ES RRH PSH
PROPOSED by PPC	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
PROPOSED by PPC	6. The program shall have or plan for **secure storage space** for confidential documents relating to program participants and personnel.		ES RRH PSH
	<mark>**ADD: HMIS data privacy, security, data quality standards**</mark>		ES RRH PSH

E. Facility Standards

Source	Standard	Applicability
PROPOSED by PPC	1. The facility provides the **proper number of beds/units** in accordance with grant agreements and updates this inventory annually as part of the CoC's HIC documentation process.	ES PSH
HUD *(24 CFR part 576.403(b))*	2. The facility building is **structurally sound** to protect the program participants from the elements and not pose any threat to the health and safety of the program participants.	ES
HUD *(24 CFR part 576.403(b))*	3. Any renovation (including major rehabilitation and conversion) carried out with ESG assistance uses Energy Star and WaterSense products and appliances.	ES
HUD *(24 CFR part 576.403(b))*	4. **Physically accessible access**. Where applicable, the shelter is physically accessible in accordance with: • Section 504 of the Rehabilitation Act (29 U.S.C. 794) and implementing regulations at 24 CFR part 8; • The Fair Housing Act (42 U.S.C. 3601 et seq.) and implementing regulations at 24 CFR part 100; and • Title II of the Americans with Disabilities Act (42 U.S.C. 12131 et seq.) and 28 CFR part 35.	ES
Proposed by Housing First Manual	**Accessibility, Visibility, and Universal Design** a. The program complies with applicable provisions of the Americans with Disabilities Act. b. There is a written plan for reasonable accommodation of persons with disabilities. c. All written materials, including marketing materials, leases, building rules, tenant rights statements, and other materials intended to be read by applicants and tenants are provided in languages understood by applicants and tenants with limited English proficiency. All such materials are also explained verbally to persons with limited reading ability.	PSH
Proposed by Housing First Manual	**Maintenance of Real Property** a. All indoor and outdoor common areas are clean and well maintained, in compliance with applicable local building codes and requirements. b. Residential units are maintained in compliance with applicable local building codes and requirements and in accordance with HUD Housing Quality Standards (HQS). c. Residential units are visually inspected for safety and health concerns at least once every three months. c. Residential units are inspected for compliance with HQS at least once annually. d. Preventative maintenance is conducted according to an established schedule with the goal of maintaining and extending the useful life of all building components e. Emergency repairs are conducted as soon as possible and practicable to minimize inconvenience and disruption to residents. f. Residents are provided verbal and written instruction regarding the process for requesting routine and emergency maintenance.	PSH
HUD *(24 CFR part 576.403(b))*	5. *Space and security*: Except where the facility is intended for day use only, the shelter provides each program participant in the shelter with an acceptable place to sleep and adequate space and security for themselves and their belongings.	ES
HUD *(24 CFR part 576.403(b))*	6. *Interior air quality*: Each room or space within the facility has a natural or mechanical means of ventilation. The interior air is free of pollutants at a level that might threaten or harm the health of a program participant.	ES
HUD *(24 CFR part 576.403(b))*	7. *Water Supply*: The facility's water supply is free of contamination.	
HUD *(24 CFR part 576.403(b))*	8. *Sanitary Facilities*: Each program participant in the program has access to sanitary facilities that are in proper operating condition, are private, and are adequate for personal cleanliness and the disposal of human waste. • Participants must be provided with hygiene items needed for personal care.	ES
HUD *(24 CFR part 576.403(b))*	9. *Thermal environment*: The program has any necessary heating/cooling facilities in proper operating condition.	ES

	10. **Illumination and electricity**: • The facility has adequate natural or artificial illumination to permit normal indoor activities and support health and safety. • There are sufficient electrical sources to permit the safe use of electrical appliances in the facility.	ES
HUD *(24 CFR part 576.403(b))*	11. **Sanitary conditions:** The facility is maintained in a sanitary condition.	ES
HUD *(24 CFR part 576.403(b))* **Proposed by Housing First Manual**	12. **Fire safety**: The facility shall have a fire safety plan that includes an evacuation plan, fire safety drills, and posted signs indicating exits. The fire safety plan shall ensure the following" a. There is at least one working smoke detector in each occupied unit of the program. Where possible, smoke detectors are located near sleeping areas. b. All public areas of the program have at least one working smoke detector. c. The fire alarm system is designed for hearing-impaired program participants. d. There is a second means of exiting the building in the event of fire or other emergency. e. Fire drills are conducted at least twice per year. f. Fire drills are recorded in a fire drill log documenting the date and time of each drill. g. There is an annual fire prevention inspection. h. Fire detection and suppression systems are operable and meet all applicable local building and safety codes. i. All staff are trained on the fire alarm system. j. All staff and residents are trained on the use of fire extinguishers and evacuation procedures. k. The program has a written protocol that addresses the special needs of residents who may need more assistance exiting. There is assigned staff and/or residents to assist them.	ES PSH
HUD *(24 CFR part 576.403(b))*	13. **Local building standards**. The program's facility shall comply with applicable local fire, environmental, health and safety standards and regulations as evidenced by a valid fire safety inspection. If ESG funds were used for renovation or conversion, the facility meets state or local government safety and sanitation standards, as applicable.	ES PSH
OHS 2011; adopted by CoC Advisory Board 9/10/14	14. The facility shall be **clean and in good repair**.	ES PSH
OHS 2011; adopted by CoC Advisory Board 9/10/14	15. The facility shall have reasonable **access to transportation** services.	ES PSH
OHS 2011; adopted by CoC Advisory Board 9/10/14	16. The facility shall provide a **bed or crib for each guest** except in extenuating "overflow" conditions or unless the program has an ODOD exemption based on size and/or type of program. The program shall make provision for clean linens for each program participant. There shall be procedures to provide for the sanitizing of all linens and sleeping surfaces.	ES
OHS 2011; adopted by CoC Advisory Board 9/10/14	17. The facility shall provide **sufficient showers/baths, wash basins and toilets** that are in proper operating condition for personal hygiene. These should be adequate for the number of people served. Clean towels, soap, and toilet tissue shall be available to each program participant.	ES
OHS 2011; adopted by CoC Advisory Board 9/10/14	18. The facility shall have **private space to meet with program participants**. a. There is adequate office and meeting space to support on-site staffing and services, per the Program Plan. b. Office and other meeting spaces used by staff for the delivery of supportive services and/or for staff to meet with residents are clean, comfortable, and well-maintained.	ES PSH (site based)

OHS 2011; adopted by CoC Advisory Board 9/10/14	19. The facility shall have **laundry facilities** available to program participants or a system available for the services. a. A laundry facility with working washers and dryers is available for residents twenty-four hours a day, seven days a week in a manner consistent with the tenant lease and building rules. Tenant lease and/or building rules may restrict access during certain hours to mitigate reasonable concerns related to safety and property theft.	ES PSH (site based)
OHS 2011; adopted by CoC Advisory Board 9/10/14	20. The facility shall have adequate provision of the following services: • Pest control services • Removal of garbage • Proper ventilation and heating/cooling systems • Means to ensure that entrances, exits, steps and walkways are kept clear of garbage and other debris, ice, snow and other hazards.	ES PSH (site based)
OHS 2011; adopted by CoC Advisory Board 9/10/14	21. The facility shall provide adequate natural or artificial **illumination** to permit normal indoor activities and to support the health and safety of occupants. Sufficient electrical sources shall be provided to permit the use of essential electrical appliances while assuring safety from fire.	ES
OHS 2011; adopted by CoC Advisory Board 9/10/14	22. **Food Service.** The facility shall establish policy and make provisions for appropriate handling, food service and storage to meet the nutritional needs of program participants. • Programs providing food service shall make adequate provisions for the sanitary storage and preparation of foods. • Programs providing food for infants, young children and pregnant mothers shall make provisions to meet their nutritional needs. • Programs shall provide or arrange for food services to program participants or make known the available services nearby.	ES
OHS 2011; adopted by CoC Advisory Board 9/10/14	23. **Health.** The facility shall establish policy and make provisions to address the emergency health needs of program participants. • The facility shall always have available a first aid kit and supplies in case of a medical emergency. A First Aid kit is complete and accessible to staff and residents and is stocked with sufficient supplies to handle multiple occurrences. • All staff on duty shall have access to a telephone. Emergency telephone numbers shall be posted conspicuously near the telephone. • The facility shall ensure that at least one staff person on duty is trained in *standard emergency first aid procedures*. • The facility shall have a procedure for making referrals to appropriate medical providers. • The facility shall have a written policy regarding the possession and use of controlled substances as well as prescription and over-the-counter medication. The facility shall have a process for secure storage of prescription medications, where applicable, and management of prescribed drugs that require refrigeration. • The facility shall have a written policy regarding the control of infectious diseases, such as HIV, tuberculosis, COVID-19, and Influenza. • The facility shall have Narcan available for use by trained staff to use for life-saving purposes.	ES
OHS 2011; adopted by CoC Advisory Board 9/10/14	24. **Mail**. The facility shall have written policies on collecting, distributing, and storing mail for program participants and former program participants. a. There are individual mailboxes for residents. b. Mailboxes accessible in common areas have individual locks.	ES PSH (site based)

OHS adopted by CoC Advisory Board 9/10/2014; updated 9/15/2020	25. All staff and volunteers at a program should wear **identification badges** that include the individual's name. a. All visitors provide valid identification when entering the building, sign in to a visitors log and leave the identification or a copy of identification at the front desk during their stay.	ES PSH (site based)
Proposed by Housing First Manual	**Geographic Dispersion & Integration** a. The site is located in a neighborhood distinct from other Housing First Initiative (HFI) programs or reasonable efforts have been made to identify and secure a site geographically distinct from other HFI programs. b. The building design complements and/or is consistent with the surrounding community.	PSH (site based)
Proposed by Housing First Manual	**Building Design** a. The program meets the standards set forth in the Enterprise Green Communities criteria. b. The building is designed in compliance with the Americans with Disabilities Act and with Section 504 of the Rehabilitation Act (if federally funded), and incorporate Universal Design Standards and Visitability Standards, whenever possible.	PSH (site based)
Proposed by Housing First Manual	**Access to Amenities** a. The site is within one quarter mile walking distance of public transit. b. The site is accessible to social services, medical facilities, shopping, and places of employment. c. Staff provides verbal and written information to tenants regarding amenities that are provided in the building and in the surrounding area, including a map when requested.	PSH (site based)
Proposed by Housing First Manual	**Apartment Units** a. Each apartment is at least 350 square feet. b. Apartment units comply with Housing Quality Standards (HQS) established by the U.S. Department of Housing & Urban Development (HUD). c. Each unit is furnished upon tenant move-in with at least a bed/crib and appropriate linens/bedding for each tenant; dresser, table and chairs; and basic kitchen/bathroom supplies.	PSH
Proposed by Housing First Manual	**Community Space** a. Community space including lobbies, sitting areas, meeting rooms, mail rooms, laundry rooms, and trash collection areas, are easily accessible to all tenants. b. All common rooms and public spaces, including any shared furnishings, are clean and in good repair. c. Smoking is not permitted in common areas indoors and only in outdoor spaces no adjacent to building entry or egress points. Areas where smoking is and is not permitted are clearly defined and marked. d. Building rules clearly describe acceptable use and behavior in common and public areas. e. Residents are free to use common and public space twenty four hours a day, seven days a week in a manner consistent with the tenant lease and building rules. Tenant lease and/or building rules may restrict access during certain hours to mitigate reasonable concerns related to safety and property theft.	PSH (site based)

Proposed by Housing First Manual	**Exterior Grounds** a. The exterior of the building and surrounding area are clean and well maintained.	PSH (site based)
Proposed by Housing First Manual	**Parking** a. There is on-site, free parking for residents with automobiles or motorcycles. b. There are accessible, on-site locations where residents may secure bicycles.	PSH (site based)
Proposed by Housing First Manual	**Heating and Ventilation Systems** a. The facility has heating units for winter and the ability to create airflow in hot weather. b. Furnaces are kept clean and in good operating condition. Filters are changed routinely as evidenced by a building maintenance log. Fans and air conditioning, if available, are in good operating condition.	PSH (site based)
Proposed by Housing First Manual	**Emergency Preparedness** a. There are policies and procedures that address emergency procedures related to fires, disasters, behavioral emergencies, and medical emergencies.	PSH (site based)
Proposed by Housing First Manual	**Entry and Egress** a. Entry and exit points to the building are free of debris and not blocked. b. Hallways, stairways, and exits are well lit, and there are back-up batteries for exit lights. c. There are clearly marked exit signs with symbols capable of being understood regardless of the language of residents. d. Exterior doors remain locked and residents must use a key to enter the building or there are other means of controlling building access (e.g., through staff control).	PSH (site based)
Proposed by Housing First Manual	**Video Monitoring** a. There is a policy regarding video monitoring in each building. b. Entrances and exits, as well as stairways, are monitored with video surveillance by program staff.	PSH (site based)
Proposed by Housing First Manual	**Infectious Disease Control and Universal Precautions** a. Program staff follows Universal Precautions and wear Personal Protective Equipment (PPE). PPE includes gloves, shoe covers, goggles, masks, and resuscitation bags.	PSH (site based)
Proposed by Housing First Manual	**Incident Management** a. There is an incident management policy and procedure. b. The program must maintains an incident log and make arrangements for staff review of log prior to each shift change.	PSH (site based)
Proposed by Housing First Manual	**Hazardous Materials** a. The program and its staff do not release, spill, store, or generate any hazardous or toxic substances in, on, or under the facility, except for ordinary and necessary quantities of cleaning materials, which are handled and stored in a safe and lawful manner according to OSHA standards. b. Spill kits and Material Safety Data Sheets (MSDS) are available and used as appropriate.	PSH (site based)

Proposed by Housing First Manual	**Food Storage** a. If the program provides food storage, adequate provisions have been made for sanitary handling and safe storage of foods.		PSH (site based)

F. Program Participants' Rights		
Source	**Standard**	**Applicability**
Proposed **Proposed by Housing First Manual**	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
OHS adopted by CoC Advisory Board 9/10/2014; updated 9/15/2020	2. Each shelter will have a **policy to address search and seizure** and warrants to protect individual civil rights.	**ES**

OHS
adopted by CoC Advisory Board 9/10/2014; updated 9/15/2020
	3. When a program participant files a **grievance** related to a suspension or sanction not covered by the immediate discharge policy, the action is suspended until the grievance process is completed, if immediately implementing it would negatively affect the program participant's
	  a. Ability to stay in crisis housing
	  b. Receive meals
	  c. Eligibility to obtain housing
	  d. Ability to get to work or care for his/her children
	  e. Other health or safety issues
		ES

Proposed by Housing First Manual	**Resident Rights** Resident rights include, but are not limited to: • Residents have the right to be treated with dignity and respect; • Residents have the right to privacy; • Residents have the right to be treated with cultural sensitivity; • Residents have the right to self-determination in identifying and setting goals; • Services should be provided to residents only in the context of a professional relationship based on valid, informed consent; • Residents should be clearly informed, in understandable language, about available services and the purpose of the services being delivered, including residents who are not literate and/or are limited-English proficient; • Residents have the right to confidentiality and information about when confidential information will be disclosed, to whom and for what purpose, as well as the right to deny disclosure; • Residents have the right to reasonable access to records concerning their involvement in the program; • Residents have the right to have an advocate present during appeals and grievance processes; • Residents have the right to choose their own housing or reject substandard housing.	**ES** **PSH**

Proposed by Housing First Manual	**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
Proposed by Housing First Manual	**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
Proposed by Housing First Manual	**5. Abuse Against Staff, Residents, and Visitors** a. There is no tolerance for physical or verbal abuse of any kind. b. There is a written resident/staff abuse policy and procedure that addresses rights and procedures related to abuse against staff, residents and visitors.	ES 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.

THE REACH PLAN *(**REACH**ing for New Heights)*

Cuyahoga County's Coordinated Community Plan to Prevent and End Youth and Young Adult Homelessness

Acknowledgments

[*To be completed with final draft of plan*]

Welcome Letter

[*This can be a letter, a page of quotes, or something visual. REACH can do this on their own, in collaboration with the planning committee or OHS, or this could come from the OHS. You can also have two.*]

Dear READER,

Meet REACH, Cleveland's Youth Action Board! [Insert Picture]

REACH is a dynamic group of young adults collaborating to enhance the lives of their peers through impactful projects. Our collaboration with community partners and agencies amplifies our unwavering commitment to delivering exceptional care to young people experiencing homelessness or housing instability and championing key initiatives.

REACH's Mission & Vision:

To work collaboratively with the Cuyahoga County community to raise awareness and advocate for the necessary intervention for youth homelessness prevention. We empower youth voice and educate the community about the experiences of youth and young adults in transition.

Cleveland/Cuyahoga County will be a safe haven for young people, where systems have been redesigned to be youth-friendly and not feel like systems, young people have the knowledge, education, resources, and supports to transition into adulthood, and where everyone helps and respects each other regardless of age.

REACH played an integral role in the developing the content, ideas, and strategies to follow on these pages, and shall continue to years to come. As you read along, REACH members would like you to keep the following thoughts in mind:

> "Every day when I arrive at work, I can't help but smile. Not only do I enjoy what I do, but I also love how it positively impacts others. My personal philosophy is that kindness is key, and I always strive to spread positivity wherever I go. In difficult times, I remind myself to hold on and wait for the good to come. It's like waiting for a rainbow after a storm - something brighter is on the horizon."

Table of Contents

Executive Summary

[*The highlights from the plan for folks short on time - TLDR*]

Introduction

Over 500 young people engage the homelessness services system[1] in Cuyahoga County each year. We estimate that many hundreds more experience some form of homelessness outside this system, either interacting with a variety of non-homelessness focused agencies and organizations, or surviving on their own on the streets, moving from home to home, or living in places not designed for them to sleep safely, live stably, or thrive. Many confront the persistent and omnipresent challenges of racism, homophobia, and transphobia, and many deal with the collateral consequences of involvement with child welfare, juvenile, and adult legal systems.Their outcomes in education, employment, and health are far behind their peers in stable housing, and we don't currently have the dedicated housing or supports to meet their needs. This document is our community's shared response to that tragedy.

[*Plan Name*] is our plan to prevent and end youth and young adult (YYA) homelessness in Cuyahoga County. It represents the culmination of 6 months of intensive planning by a broad range of community stakeholders and many years of dedication by providers, YYA, research institutions, funders, and local and county government agencies. The document begins with a vision for what our community will look like once we have completed our plan. This offers the reader a glimpse of the future that we are all committed to creating, even if we do not yet have the tools to make it so. The plan then divides into eight aspirational goals that help us focus our efforts into key areas required to achieve our vision, while still allowing us to dream big. Finally, we lay out a strategy under each goal with concrete objectives and clear Action Steps that community members have agreed to take on over the next two years in service of our vision.

Together, we will use this document as *a blueprint to transform how we work together*. We describe in our plan how we will share ownership of the work and think comprehensively about what it really takes to ensure that no young person has to worry about where they will sleep tonight or how they will ensure long term stable housing into the future. This requires new partnerships, asking difficult questions, and a willingness to take risks and think creatively. The plan also commits us to regularly reviewing our progress, engaging the community in serious conversation about impact, and evolving our strategies to meet changing needs.

This work is also a part of a national movement toward building comprehensive coordinated community plans to end YYA homelessness. In October, 2022, the United States Department of Housing and Urban Development (HUD) selected the Cleveland/Cuyahoga County Continuum of Care (CoC), as represented by the Cuyahoga County Office of Homeless Services (OHS), to participate in its Youth Homelessness Demonstration Program (YHDP). Through YHDP, HUD acknowledged the incredible work that our community has done over the past several years, supported us through a required planning process, and awarded us $3.9 Million over two years to jump start our implementation efforts. This plan not only meets our community needs and

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[1] The County's Homelessness Management Information System (HMIS) collects data on individuals who access the community's homelessness housing and services at any time during the year. Data in HMIS only captures young people who approach the system for support, skew older (18-24), and skew towards young people with longer periods of homelessness and more serious conditions (e.g., severe and persistent behavioral health challenges).

values, but also complies with the requirements of YHDP and both the best practices and promising strategies that it promotes.[2]

Most importantly, this plan is a product of and for our YYA. The community has worked hard to partner with YYA as peers in the design, development, and decision-making for [Plan Name]. YYA with lived experience of homelessness are voting members of our planning committee, participated in brainstorming and idea generation, engaged in challenging conversations about system resources, and participated in all plan decisions. We hope that, as you read this document, you can easily see their voice in the vision, goals, and action steps, as well as the quotes and graphic design. The solutions it offers are theirs, and our plan commits us to elevating their perspectives and opinions on how to evaluate, change, and transform the plan in the future. It is our collective aspiration, both YYA and older adult members, to use this document as the baseline for YYA partnership in Cuyahoga County, and to increase our trust in and authentic partnership with YYA in every engagement moving forward. Our plan and YYA depend on it.

Following is a brief section on our Vision, Goals, and Values, the plan moves straight into ours. We include brief statements of need, measurable objectives, and specific actions for each Goal that we have identified. The Plan concludes with a strategy for implementation and continuous quality improvement, and signatures from each entity represented on our planning committee. We have included our Governance and Decision-Making Structure in the Appendices, along with other useful background data to lend context to who and how we developed this Plan.

[Quote from YYA committee member]

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[2] For more information on YHDP, see https://www.hudexchange.info/programs/yhdp/

Through Our Vision, Goals, and Values

To place our strategy for [Plan Name] in context, we invite you to share our ambitious vision for the future, the audacious goals we need to meet to achieve that vision, and the values that must guide our work. Preventing and ending YYA homelessness in Cuyahoga County requires us to imagine a different world than the one we live in. We might not have the tools with which to create it today, but we can collectively commit to working towards it everyday, from this day forward. We describe this future Cuyahoga County in the following **Vision**:

> *We envision a compassionate, culturally coordinated community response to homelessness, where systemic barriers to resources are removed, and supports are known, accessible, and low-barrier.*
>
> *We envision a community that centers equity and uplifts YYA with diverse lived experience through love and empathy, combating the misconception that homelessness is a personal failure rather than a system failure at the intersection of racism, poverty, homophobia, transphobia, institutional dysfunction, and unaffordable housing.*
>
> *When working in collaboration with YYA, adult partners across all sectors provide crisis support using a trauma-informed approach supporting the YYA to show up authentically and shifting the narrative and response around YYA homelessness in Cuyahoga County.*
>
> *Our community promotes connection and healing rather than segregation and separation.*

Our vision describes a world in which we think about homelessness in far broader terms than systems have in the past. It requires us to consider multiple sectors, beyond traditional housing and homelessness services, address long standing institutional rules, processes, and procedures, and interrogate root causes. To help focus our work, we have divided our efforts across eight aspirational **Goals**:

1. Authentic Youth Leadership	**2.** Equity	**3.** Safe and Stable Housing
4. Permanent Connections	**5.** Education, Employment, and Employment Training	**6.** Social-Emotional Wellbeing
7. Cross-Systems Partnership	**8.** Continuous Quality Improvement	

Finally, each element of the plan is guided by community **Values**. We believe they are required for a successful implementation and used them as the standard to guide our decision-making:

YYA Leadership: We acknowledge that YYA are the experts in their lives and experiences. We will treat and compensate them accordingly, root all decisions regarding the CCP in YYA shared expertise and experiences, and amplify the diverse perspectives of YYA with lived expertise while respecting the wisdom of those who went through the system as YYA but are now older.

Racial and LGBTQ+ Equity: We acknowledge that Black and LGBTQ+ YYA disproportionately experience homelessness and housing instability in our community. We understand this is by design and will intentionally prioritize strategies that redress structural racism and discrimination.

Housing First: We believe that every YYA deserves a safe and stable place to call home. They deserve it without conditions or the need to prove they are deserving. We will uplift solutions that prevent homelessness, quickly restore housing when lost, and ensure homelessness is nonrecurring. Solutions will prioritize YYA strengths and choice, and trust them to make decisions in their best interest.

Highly Relational: We believe humans are interdependent and thrive in healthy relationships. The CCP will include strategies for building permanent, supportive relationships with YYA and a hospitable, relational approach to services and housing so YYA feel encouraged and supported.

Data-informed: We will use qualitative and quantitative data to drive decision-making. We believe that data reveals important gaps and opportunities for growth, and will work to understand the limitations of our data so we can correct gaps in data collection. We will use data to get to the deeper truth and inform relevant strategies for the coordinated community plan.

Intersectionality: We will focus on the uniqueness of various groups of YYA with lived expertise. We will accept and respect the intersections of their identities, roles, and experiences, including but not limited to young women, pregnant or parenting YYA, YYA with disabilities, students, etc.

Trauma-informed Care (TIC): We will uphold the model of TIC, acknowledging that people may have a trauma history and ensuring that practices and services do not seek to re-traumatize them. The TIC principles of safety, choice, collaboration, trustworthiness, and empowerment, will frame the provision of YHDP programming.

Positive Youth Development (PYD): We will uphold the model of PYD by supporting the development of agency and purpose and creating supportive networks and opportunities to build positive connections among young people within their communities.

Cross-system collaboration: We will work across systems to collaborate and holistically support our YYA experiencing homelessness. All service providers working with our YYA must complete anti-racism and LGBTQ+ inclusion and cultural humility training.

Differing Abilities: We acknowledge and celebrate the intricacies of our individual strengths. We will create a sustainable and affirming working environment that ensures people feel engaged, supported, and accommodated whenever possible to participate in the fullest capacity.

Low Barrier: We want to avoid barriers preventing YYA from meeting their basic needs. We commit to offering flexibility and adaptability in YHDP programming.

Shift Narratives: We will acknowledge the strengths, courage, and resilience of YYA experiencing homelessness. We will validate their actions, thoughts, and feelings, even when they challenge our own beliefs. We commit to shifting our narratives, imagining what could be, and amplifying YYA dreams. We will strive to provide the radical support they envision for their well-being and think beyond the bare necessities to truly transform systems with our plan.

The Plan

The following represents our strategic plan for preventing and ending YYA homelessness over the next three years. It reflects the collective work of our planning committee members and additional community partners conducted over 8 months, and includes actions that we believe are necessary to make a difference and are possible, given our deep shared community understanding, while pushing us to challenge boundaries and innovate.

This section is separated by goal area and includes a brief statement of need, a series of objectives, and specific action steps that will help us to meet those objectives.

Goal 1: Authentic YYA Leadership

EMBED AUTHENTIC YYA LEADERSHIP INTO THE COC

Statement of Need

We need to increase authentic YYA leadership throughout the system. This needs evidence

We need to improve trust in the system. YYA experiencing homelessness have experienced countless instances of broken trust. Those have come from individuals and systems, both well meaning and not. YYA report that some "resources are not what they project to be, [which] is one of the reasons youth in that age group stay on the streets or are transient." Building trust throughout our system is critical authentic YYA leadership. We need YYA to trust that that adult allies with value them and their perspectives, prioritize their priorities, and treat them like true partners, and ensure that the system and its resources operate like we advertise and promote.

OBJECTIVE 1a Expand and sustain a REACH (YAB) that represents the Cuyahoga county CoC

Action 1.a.1 Co-create strategies alongside REACH to increase staffing support capacity and funding to compensate REACH

Responsible Party: REACH (Youth Action Board), A Place 4 Me (AP4M)

Timeframe: Pilot June 2023 & ongoing

Action 1.a.2 Co-create a strategy and increase capacity for increasing REACH meeting frequency to weekly, bi-weekly, or frequency and structure identified by REACH to support increased engagement across CoC

Responsible Party: REACH, AP4M

Timeframe: June 2023

Action 1.a.3 Develop and implement REACH recruitment, sustainability, and action plans led by REACH with support from the CoC. Consider hosting and investing in events, partnership meetings, strategy sessions, or other YAB-identified convenings to support recruitment and accomplishment of goals. Ensure recruitment engagements are inclusive to promote and maintain a diverse group of youth leaders rooted in intersectional equity, empowering the leadership of BIPOC, queer, disabled, and neurodivergent young people.

Responsible Party: REACH, AP4M, Office of Homeless Services (CoC), Youth Leadership Bodies

Timeframe: Quarterly

Action 1.a.4 Ensure that at least two REACH members ages 16-24 as voting members to the OHS Advisory Board (the CoC Board)

Responsible Party: REACH, AP4M, OHS Advisory Board

Timeframe: Ongoing (YYA serve 2 year terms)

Action 1.a.5 Establish process for REACH to join and form additional workgroups within the CoC governance structure

Responsible Party: REACH, AP4M, Office of Homeless Services (CoC)

Timeframe: Ongoing

Action 1.a.6 Invest in a group of YAB members to conduct follow-up surveys with YYA after exiting support and their former providers. YAB, CWRU, and the CoC will co-design the frequency (such as at exit, 30, 60, and 90 days, and beyond), format, and content, as well as to supervise, and integrate the work into other information collection efforts

Responsible Party: REACH, AP4M, Case Western Reserve University (CWRU), Office of Homeless Services

Timeframe: Biannual beginning FY 2024

Action 1.a.7 Support REACH in the development of formal partnerships with other community YYA leadership bodies to conduct listening sessions, share data, collect insights, and co-develop creative solutions to improve the broader Cuyahoga County community for all young people. Consider engaging the Mayor's Youth Advisory Council and CMSD class presidents, among others.

Responsible Party: REACH, AP4M, Youth Leadership Bodies

Timeframe: Ongoing

OBJECTIVE 1b Establish a *nothing about young people without young people* culture at the system and program level

Action 1.b.1 Examine current meeting structures, work groups, and processes for identifying and making changes in systems and programs to co-develop and implement strategies that would improve YYA and YAB engagement and participation.

Responsible Party: AP4M, REACH, Office of Homeless Services, Youth-Serving Providers

Timeframe: Ongoing

Action 1.b.2 Create and invest in a strategy to support the YAB's continued learning through trainings, conferences, and other learning opportunities

Responsible Party: AP4M, Office of Homeless Services, National & Community Partners/Consultants

Timeframe: June 2023

Action 1.b.3 Require wide participation in trainings around YYA partnership, adultism, and other YAB-identified training needs to foster the desired culture.

Responsible Party: AP4M, REACH

Timeframe: Ongoing

Action 1.b.4 Establish pathways from YAB members to staff members, coordinators, leaders at the program and system levels

Responsible Party: Office of Homeless Services, AP4M, Youth-Serving Providers, Community Partners

Timeframe: Ongoing

Action 1.b.5 Ensure mechanisms for YAB and YYA to have decision-making and evaluating power for YYA-serving programs

Responsible Party: AP4M, REACH, Youth-Serving Providers

Timeframe: Ongoing

Goal 2: Equity

IMPROVE AND ENHANCE SYSTEM AND PROGRAM WIDE INTERACTIONS AND EXPERIENCES FOR BIPOC AND LGBTQIA+ YYA

Statement of Need

We need to address the overrepresentation of BIPOC YYA among YYA experiencing homelessness. BIPOC YYA are more than twice as likely to engage homelessness assistance than our demographics would suggest (84% of HMIS cases compared to 41% of our county's

population) and three times more likely than their white YYA peers. Systemic racism and current discrimination play a central role in these disparities. The legacy of redlining in access to housing, zoning laws that perpetuate segregation, and the lack and extraction of generational wealth for families of color, mean that many BIPOC YYA don't receive the same familial safety net as their white peers. What's more, they describe facing daily discrimination that prevents them from fully benefiting from resources that they have available to them today. For example, YYA people report racist experiences in foster that have profound and possibly traumatic implications, "In foster care, (we had a) difficult time with a white family; a controlling foster father and submissive foster mother who dictated that they should have an abortion and decided to abandon them at school."

When looking at existing data for those who present for support, we do not currently see racial disparities in who then accesses high level system resources (e.g., permanent housing vouchers) or other outcomes, with exception to access to behavioral-health related treatment (~53% BIPOC). While this appears to be a system strength, and therefore suggest a need to focus on racial equity upstream on prevention and early intervention, we believe that our data needs further scrutiny and improvement. We must further assess data collection, program components, and outcomes for disparities among historically underserved groups.

We need to better serve young members of the LGBTQIA+ community. Community members report that "there are gigantic gaps for LGBTQ folks." LGBTQ+ YYA do not consider emergency shelters and other system resources safe, and have discussed the need to create "queer-specific" spaces for their safety. 25% of system YYA identified as LGB (3% as gay, 7% as lesbian, and 15% as bisexual) and lesbian YYA experienced a longer length of stay in ES/SH/TH on average (281 days) compared to all other groups: 262 days for Bisexual YYA, 198 days for heterosexual YYA, and 81 days for gay YYA.. Transgender and gender nonconforming YYA accounted for 2% of the total ES/TH/SH YYA population. On average, transgender and gender-nonconforming YYA stayed in ES/TH/SH about 10 days longer than cisgender YYA.

We need more immigration related resources available for eligible YYA. While we do not have much data at the intersection of immigration status and homelessness, community members identified unique challenges faced by immigrant YYA. In particular, they called out the "issue of not having case workers or [a] liaison that is competent in immigrant YYA."

OBJECTIVE 2a. Cultivate an anti-racist community response to YYA homelessness

Action 2.a.1 Champion and invest in the ongoing work and recommendations of the Racial and Ethnic Equity and Inclusion (REEI) Design Lab and its 3 subcommittees: 1) Policy around Black young people entering the homeless system. (REEI Entry) 2) Policy around Black young people exiting the homeless system (REEI Exit). 3) Internal leadership at the organizational and systems level (REEI Leadership).

Responsible Party: REEI Workgroup

Timeframe: Ongoing

Action 2.a.2 Expand relationships with legal services and grassroots groups to co-create a strategy and accountability response to racist and non-affirming Fair Housing violations across the CoC.

Responsible Party: REEI Policy Entry, REEI Policy Exit, Office of Homeless Service (CoC)

Timeframe: Ongoing

Action 2.a.3 Partner with existing efforts to advocate for source of income protections, pay to stay legislation, access to legal representation for evictions, and other identified policies to support housing stability and promote equity across Cuyahoga County.

Responsible Party: Northeast Ohio Coalition for the Homeless, REACH Ohio

Timeframe: Ongoing

Action 2.a.4 Partner with feeder systems including schools, child welfare, and juvenile justice, to develop and implement an indicator checklist to identify young people who are more likely to experience homelessness, in recognition of the racial disparities at the front door of the homeless system.

Responsible Party: REEI Entry

Timeframe: Pilot started in Summer 2022

Action 2.a.5 Develop a process and resources, in coordination with feeder systems, to prevent young people identified by the indicator checklist from experiencing homelessness.

Responsible Party: REEI Entry

Timeframe: Ongoing

Action 2.a.6 Increase the pool of property owners willing to rent to young adults and work with housing programs, especially property owners with units in areas that young people would like to live in.

Responsible Party: REEI Exit

Timeframe: Ongoing

Action 2.a.7 Increase strategies such as after care and access to flexible funding to support young people once they enter housing, especially Black young people, young people who are part of the LGBTQIA+ community, and young people who belong to historically marginalized communities.

Responsible Party: REEI Exit, REACH (YAB)

Timeframe: Ongoing

Action 2.a.8 Obtain data using a racial equity lens (such as through focus groups, interviews, or surveys) from young people who return to homelessness after being in housing to learn and implement what could have helped them to maintain housing.

Responsible Party: Continuous Quality Improvement (CQI) Workgroup

Timeframe: Quarterly beginning October 2023

Action 2.a.9 Expand the marketing of resources available across systems to reach marginalized communities. Ensure marketing is targeted to underserved and underrepresented groups (e.g., to undocumented people in their language)

Responsible Party: Office of Homeless Services, Youth-serving Providers

Timeframe: Ongoing

Action 2.a.10 Create equitable compensation protocols for all YYA with lived expertise of homelessness that support system implementation and provide feedback

For example: fast, nimble reimbursement across different funding methods (cash, cash apps, etc.) for all billable time

Responsible Party: Office of Homeless Services, A Place 4 Me (AP4M)

Timeframe: Ongoing

Action 2.a.11 Map all available resources across systems and identify ways to ensure more geographic equity in where resources, including housing units, are available across the community. (especially in East Cleveland)

Responsible Party: CQI Workgroup, Case Western Reserve University (NEOCANDO)

Timeframe: Pilot November 2023

Action 2.a.12 Develop a legal handbook designed for YYA and allies who support them to better navigate systems and fight for their rights

Responsible Party: Tenant Rights Groups, Youth Leadership Bodies

Timeframe: Pilot in March 2024

Action 2.a.13 Champion the enacting of local and state policy that names and addresses poverty, racism and others isms as the root cause of YYA homelessness in Ohio

Responsible Party: Advocacy Groups, City/State/Local Government

Timeframe: Ongoing

Action 2.a.14 Work with local and county governments to enact a declaration of housing as a human right in Cuyahoga County and work towards a statewide declaration

Responsible Party: Advocacy Groups, City/State/Local Government, Office of Homeless Services

Timeframe: Operationalize by FY 2025

Action 2.a.15 Increase representation across the CoC so that those working in and leading agencies are more representative of those being served.

Responsible Party: Office of Homeless Services, REEI Leadership

Timeframe: Operationalize by FY 2025

Action 2.a.16 Create a guide of HR policies and practices that are trauma-informed, with a focus on racial equity in reduction of barriers for employment for all people of color, to increase the number of Black and Brown leaders across the CoC.

Responsible Party: REEI Leadership

Timeframe: Operationalize by FY 2025

Action 2.a.17 Leverage requests for proposals and other funding opportunities to promote racial and LGBTQIA+ equity.

Responsible Party: Office of Homeless Services, AP4M

Timeframe: Ongoing

OBJECTIVE 2b. Ensure care provided system and program wide is rooted in dignity, safe, gender and culturally affirming

Action 2.b.1 Review and replace system practices that are harmful to YYA (especially the LGBTQIA+ community) and replace them with practices that are affirming and do no harm to YYA. Example: Remove YYA roommate assignments and replace them with YYA matching options and practice that infuse youth choice, remove practices that don't hold staff accountable for assuming gender identity, misgendering and deadnaming LGBTQA+ YYA

Responsible Party: LGBTQIA+-serving Partners, CQI Workgroup, Youth-serving providers

Timeframe: Ongoing

Action 2.b.2 Review and remove program and system practices that do not acknowledge or accommodate YYA with disabilities and replace them with equitable practices

Responsible Party: Disability service providers, CQI Workgroup, Youth-serving providers

Timeframe: Ongoing

Action 2.b.3 Create a strategy to improve transparent and equitable unit inspections system and program wide. Train providers system wide to unlearn old practices and trust new compliant approaches. Ensure YYA are residing in clean, safe housing of their choice. Establish responsive protocols to support YYAs in reporting and addressing safety and structural issues that arise over time.

Example: All Housing units are in a neighborhood the YYA has chosen, the unit has no infestations or mold and passes habitability standards.

Responsible Party: Office of Homeless Services (CoC), Housing providers, RFP Recipients

Timeframe: Ongoing

Action 2.b.4 Hire staff members and leadership at the program and system level that reflect the diverse identities of the YYA being served, especially BIPOC and LGBTQIA+ identities

Responsible Party: Youth-serving Providers, RFP Recipients, REEI Leadership

Timeframe: Operationalize by FY 2025

Action 2.b.5 Require trainings on working with LGBTQIA+ young people, working with transgender and gender non-conforming young people, and other LGBTQIA+ training needs to ensure young people of all identities receive safe and affirming services across the system.

Responsible Party: Youth-serving Providers, Office of Homeless Services, AP4M, LGBT Center, RFP Recipients

Timeframe: Ongoing

Action 2.b.6 Encourage CoC members to participate in REACH Ohio (COHHIO's state-wide racial equity work groups) and align racial equity strategies with REACH Ohio's work where possible.

Responsible Party: Office of Homeless Services, AP4M, REACH, COOHIO

Timeframe: Ongoing

Action 2.b.7 Work with the CoC, Coordinated Entry Team, and housing partners to develop a separate standard for eligibility for permanent housing so that YYA can more appropriately compete for resources with older adults according to a normalized measure of need. For example, reduce the number of days experiencing homelessness needed for YYA to qualify. Also, work with partners and HUD to remove strict chronic homelessness requirements that would make it difficult to adapt programs to meet YYA needs.

Responsible Party: CoC, Coordinated Entry, Housing Providers

Timeframe: Ongoing

Action 2.b.8 Ensure a follow up to the analysis of 2017-2021 data on racial equity to develop key indicators and system behaviors that the CoC can track regularly and dashboard in an effort to increase transparency and support more diversity and equitable outcomes

Responsible Party: Case Western Reserve University, AP4M, REACH, Office of Homeless Services

Timeframe: 2024-2028

Action 2.b.9 Ensure an analysis regarding the overrepresentation and adverse experiences of LGBTQIA+ YYA in the homelessness and adjacent systems. Consider developing key indicators and system behaviors that the CoC can track regularly and dashboard in an effort to increase transparency and support more equitable outcomes for queer YYA

Responsible Party: Case Western Reserve University, AP4M, REACH, Office of Homeless Services

Timeframe: 2024-2028

Goal 3: Safe and Stable Housing

CONTINUE EXPANDING THE CUYAHOGA COUNTY YOUTH-DEDICATED HOMELESSNESS RESPONSE SYSTEM

Statement of Need

We need more YYA-specific housing. Over 500 YYA engage the homelessness system each year and 118 YYA are currently experiencing HUD-defined literal homelessness. Based on national averages (1/30 13-17 year olds and 1/10 18-24 year olds) many times more experience homelessness in Cuyahoga County each year. The CoC has only one scattered-site PSH project with 23 YYA-dedicated units and 2 PSH site-based projects with 34 YYA-dedicated units. YYA currently occupy 80 non-dedicated PSH units through prioritization, 20% of whom are parenting YYA. In 2021, RRH served 202 YYA households (74 parenting) and there are 20 units of RHY TH. The local PHA houses ~187 YYA aged out of foster care and provides 64 FUP vouchers for scattered site units. In the housing market, stakeholders are seeing "skyrocketing rent prices," a "lack of affordable housing," and subsidized vouchers (e.g., RRH) "that are not paying a competitive rent rate." What's more, YA's must fit under HUD's chronic homelessness definition to be eligible for the current stock of PSH, limiting their options and "YYA housing units are often in neighborhoods that lack job opportunities." As a result, stakeholders report that it is difficult to find and maintain housing, and providers are frustrated when they have "to send referrals out of the county." They simply don't have the tools like, "flexible rental assistance, YYA-specific master leasing options," or the "after care capacity dedicated staffing" to help YYA thrive.

We need more crisis beds and drop in service capacity. The County recorded 92 unaccompanied YYA, 20 parenting YYA, and 27 children of those parenting YYA experiencing homelessness on the night of the PIT count in 2022. 71 of the unaccompanied young adults (18-24) and 15 of the parenting YYA with 21 young children were in emergency shelter. All 7 unaccompanied youth (under 18) were in TH. Adult oriented resources are not safe for YYA according to stakeholders and "don't provide any [relevant] resources." They observe that "many organizations are full, at capacity," they often "can't find assistance," and some are "denied access to a shelter because they didn't have an ID." They are frustrated that the community does not have a YYA-specific drop-in center, despite the high number of YYA experiencing homelessness on any given night in the County; but they acknowledge that finding a safe, accessible, and welcoming location with community buy-in would be a challenge.

Our housing programs need to better prepare YYA for independence. Stakeholders identified that current YYA housing "didn't prepare young folks for adulthood." More specifically, they identified a need to better train YYA in how to save, do taxes, complete applications, access transportation; and understand independent living skills. "Where do young people go to build their safety net, secure long-term support?" This leaves "YYA lacking [the] skills and habits to maintain housing once housed."

We need to help YYA navigate the housing system. YYA frequently report not understanding housing and related system navigation steps critical to finding and maintaining housing. "I don't understand my voucher, it's unclear who can help me, no one seems to have answers." "I need help and I need to know what I need to do differently to be successful." Stakeholders report that "many programs don't help young people identify housing" and report that there is incredible stress in "not knowing what to do next." For many, the application processes are challenging, "especially for young people who've never done this before." In some cases, when YYA do not trust a program, they will hold back important information critical to eligibility or an appropriate placement, endangering their safety and housing stability. YYA with histories of eviction really struggle to locate housing, although for some a simple "list of housing leads would be really helpful!"

We need more effective landlord engagement. Stakeholders have identified difficulty using vouchers and finding affordable places to stay. Providers believe that they do not have enough relationships with property owners in the community to house the YYA who need it, and YYA report "a lack of housing leads." It is just too "hard to find ways to connect with places that take assistance." They report, "not a lot of decent places that accept vouchers, [and that] landlords feel burned from previous tenants." Landlords do not trust YYA with their "limited rental histories" and often use credit or other proxies (e.g., 3x rent income) to discriminate against young people. When they do accept a YYA, "many landlords only want permanent vouchers because they don't trust [RRH] anymore," making it challenging to use a popular and otherwise impactful housing model. What's worse, stakeholders report landlords not accepting fair market rent offers. Some "property managers are requesting cosigners, even when clients have RRH or permanent vouchers," and others charge $50 for late fees despite a Pay to Stay ordinance in CLE that caps late fees at $25. Community members identified that YA who are still in high school face the highest barriers locating landlords who are willing to rent to them.

We need to hold landlords and housing authorities accountable for housing quality and help YYA fight for their housing rights. YYA report living in unsafe environments, including mold and critter infestations, but with little support to do anything about it. "[I] didn't want to stay and felt uncomfortable; workers [were] causing harm and [I was] not being believed by older adults. [There was] no accountability until the court was involved." Stakeholders report that system staff are missing poor housing conditions, that YYA "may not know their rights or how to advocate," and that issues that start small are allowed to fester and become serious. One stakeholder observed that inspections for families "seem to be faster than single YA RRH inspections," suggesting that the "CoC is prioritizing families due to low shelter availability." Regarding discrimination, stakeholders report rampant age discrimination and little to help YYA fight it.

OBJECTIVE 3a. Increase homelessness crisis response coordination effectiveness and improve on-going coordination throughout response system engagement achieving independent permanent housing

Action 3.a.1 Ensure a YYA dedicated coordinated entry system with 24 hour, mobile, low barrier access points and capacity to work with the coordinated entry committee to review program participants system processing, investigate delays, and issue recommendations for reducing the time it takes for resources to be available for eligible YYA

Responsible Party: Coordinated Entry, RFP Recipient

Timeframe: September 2024

Action 3.a.2 Establish a YYA dedicated targeted prevention program that provides financial assistance, transportation and supportive services (including LL mediation, LL incentives and LL supports) to YYA

Responsible Party: RFP Recipient

Timeframe: September 2024

Action 3.a.3 Develop and implement a TH-RRH program (30 number of TH units and 32 number of RRH units) that supports crisis site-based transitional and scattered-site rapid rehousing for young adults using a housing first approach.

Example: YYA enter where they feel comfortable and transition between the intervention models seamlessly based on their choice and needs

Responsible Party: RFP Recipient

Timeframe: September 2024

Action 3.a.4 Develop a strategy to create and maintain a community-wide landlord database that tracks relationships, points of contacts, and available resources and leverages the landlord engagement work of partners across the system

Responsible Party: RRH/PSH Providers, PHA, Housing Navigators

Timeframe: Pilot FY 2024

OBJECTIVE 3b Increase the availability of safe, affordable, quality, long-term housing options for young adults experiencing homelessness.

Action 3.b.1 Champion investment in 50 units of PSH for YYA with severe chronic disabilities including robust and meaningful supports to address physical and behavioral health challenges, while maintaining with a focus on equity and affirming care for YYA who identify as BIPOC and members of the LGBTQIA+ communities

Responsible Party: Transition Aged Youth (TAY) Workgroup, REACH (YAB), AP4M, Enterprise Community Partners

Timeframe: Summer 2024

Action 3.b.2 Remove and replace practices that create barriers to access such as proof of income, 3rd party homelessness verifications, required services and life skills. Establish system

and program wide practices that are rooted in housing first principles with a focus on equity, affirmation and meaningful supports that meet individual YYA needs (especially for YYA who identify as members of the BIPOC or LGBTQIA+ communities)

Responsible Party: Office of Homeless Services (CoC), Advocacy Groups, AP4M, CQI Workgroup

Timeframe: Ongoing

Action 3.b.3 Expand program models using special activities to calibrate length of stay with the individual needs of YYA. Establish a TH-RRH project with a minimum lease term of one month and an average length of stay of 6-8 months maximum length of stay of 36 months to better meet YYA where they are and onto their best next.

Responsible Party: REACH (YAB), RFP Recipient

Timeframe: September 2024

Action 3.b.4 Remove and replace the across the board practice that limits YYA to one-bedroom units regardless of Fair Market Rent Rate and replace them with practices that seek to rule in housing units not rule them out. Train providers system wide to unlearn old practices and trust new approaches.

Responsible Party: AP4M, Office of Homeless Services, Housing Providers

Timeframe: Ongoing

Action 3.b.5 Hire 2 housing locators tasked with creating strategies for establishing landlord (LL) lists, LL engagement, LL retention, LL tenant matching & relationship development and LL CQI. Create a housing locator and housing navigator team wherein the housing locator is responsible for walking alongside YYA in their housing search and tenant journey.

Responsible Party: RFP Recipient, CQI Workgroup

Timeframe: September 2024

Action 3.b.6 Remove and replace system level and program level practices of housing YYA in units with no furniture or household supplies and replace them with system and program wide practices of rehousing YYA with dignity and tools to develop independence. Utilize a special activity to provide up-to $300 of assistance. Create a system and program wide strategy for coordinating across partners that provide dignity supplies and furniture.

Responsible Party: RFP Recipient, Housing Providers

Timeframe: September 2024

Action 3.b.7 Create a strategy to improve transparent and equitable rental calculations system and program wide. Train providers system wide to unlearn old practices and trust new compliant approaches with YHDP principles as a cornerstone.

Responsible Party: Office of Homeless Services, AP4M, Housing Providers, CQI Workgroup

Timeframe: Ongoing

Goal 4: Permanent Connections

HARNESS THE POWER OF CHOSEN CONNECTIONS IN THE RESPONSE TO ENDING YYA HOMELESSNESS

Statement of Need

We need to supports that build healthy and stable community connections. Challenge- it's just me, there's not a family of trusted people around me it's on me. Staying in a situation that's harmful is not safe. Getting out if it is not "running away" you know what you need. Gone better – listening to myself more, trusting myself and my own judgment.

OBJECTIVE 4a. Cultivate buy-in and establish a culture at the system and program-level that recognizes, embraces and seeks to connect, reconnect and enhance YYA chosen connections.

Action 4.a.1 Review and replace unjust program and system practices that require YYA to choose their housing over their chosen connections/loved ones and replace them with affirming services that promote connections to chosen family.

Example: Requiring a YYA to choose a bed for a night over visiting with a child or love one, not allowing YYA to have visitors in programs, making no exceptions for late arrivals to programs when a YYA is late due to choosing to connect with chosen families

Example: Projects allow visitors and do not penalize YYA for connecting with/visiting permanent supports as defined by YYA. Projects work with YYA to develop policies and practices that are family friendly

Responsible Party: Youth Leadership Bodies, REACH (YAB) + Office of Homeless Services (CoC), CQI workgroup

Timeframe: Ongoing

Action 4.a.2 Develop coordination protocols and strategies to ensure foster youth do not exit care to homelessness (i.e. cross system case conferencing, data sharing, cost-sharing/braiding funds)

Responsible Party: Health & Human Services Consultant, DCFS (Bev Torres), AP4M (Project Transition), Office of Homeless Services

Timeframe: Operationalize by FY 2025

Action 4.a.3 Develop coordination protocols and strategies to ensure justice/legal system youth do not exit care to homelessness (i.e. cross system case conferencing, data sharing, cost-sharing/braiding funds)

Responsible Party: Chief Probation Officer, JJ Court Advocate/Social Worker, Office of Homeless Services, Collaborative for Juvenile Justice

Timeframe: Operationalize by FY 2025

Action 4.a.4 Train Navigators and child welfare/Bridges partners to refer all eligible YYA (foster/former foster) to Community of Hope to ensure YYA have access to the open table model

Responsible Party: Community of Hope, RFP Recipient

Timeframe: Ongoing

Action 4.a.5 Partner with supportive services agencies and other partners to operationalize reunification strategies such as transportation (bus tickets, plane tickets, etc.)

Responsible Party: Diversion Services, Reconnection Therapist, Youth-serving providers, AP4M, Office of Homeless Services

Timeframe: Ongoing

Action 4.a.6 YYA will be encouraged to share information about their children during intake specifically to assist with reunification when requested (if children are not in their care). Child welfare and CoC will establish a written agreement (MOU) that outlines the roles and responsibilities related to the reunification plan during case review meetings. Supportive services staff will be trained in the importance and priority of reunification. The CQI team will assess intake information during reviews to ensure this process is happening.

Responsible Party: Office of Homeless Services, Child Welfare, AP4M (Project Transition, CQI Workgroup, Coordinated Entry

Timeframe: Operationalize by FY 2024

Action 4.a.7 Formalize and embed opportunities that empower YYA to explore, sharpen, and celebrate their strengths and skills in alignment with YHDP principles. Example: Connecting YYA with local community leaders to help seed YYA's business interests

Responsible Party: REACH (YAB), AP4M

Timeframe: Ongoing

Action 4.a.8 Co-organize system-wide YYA social events rooted in inclusivity and respect that encourages young people to connect, share, learn and heal.

Responsible Party: REACH, AP4M

Timeframe: Quarterly beginning 2024

Goal 5: Education, Employment, and Employment Training

CULTIVATE EDUCATION/EMPLOYMENT PATHWAYS ALONGSIDE YYA TO EQUIP THEM WITH LIFE SKILLS TO MANIFEST THEIR DESIRED FUTURES

Statement of Need

We need to better resource our public K-12 schools to support YYA experiencing homelessness. For some of our YYA, high school offered "no resources" when they were experiencing housing instability. When considering all students experiencing homelessness in our system (including accompanied and unaccompanied students) a study from Case Western revealed that 36.3% repeated a grade at some point in their schooling and 80% of YYA experiencing homelessness were chronically absent from school. The authors noted that negative educational outcomes are important indicators of need for YYA experiencing homelessness (Heerde et al., 2020), with difficulties with learning often beginning early for young people living in poverty, even if they have not experienced homelessness. We can improve school success rates for YYA experiencing homelessness through increased coordination and provision of resources.

The majority of YYA who later experience homelessness start kindergarten unprepared for the educational environment in which they find themselves. Their parents from families of origin are young and roughly half have graduated high school. Analysis from Case Western highlights the importance of early intervention for YYA who later experience homelessness. Along with a series of negative poverty related statistics, the majority of YYA observed in the system are unprepared for kindergarten and a third had to repeat a grade during their time in public education.

We need to better resource our colleges and universities to support YYA experiencing homelessness. Stakeholders identified a lack of resources at local colleges and universities for students experiencing homelessness: "[They] had no resources for folks experiencing homelessness." When the resources do exist, some observed that "they were kept quiet" and that it was "difficult to get the word out." Students are often asked "to self-advocate" when it is very difficult to talk about housing instability and homelessness as a result of trauma, fear of social stigma and isolation, and the risk to their school enrollment and academic standing.

We need to reduce stigma in the workplace and better support YYA to navigate their careers. As reported by one stakeholder, "I can feel the tension and judgment from my workers, I feel unheard and unsupported in the things I'm asking for, and can see the gossip happening behind the scenes." Workplaces frequently include strict hierarchies that make it difficult for YYA in the workforce to talk about their housing instability, to ask for reasonable accommodations that do not make them less effective at their work, and to find them the support and mentorship they need to thrive. "What am I to do when I need help and the person assigned to help me can't, how to elevate in life when someone is holding power over me?"

We need more career track and living wage opportunities for our YYA. The high cost of rent that YYA are forced to pay requires an income that allows them to pay it. "Many YYA aren't paid a living wage," which is $15.61 per hour with no children and $34.70 per hour with one child in the County. With a state minimum wage of $10.10 per hour and the low-paying jobs that stakeholders report having access to, YYA cannot pay rent or, in many cases, access a lease in the first place. Many YYA experiencing homelessness lack any source of income.

OBJECTIVE 5a. Increase the capacity of current programs to champion YYA in achieving education and career goals.

Action 5.a.1 Develop a strategy to expand the Opportunity Passport model (3-1 match on costs that increase access to education) and create a homelessness specific pilot of the College Bound model (targeted investment of $300-$600 monthly cash incentive per YYA enrolled in college.

Responsible Party: AP4M (Opportunity Passport Coordinator)

Timeframe: Strategy developed February 2024, Funds & capacity to fully operationalize 2028

Action 5.a.2 Convene McKinney-Vento Liaisons quarterly for round table discussions and upskilling alongside YYA to share updates/learnings and co-create approaches to walking alongside YYA in their individualized approach using a housing first model.

Responsible Party: CMSD, REACH, AP4M, Youth Leadership Bodies

Timeframe: Quarterly beginning 2024

Action 5.a.3 Invest in a systems-wide financial coaching initiative that works in collaboration with other system programs.Example: Financial literacy initiatives like those championed by the Annie E Casey Foundation https://www.aecf.org/blog/financial-literacy-for-youth

Responsible Party: Financial Literacy Programs, Annie E. Casey

Timeframe: Ongoing

Action 5.a.4 Invest in and champion the development of life skills programming that explore psycho-social-emotional themes that impact educational and professional attainment and longevity. Support YYA in establishing fulfilling personal and professional networks

Example: Coaching that promotes "energy hygiene," mental health exploration skills, boundaries, and healthy relationships, etc. in their personal and professional lives

Responsible Party: Life Skills Program Providers, LGBT Center

Timeframe: Ongoing

Action 5.a.5 Explore universal basic income for young people experiencing homelessness (or targeted subpopulations of young people experiencing homelessness) to support them in meeting their basic needs while pursuing education and/or employment goals with the dignity of choice.

Responsible Party: Advocacy Groups

Timeframe: Pilot in FY 2025

Action 5.a.6 Working in concert with the OHS Strategic Plan, create a referral and navigation system for YYA experiencing homelessness to strengthen cross-sector connections and resources between the workforce and homeless sectors and support young people to quickly link with employment supports and permanent exit homelessness.

Responsible Party: Enterprise, Office of Homeless Services, Job and Family Services, Ohio Means Jobs

Timeframe: Operationalize by FY 2025

OBJECTIVE 5b. Develop cross system learning that promotes a coordinated shared-value response that serves as a launch pad and support to YYA's in their education and career goals.

Action 5.b.1 Review and replace unjust program and system practices that require YYA to choose their housing over their education with affirming services that promote career and education independence.

Example: limiting YYAs housing search supports when a unit is identified even when a YYA expresses concern with the location in relationship to employment or education connections or requiring workforce participation to receive housing

Responsible Party: CQI workgroup, AP4M, Office of Homeless Services (CoC)

Timeframe: Ongoing

Action 5.b.2 Establish a strategy for creating, maintaining and improving pre-k, k-12, higher ed and trade school educational partnerships and coordination efforts system and program wide.

Responsible Party: Ohio Means Jobs, Towards Employment, Workforce Providers, Education Institutions

Timeframe: Pilot March 2024

Action 5.b.3 Establish a strategy for creating, maintaining and improving employment and career training partnerships system and program wide.

Responsible Party: Ohio Means Jobs, Towards Employment, Workforce Providers

Timeframe: Pilot March 2024

Action 5.b.4 Convene 3 listening sessions with pre-k, k-12, higher ed and trade school educational partners to better understand needs, barriers and solutions.

Responsible Party: Education Institutions, Early Childcare and Prevention Agencies

Timeframe: Triannual begining 2025

Action 5.b.5 Develop recommendations, incentives, and supports for system providers to hire YYA with lived experience that are representative of the population, including former clients and those who identify as BIPOC and LGBTQIA+, to career track positions that are well supported, well paid, and include professional development

Responsible Party: AP4M, REEI Leadership

Timeframe: Operationalize by FY 2025

Goal 6: Social-Emotional Wellbeing

ESTABLISH A YYA HOMELESSNESS RESPONSE SYSTEM THAT OPERATES AS A COMMUNITY OF CARE

Statement of Need

We need to better support YYA living on the street, in cars, and in other places not meant for sleeping, and helping YYA meet their basic needs. YYA living unsheltered are at significant risk of trauma, negative health outcomes, and continued homelessness. While the 2022 PIT count only identified 5 YYA living unsheltered, all of whom were unaccompanied young adults, national research is clear that unsheltered YYA are difficult to count and PIT counts are likely to undercount the prevalence of unsheltered homelessness. Unsheltered stakeholders reported surviving despite numerous daily struggles, including "navigating unpredictable weather while sleeping in a car," and a significant lack of support. It is a challenge simply "keeping hope alive while navigating homelessness" and "not receiving adequate support from workers while experiencing homelessness." Stakeholders also report significant gaps in meeting their basic needs. One stakeholder described the difficulty in accessing "clothes and basic needs," and being forced "to steal clothing," to get by. Providers pointed to a more recent "increased need for client assistance funding for YA's" to cover these basic needs.

We need to better support YYA parents. The PIT Count identified 20 young parents (all femal identified) with 27 young children in emergency shelters and TH. Stakeholders described being forced into impossible situations, experiencing homelessness with a toddler in another state, losing documentation and being forced to give up a child, the family system viewing them as a problem, and trying to survive in a shelter with their young kids. One stakeholder described never receiving the counseling and support they needed, and being forced to go "back to my baby's father where I was in the same situation again." Parenting YYA lack access to child care, and we know that many YYA in our systems were born to very young parents (25% of all YYA served who have a record we can match [62%]). Supporting young parents comprehensively may not only end the homelessness of the parent, but also prevent homelessness for their young children.

We need to improve awareness of support for survivors of violence. Survivors of intimate partner violence and trafficking face unique risks and often need specialized resources and support. One stakeholder explains that survivors of violence "have to experience more trauma by the lack of resources." Others point to the "lack of knowledge of programming and resources" as a critical gap for the system.

We must prioritize and better support YYA with disabilities, especially those with mental health needs, for housing and services. In 2021, 21% of YYA households in HMIS with a disability returned to homelessness within 12 months of exiting to permanent housing. These YYA do not meet the chronic homelessness definition or qualify for most PSH. We see significant annual demand for new YYA units with supportive services to ensure YYA do not return to shelter. Overall, YYA who experienced homelessness with a disability stayed in shelter,

TH or SH 22 days more compared to nondisabled YYA, and led specifically by those suffering from mental illness, drug use disorder or both drug and alcohol disorders. Interestingly, HIV/AIDS positive YYA stayed in shelter, TH, or SH about 21 days less than those without HIV/AIDS. Stakeholders have uplifted difficulties housing clients that struggle with severe mental health problems, and that YYA are not able "to choose what's best for them." Other challenges that community members have identified include anti-abortion Laws that are likely to negatively impact YA, difficulty linking clients to MH services, and long wait times for assessment and assignment to case management. Some providers have noticed that "some young people are not interested in mental health services or assessments" and that there is "some stigma around those."

We need to be better prepared for health emergencies and to finish the fight against COVID. COVID exposed an important gap in our community's public health response. We continue to experience "ongoing issues with COVID spiking." Some stakeholders have pointed to "Monkeypox showing up in the homeless system" noting that there are "not clear protocols, will impact admissions to shelter." They are concerned about the safety of staff as well as program participants, particularly when targeted funding during the pandemic has ended.

We need to support YYA to obtain documentation. Documentation places an important role in health and wellbeing (as well as other outcomes). This is particularly true when signing up for state and federal benefits like SSI/SSDI. Young people and providers report difficulty in obtaining out of state birth certificates. "[The] process is lengthy to try to support youth in getting birth certificates and social security cards. Long wait times for Social Security Cards. Takes longer for young people who are 18."

OBJECTIVE 6a. Increase the capacity of current system response and staffing to support YYA social and emotional wellbeing.

Action 6.a.1 Develop a strategy for systems-wide in-depth on-going training for supportive services staff and supervisors in embedding YHDP principles. Formalize, publish and make widely available the training schedule, strongly encourage system and program wide attendance and engagement

Example: positive youth development, trauma informed care, strategies for developing authentic and trusting relationships, adultism, equity (LGBTQIA+, racial, and intersectional), trafficking, housing first, and other relevant topics

Responsible Party: REACH, AP4M, Office of Homeless Services, RFP Recipients

Timeframe: Ongoing

Action 6.a.2 Develop a strategy to increase the recruitment, retention, prioritization and support of system and program staff with lived experiences of homelessness, BIPOC staff, LGBTQIA+ staff and staff with other foster care and juvenile justice system involvement.

Responsible Party: Youth-serving Providers, Office of Homeless Services, AP4M

Timeframe: Operationalize by FY 2025

Action 6.a.3 Develop protocol to ensure seamless easy access between the homeless services system and:

- Public Housing Authorities (mainstream vouchers, FYI, Section 8)
- Mental health system (and affirming mental health/ substance use supports)
- Developmental disabilities system
- Social security and other mainstream benefits (i.e.Medicaid)
- Workforce (WIOWA, CCMEP)
- Education (i.e. McKinney-Vento)
- Child Care (Head Start, ODJFS licensed providers)

Responsible Party: Cross System Partners

Timeframe: Operationalize by FY 2026

Action 6.a.4 Imbed somatic trauma informed approaches system and program-wide. Embrace collective calm, and center community healing practices on an individual, team and system-level. Example: Enhance staff-care and build micro regulation techniques into all spaces such as meditation and sensory regulation, promote self-awareness/self-reflection, unlearn shame & embrace empathy

Responsible Party: AP4M, Youth-serving Providers

Timeframe: Ongoing

Action 6.a.5 Expand the A Place For Me Youth System Navigator model system-wide by establishing a YHDP Youth Navigation Project. Hire 6 number of staff with lived experience of homelessness and or staff that represent the diverse identities of the YYA being served, especially BIPOC and LGBTQIA+ identities.

- Navigators work in partnership with YHDP Housing Locators and coordinate with CE Crisis Response/Diversion team
- Navigators connect with YYA at the system front porch and continue care with continuity until system exit including providing up to 24 months of after-care with a YHDP special activity, when a YYA requests after-care
- Navigators partner with the youth outreach team to quickly wrap-around unsheltered YYA and YYA fleeing from violence to ensure safety planning and immediate access to crisis housing
- Navigators partner with the YHDP Youth Homelessness Crisis Response Team to ensure YYA's interactions with the system are affirming, culturally appropriate and rooted YHDP principles

Responsible Party: RFP Recipient

Timeframe: September 2024

Action 6.a.6 Expand YYA street outreach and youth drop-in center capacity by hiring X system and program outreach and in-reach workers.

- Outreach workers locate, connect and build back system trust with YYA especially unsheltered, BIPOC and LGBTQIA+, survivors of violence and gang involved YYA
- Outreach workers coordinate with Navigators, Housing Locators and CE staff to support fast low barrier transportation and access to basic need supplies (food, hygiene items, clothes, shoes, technology, laundry, etc.)

Responsible Party: RFP Recipient

Timeframe: September 2024

Action 6.a.7 Develop system-wide recommended practices for supporting staff, including living wages, professional development, vicarious trauma prevention, and other mental health protective initiatives, and embed these recommendations into community funding opportunities

Responsible Party: Office of Homeless Services, AP4M, CQI Workgroup

Timeframe: Operationalize by FY 2025

Action 6.a.8 Develop a standard protocol at intake for asking about carceral system engagement that is safe, builds trust, and leverages positive youth development and trauma informed care principles

Responsible Party: Coordinated Entry

Timeframe: Ongoing

Goal 7: Cross-System Partnership

ENSURE THAT ALL YYA RECEIVE HIGHLY COORDINATED AFFIRMING CARE ACROSS SYSTEMS

Statement of Need

We need to better connect housing resources: How do other systems connect to housing resources? We are .

We need to streamline the access process and align system values, goals, and priorities: Stakeholders describe a system that is "rich in resources but often falls short with coordination." Providers and YYA are fatigued engaging with many many different organizations, intake personnel, and processes. As one stakeholder put it, "multiple calls to multiple organizations is discouraging." Community members are not comfortable with many different agencies having access to certain records and having to consistently reupload specific documents when seeking resources. There appear to be many organizations and agencies that control housing resources, but YYA and direct service providers do not have the knowledge or protocols in place to access them. One barrier to better coordination is an agency mindset that "often looks at how we got here but not where we're going from here." It takes too long to make cross system placements, and some systems are seriously underutilized by YYA experiencing homelessness. For example, some stakeholders describe the connection with Cuyahoga Metropolitan Housing

Authority (CMHA) as limited, with roughly one-third (32.3%) receiving housing assistance. Of this group, 77.3% were living in the city of Cleveland.

We are not connecting systems data: Stakeholders feel that we don't understand the impact of other system data on the inflow of YYA into the homelessness system. Some of those systems collect data on housing, (for example, the Ohio juvenile justice risk assessment score includes housing factors) but we are not incorporating this data. Similarly, the YYA homelessness system is not incorporating data on truancy, attendance, child welfare FINs case data, etc. The system is also missing neighborhood and community information that can inform program location needs and employment and income data that might help us better understand stable income for YYA, job access, and access to a living wage. While we have begun basic systems data matching with Case Western, there is far more that we need to do to more efficiently support YYA to thrive.

We need to address system cliff effect policies and better prepare and support YYA when they leave systems. We are setting YYA up to fail by ending benefits and program participation early and abruptly, often for reasons of bureaucracy and not individualized care. In one example, a YYA described spending two months on their own, "[I] wanted to return to my previous foster home but couldn't, but my foster mom wanted me to return." Eventually that YYA did get to return, but it was not easy. Emancipation presents its own challenges, where YYA report being immediately disconnected from resources and protection at 21. Other stakeholders report that "YYA age out of foster care and juvenile justice without housing support." YYA need knowledge when they age out of systems and institutions, they lack connections to people and resources, and may even have lost the important personal belongings that they entered with.

We need to work upstream to prevent homelessness. not poor enough - (the system) should be preventing us from reaching the lowest of the low. Challenges with preventing youth homelessness: Funding typically for intervention, not prevention; strengthening collaboration to mitigate operating as silos; adapting policies to reduce restrictions imposed on services.

We must work upstream by developing targeted strategies for subpopulations of YYA and expanding collaboration with child welfare and justice systems to improve discharge plans and prevent homelessness. According to system mapping work completed by Case Western, 18% of females and 25% of males who experienced homelessness had a juvenile court filing. 25% of Black YYA experiencing homelessness and 13% of White YYA had filings in juvenile court. Black YYA experiencing homelessness were prevalent across all public assistance types (e.g., SNAP, TANF, and daycare subsidy). 61% of all participants were involved with child welfare services with a mean age of child welfare involvement of 11. YYA had an average of five DCFS incidents and an average of one substantiated incident. Just under 13% of the total study population had been placed in foster care, roughly 34% of whom aged out of the foster care system. 30% had contact with the juvenile justice system, 17.4% of which were for violent crimes, 1.7% drug related, 13.1% property related, and 19.9% for other crime types. The Case Western study found that YYA who interact with juvenile justice prior to the age of 25 experience literal homelessness earlier in the life course and for longer periods of time, particularly for female-identified youth. Unfortunately, stakeholders identified little funding and for

prevention, despite the apparent advantages. They "should be preventing us from reaching the lowest of the low." Stakeholders find themselves "not poor enough" for services until it is too late and they are experiencing the consequences of homelessness.

OBJECTIVE 7a. Ensure that all YYAs receive highly coordinated affirming care across systems.

Action 7.a.1 Establish authentic relationships and increase coordination with:

- Pre-K-12 education system
- Higher Education
- Child Welfare system
- Juvenile Justice & DYS system
- Mutual-Aid Organizations
- Government & Civic engagement orgs
- Faith-based communities

Responsible Party: Project Act, Say YES to Cleveland?, CSU/Tri-C, Board of Education (local and State?) ADAMHS Board, City Government, JJ, Collaborative for JJ, DCFS + Metro Partnership

Timeframe: Operationalize by 2025

Action 7.a.2 Co-create on-going governance and development of the YHDP CCP. Produce a report that is included in an annual update to this plan to end YYA homelessness and used to update our understanding of needs, the success of existing interventions, and our strategy for the next year of work

Responsible Party: CQI Workgroup

Timeframe: Ongoing (annual updates)

Action 7.a.3 Start work with the CCP Committee, core team, REACH to identify additional partners who can collaborate to develop an implementation team and workgroups to organize and operationalize the YHDP action plan.

Responsible Party: CCP Committee, YHDP Core Team, REACH

Timeframe: July 2023

Action 7.a.4 Co-create marketing resources across systems. Ensure marketing is targeted to underserved and underrepresented groups (e.g., to undocumented people in their language)

Responsible Party: CQI Workgroup, Office of Homeless Services, Youth-serving providers, AP4M

Timeframe: Ongoing

Action 7.a.5 Co-create training and community education strategies with cross-system partners focused on core YHDP principles, including:

- Authentic youth collaboration
- Housing First
- Trauma-Informed practices
- Harm Reduction
- Critical Time Intervention
- Racial and LGBTQIA+ social identities, and intersectionality

Responsible Party: Frontline Services, Eden, Cleveland Mediation Center (continued education on diversion), NEOCH, LGBT Center, YWCA, AP4M

Timeframe: Quarterly beginning Spring 2024

Action 7.a.6 Identify opportunities for and operationalize peer mentorship and youth leaders/REACH members per learning between people with lived experiences of homelessness and interaction with other systems.

Responsible Party: Youth Leadership Bodies, REACH, AP4M

Timeframe: Ongoing

Action 7.a.7 Develop universal standards for data entry across a broad range of YYA-serving providers (beyond those participating in HMIS) that meets a community needs for YYA-specific data and evaluation while reducing the burden for front line staff and program data team. Consider standardization across program types and more relevant and information exit destination data

Responsible Party: HMIS System Administrators, YHDP Coordinator, Office of Homeless Services, RFP Recipient(s)

Timeframe: October 2023

Action 7.a.8 Identify, recruit, and integrate YYA serving providers who are not currently participating in HMIS

Responsible Party: AP4M, Office of Homeless Services, CQI Workgroup

Timeframe: Ongoing

Action 7.a.9 Work with the CoC and across systems to better integrate YYA into coordinated entry-based case conferencing and by-name-lists, with the goal of more equitable access to non-YYA specific resources (including older adult providers)

Responsible Party: Office of Homeless Services, REACH, AP4M, Youth Leadership Bodies, Youth-serving Providers

Timeframe: Ongoing

Action 7.a.10 Partner with local hospitals, clinics, and healthcare organizations to ensure access to primary care (specialists when needed), sexual health resources, and vaccines to YYA experiencing or at risk of homelessness. The partnership should clarify and standardize access and protocols for congregate living programs while ensuring that YYAs who need to

meet eligibility criteria have immediate access to resources. Include Central Outreach in Cleveland Heights. Consider biannual convenings to share best practices and assess needs among young people using YYA services.

Responsible Party: Healthcare Providers and Clinics, Youth-serving Providers

Timeframe: Ongoing

Action 7.a.11 Publish and maintain a public web-based community calendar of listening sessions, round tables, coordination meetings, etc.

Responsible Party: AP4M, Office of Homeless Services, Youth-serving Providers

Timeframe: Ongoing

Goal 8: Continuous Quality Improvement

ENSURE CONTINUOUS QUALITY IMPROVEMENT AT THE PROGRAM AND SYSTEM LEVEL

Statement of Need

We need to build our homelessness data capacity, make it more accessible, and better educate YYA and the public on its importance. According to system leaders, we don't fully understand the complete picture of inflow, beds, and utilization for YYA. Some beds are not included in HMIS and so we need to recruit and maintain those providers. We need to better update information in HMIS and use standardized forms at exit to improve exit destination data. With better data that tell a coherent public story, we then need to educate clients on the use and importance of those data. Better data will improve trust, awareness, and buy in that will be critical for the success of our coordinated community response.

We need to better understand our housing inventory for YYA: We currently have gaps in our understanding of YYA accessed units and the area that surrounds them. This kind of detailed information, including access to retail grocery, and transportation, may be critical to the success of a given YYA. These data will also help us better understand where YYA are housed using our system resources and why some are more successful than others for future planning and quality improvement.

We need better data on special populations: We have significant gaps in our understanding of certain key special populations. For example, we need data on violent or unstable relationships resulting in Category 4 homelessness, trafficking and domestic violence data. We need MH illness-specific data and to understand why a significantly higher number of YA females are experiencing homelessness. 200 more females experienced homelessness than males, but it's unclear what is driving this disparity. Similarly with regard to minors, over 50% of YYA in HMIS between 12-24 are under 18, but only a small fraction of YYA served by our system are unaccompanied minors (7.3%).

Don't understand aftercare support or housing stability: We know little about what happens when YYA leave our programs. This makes it difficult to understand how our programs may have failed stakeholders who later experience instability or a return to homelessness. We know similarly little about what worked well for those who are successful. Better understanding what could have prevented returners from needing services again, where dignity was and was not present in their experience, is critical for us to create the system that will end YYA homelessness with equity in our community. That understanding likely includes measuring housing stability, for which the system currently does not have a standardized metric. We need to regularly identify and incorporate available protective and risk factor data and standardize the practice of collection and interpretation across our system.

OBJECTIVE 8a. Imbed authentic and transparent continuous quality improvement system-wide.

Action 8.a.1 Create a systemwide youth homelessness dedicated CQI workgroup focused on establishing, enhancing and maintaining improvement system wide

Responsible Party: Workgroup: REACH/YAB members, CoC advisory board members?, conflict of interest process needed for confidential matters*, Frontline CE YYA intake specialists, YYA BNL staff, Bridges Regional Lead, Bellefaire Karen McHenry, Family Promise (Michaella), desingated seats? (RHY seat, CPS seat, McKinney-vento seat), CPS Beverly Torres, McKinney Vento Project Act Angela Sulak, HMIS Admin/staff Nick Butina, Housing Innovations, A Place for Me (Ebony) (CoC to lead/own), Universal PreK County Invest in Children (Shawna Rorhman), (identify JJ partner, check partner list in CCP)

Timeframe: October 2023

Action 8.a.2 Develop capacity and promote CQI dedicated staffing at the program and system level

Responsible Party: CQI Workgroup

Timeframe: Jan 2024

Action 8.a.3 Co-create, establish and maintain system-wide program standards, policies and procedures alongside YYA with lived experience & the CoC

Responsible Party: Office of Homeless Services, YHDP Core Team, REACH

Timeframe: Jan 2024

Action 8.a.4 Provide ongoing training, coaching and experiential learning to embed and cultivate buy-in on standards system wide

Responsible Party: Case Western Reserve University Office of Evidence Based Practices (consulting) help to create a system wide training plan, Housing Innovations, NEOCH,

Timeframe: Ongoing

Action 8.a.5 Establish an on-going process for measuring, tracking and transparently communicating YYA outcomes in HMIS, disaggregated by race, gender and sexual orientation on a regular basis

Responsible Party: HMIS System Administrator

Timeframe: Ongoing

Action 8.a.6 Expand and formalize existing cross system data matching and data sharing partnerships to better understand the complexities of cross system YYA experiences and respond to them

Responsible Party: Case Western Reserve University, Office of Homeless Services, Juvenile Justice, Child Welfare, CMSD

Timeframe: Operationalize by FY 2025

Action 8.a.7 Establish feedback methods in addition to convening quarterly listening sessions to collect routine feedback from YYA and ensure that YYA experiences with the system at large and within each program aligns with YHDP principles especially racial and LGBTQIA+ equity

Responsible Party: REACH, AP4M, CQI Workgroup

Timeframe: Quarterly

Action 8.a.8 Expand the collection and maintenance of sexual orientation and gender identity data (SOGI). Develop a robust informed consent model that ensures youth understand how and why their data will be shared; create and respect opportunities to opt out of data collection, especially when it comes to sexual-orientation and gender identity data Develop robust data protection policies to ensure that only client-facing staff in the continuum of care can view individualized data

Responsible Party: CQI Workgroup, HMIS System Administrator

Timeframe: Operationalize by FY 2025

Action 8.a.9 Develop a YYA data strategy that identifies gaps in our information collection, recommends new elements, informs the design of a transparent data dashboard, and establishes a protocol for annual review of data collection. Include data elements for front door outcomes and follow up for those who do not enter homelessness programs (i.e., diversion)

Responsible Party: CQI Workgroup, HMIS System Administrator

Timeframe: Operationalize by FY 2025

Action 8.a.10 Set up an ombudsman protocol and staff to support YYA who experience harm or other failures in the coordinated community response. Ensure that the person(s) establish trust with YYA, that they are safe and independent, and that they have the authority and support to respond to YYA's immediate issue in a way that brings appropriate resolution

Responsible Party: Office of Homeless Services (CoC), YHDP Coordinator

Timeframe: October 2023

Solution Strategy

[*Briefly describe how we will get this done, including a proposed implementation governance structure*]

Signature Page

[*Says that "We, the signatories, approve and will fight for this strategy." We recommend that as many committee members sign as possible - well beyond the required number (i.e., DCF, CoC, Local Gov, YAB Reps)*]

We, the signatories, approve "The REACH," Cuyahoga County's coordinated community plan to prevent and end youth and young adult homelessness. We have carefully reviewed this plan, both individually and in dialogue with one another, and believe it is aligned with our shared values and vision for ending homelessness among young people.

We commit to ensuring that this plan comes to life in real and meaningful ways in our community. We will use our voices, our time, and our resources to activate the plan and make progress toward our shared goals. We will hold each other accountable to our values, goals, and action steps, and will ensure that young leaders are at the core of our continuous quality improvement efforts.

We believe that this plan is a strong foundation for our continued efforts to prevent and end youth and young adult homelessness in Cuyahoga County.

Appendix A: Governance and Decision-Making

During the application process for YHDP, leadership at OHS committed to a shared-ownership model of decision-making with full YYA partnership. They recruited a "Core Team" of stakeholders, including OHS staff, partners at A Place 4 Me [non-profit working to end/prevent youth homelessness], REACH [Youth Action Board], and the Sisters of Charity Cleveland Foundation [funding partner], with consulting and technical assistance from Matthew Aronson Consulting. A larger group of partners from across the community supported the application effort by providing application responses, reviewing content After HUD announced the selection of Cuyahoga County to participate in YHDP, the Core Team agreed to continue this model leadership of OHS brought together a group of stakeholders to form a Core Team of partners.

Stakeholder Groups and Roles

The YHDP Core Team The Core Team completed and submitted the YHDP application in June 2022. The Cuyahoga County Continuum of Care received an award of $3,977,869 to participate in HUD's Youth Homelessness Demonstration Program. The Core Team includes the Office of Homeless Services [the CoC lead agency], A Place 4 Me [non-profit working to end/prevent youth homelessness], REACH [Youth Action Board], and the Sisters of Charity Cleveland Foundation [funding partner], including consultation and technical assistance from Matthew Aronson Consulting and Abt Associates, True Colors United, and National Center on Homeless Education. Members of this team are responsible for assembling the CCP Committee, coordinating planning efforts, and keeping stakeholders engaged throughout the planning process through implementation. The Core Team will coordinate planning efforts by setting agendas, facilitating planning meetings, and keeping track of the YHDP timeline. The Core Team will be responsible for daily operations, meeting weekly for 90 minutes, and adjusting meeting frequency as needed. A subset of the Core Team will also serve as a **Writing Team**. The Writing Team will draft the plan and its components for the CCP Committee to review and endorse.

The CCP Committee *Primary decision-making body.* The Ending Youth Homelessness (EYH) Leadership Committee membership has been repurposed and expanded to make up the Coordinated Community Planning Committee. The Core Team sent an invitation letter asking members of the EYH Leadership Committee and other collaborative partners to nominate representatives from their organizations to join the CCP Committee. Various organizations across several sectors (homeless services, child welfare, juvenile justice, mental and behavioral health, education, etc.) and levels of leadership make up the CCP Committee. Three YAB members participate in the CCP Committee.

Committee members will review the Youth Homelessness Needs Assessment, develop objectives to address needs, and develop action steps to meet those objectives. Members will be encouraged

to participate in special events throughout the planning process (see *Subject Matter Expert convenings* below). Members will attend monthly meetings between 90 minutes and 2 hours, allowing follow-up and debriefing meetings as needed. Meetings will occur virtually and in person as permitted by current health guidelines. The planning period is expected to last six to eight months. The Committee will finalize and endorse the Coordinated Community Plan (CCP) and recommend it for final approval by REACH Youth Action Board. At the recommendation of the REACH board, OHS will assess the plan and conduct a consistency review, capacity analysis, and evaluation of alignment with CoC system standards. With the endorsement of OHS, the OHS Advisory Board will adopt the plan before submitting it to HUD. Once HUD accepts the CCP, the Planning Committee will be involved in designing a Request for Proposals (RFP) to implement the CCP. Planning committee members may need to abstain from the design process.

REACH Youth Action Board will play an integral role throughout the planning process. Three REACH members serve on the CCP Committee, at least two on the Writing Team, and at least two members will serve on the RFP Team. REACH participation will be supported by A Place 4 Me. Participating members will be responsible for regularly briefing the full YAB, including inviting non-YAB allies to speak with the YAB as necessary. They will represent REACH when engaged in decision-making on the various YHDP-related committees to the best of their ability. YAB members will be encouraged to participate in special information-gathering efforts during planning outside committee meetings (see *Subject Matter Expert Convenings* below). The full REACH board must approve the Coordinated Community Plan (CCP) and recommend it to the OHS Advisory Board for adoption.

The RFP Team will be a subset of the CCP Committee, including agencies ineligible for funding and REACH members. Under Cuyahoga County requirements, the Office of Homeless Services will use a competitive RFP process to solicit proposals and make awards for needed services. OHS will designate a subgroup to complete a threshold review of applications to weed out proposals that do not qualify and another subgroup to train reviewers in assessing qualified applications. The team will deliberate on the best candidates and announce their selections.

Subject Matter Expert Convenings A subset of the Core Team and CCP Committee may hold focus groups with sector experts to inform the planning process. At least 4-6 convenings are proposed to draw out expert advice from community stakeholders. The Core Team will be responsible for synthesizing experts' advice for the full CCP Committee to review, analyze, and make decisions.

Proposed Decision-Making Structure

This proposed structure follows a shared ownership model of decision-making and governance. Shared ownership models bring in diverse groups of stakeholders, offer equal power to traditionally powerless populations, and encourage creative and challenging conversations that lead to the following four impactful outcomes:
1. New and innovative ideas that would otherwise not be considered
2. Robust and long-lasting relationships between participating stakeholders
3. Participating stakeholders and their constituents strongly support the plan and its actions from participating stakeholders and their constituents

4. A strong sense of legitimacy for external stakeholders.

The primary decision-making body will be the CCP Committee. The CCP Committee will use a **consensus approach**, meaning we will strive to make decisions through open dialogue to which all planning members agree. Our consensus approach will observe the following rules:

- *Participation*. 80% of CCP Committee members, including REACH members, must be present to reach a decision.
- *Sequencing*. CCP Committee members will propose elements of the CCP for discussion and approval following a sequential process to achieve consensus. Meeting facilitators will establish a set amount of time for discussion and allow for no more than five tries for consensus.
- *Engagement.* Members commit to asking questions, clarifying specific needs, suggesting strategies to meet needs, allowing open discussion on suggested strategies, generating a clear proposal, and testing the proposal for agreement.
- *Determination*. Members will issue a determination with either a *thumbs up* (Agree), *pointer finger* (Agree with concerns), *thumb sideways* (Will stand aside), or *thumbs down* (Want to change). Members that want to change a proposal will commit to presenting an alternative, which the group will take up and test for agreement once again.
- *Back-Up*. If 100% consensus is not attainable after repeated attempts, the goal is for 80% of members to agree with a proposed strategy or step aside. The CCP Committee will include member concerns with the approved strategy to enable the community to revisit those concerns during advanced planning, implementation, and continuous quality improvement.
- *Veto.* REACH members reserve the right to halt or stop a proposal at any time to support further deliberation among the full board or to discard a problematic proposal/strategy. If REACH members are not on board with a proposed plan element, the planning committee will not advance until measures have been taken to resolve the issue or concern, including further deliberation among the planning committee, REACH, or both.

Values and Community Agreements

Our Coordinated Community Plan will reflect the following **values**.

Youth Leadership: We acknowledge that young adults are the experts in their lives and experiences. They will be treated as such and compensated accordingly. All decisions regarding the CCP will be rooted in young people's shared expertise and experiences. We will amplify the diverse perspectives of all youth and young adults with lived expertise, including the wisdom of those who went through the system as young adults but are now older.	**Intersectionality**: We will focus on the uniqueness of various subgroups of young people with lived expertise, striving to accept and respect the intersections of their identities/roles/experiences, including but not limited to young women, pregnant or parenting youth, and young adults, young people with disabilities, students, etc. **Trauma-informed**: We will ensure our coordinated community plan upholds the model of trauma-informed care, which acknowledges that people may likely have a trauma history and

Racial and LGBTQ+ Equity: We acknowledge that Black and LGBTQ+ youth and young adults (YYA) disproportionately experience homelessness and housing instability in our community, and we understand that this is by design. The CCP will intentionally prioritize strategies for Black and LGBTQ+ YYA and outline solutions to redress structural racism and discrimination.

Housing First: We believe that every young person deserves a safe and stable place to call home, without condition. Young people should not need to prove they deserve housing. The CCP will uplift solutions to prevent homelessness and quickly restore housing when lost, ensuring the experience is brief, rare, and nonrecurring. Services will prioritize the YYA's strengths, choice, and agency to make decisions in their best interest.

Highly Relational: We believe humans are interdependent and thrive in healthy relationships. The CCP will include strategies for building permanent, supportive relationships with youth and young adults and a hospitable, relational approach to services and housing so young people feel encouraged and supported.

Data-informed: We will use qualitative and quantitative (e.g., HMIS) data to drive decision-making. We believe that data reveals important gaps and opportunities for growth, but data is often limited. We will work to understand the limitations of our data so we can correct gaps in data collection. We will use quantitative and qualitative data as a foundation to get to the deeper truth and inform relevant strategies for the coordinated community plan.

ensures that practices and services do not seek to re-traumatize them. The Five Guiding Principles of Trauma-Informed Care will serve as a framework for the provision of YHDP programming. The Five Guiding Principles are safety, choice, collaboration, trustworthiness, and empowerment.

Positive youth development: We will ensure our coordinated community plan upholds the model of positive youth development, which seeks to create supportive networks and opportunities to build positive connections among young people within their surrounding environment.

Cross-system collaboration: We commit to working across systems to collaborate in the interest of holistically supporting our youth and young adults experiencing homelessness. All service providers working with youth and young adults experiencing housing instability or homelessness must complete anti-racism and LGBTQ+ inclusion and cultural humility training.

Differing abilities: We will acknowledge and celebrate the intricacies of our individual strengths, developing skillsets and capacities as we move through this work. We will ensure people feel engaged, supported, and accommodated whenever possible to create a sustainable and affirming working environment.

Low barrier: We want to avoid barriers preventing YYA from meeting their basic needs. We commit to offering flexibility/adaptability in YHDP programming.

Shift Narratives: We will acknowledge the strengths, courage, and resilience of young people experiencing homelessness, validating their actions, thoughts, and feelings whenever possible. We commit to shifting our narratives to include imagining what could be, amplifying young people's dreams and how they envision radical support of their well-being—thinking beyond the necessity to transform systems with our plan.

During meetings, participants will adhere to the following **agreements** to ensure our work together upholds our values, honors the existing strategies we have championed, adequately addresses systemic racism and inequities, and demonstrates our commitment to long-term and impactful solutions.

Let's understand our common goal: We are working together to end and prevent youth and young adult homelessness.

Be mindful, not mind full: Our time and space together are important. Be as present and engaged as humanly possible. Whatever your best is, own it!

Positive communication: Practice constructive and supportive feedback, empathetic listening, and adaptation.

Call in, not out: Holding ourselves accountable means seeing each other and seeing the problem so we can address the issues together.

Trust the process: Let's work to build trust with one another, welcome change as part of the process, and be willing to adapt the process as needed.

Work happens between meetings, so communication is vital: Let's challenge ourselves to do the work by organizing into workgroups.

Respectful disagreement is respectful: We want to foster an environment where everyone can share their perspective.

Ask the hard questions

Stay curious

Have fun!

WAIT (Why Am I Talking?): Give space for others to speak or initiate conversation, etc. Whenever possible, practice brevity, aiming to maintain the balance between processing information and sharing perspectives. (It is especially important for white folks and people with privilege/power to keep this top of mind).

Be mindful of nonverbal gestures and cues (especially on Zoom)

Don't rush the process

Spirit of creativity and innovation: Dream of something that's not been done or might have been done and wasn't successful. Respect and trust the creativity and dreams of others. What we are doing isn't working. We need to change.

Commitment to nonviolence: Ensure the social and psychological safety to share ideas without fear of repercussions or retaliation. Creating a safe space to voice concerns and ideas. Be respectful of others' thoughts, opinions, and feelings

Display pronouns: Maintain a practice of including pronouns on name tags in both virtual and physical spaces.

Be comfortable with being uncomfortable: Collaboration can be messy, but permitting ourselves to step outside our comfort zones makes room for great things to happen.

Appendix B: Planning Committee Roster

(In alphabetical order)

Partner	Partner's Name	Organization	Involvement
Youth Action Board	Christian Anderson	REACH	Youth Action Board CCPC CCPC Core Team
	Hannah Gates	REACH	
	Kourtney Morgan	REACH	
	Hannah Lesyeski	REACH	
Public Child Welfare Agencies	Bev Torres	Cuyahoga Co. Division of Children and Family Services	CCPC
Continuum of Care and Emergency Solutions Grant Program Recipients	Caleb Dixon	FrontLine Service	CCPC
	Ashley Pope	FrontLine Service	CCPC
	Treveya Franklin	FrontLine Service	CCPC
	Nicole Eggert	FrontLine Service	CCPC
	Michaella DeAlexandro	Family Promise of Greater Cleveland	CCPC
	Jessie Beck	EDEN, Inc.	CCPC
	Khaz Ra'el	EDEN, Inc.	CCPC
	Jerome Baker	YWCA Greater Cleveland	CCPC
Local and State Government	Eugenia Cask-Kirkland	City of Cleveland Office of Prevention, Intervention and Opportunity for YYA	CCPC
	Anthony Sims	City of Cleveland Office of Prevention, Intervention and Opportunity of YYA	CCPC
	Sherry Ulery	City of Cleveland Office of Prevention, Intervention and Opportunity for YYA	CCPC
	Nick Butina	Cuyahoga County Office of Homeless Services	CCPC, Core Team, CoC Lead Agency
	Allison Gill	Cuyahoga County Office of Homeless Services	CCPC, Core TEam, CoC Lead Agency
	Erin Rearden	Cuyahoga County Office of Homeless Services	CCPC, Core Team, CoC Lead Agency
	Melissa Sirak	Cuyahoga County Office of Homeless Services	CCPC, Core Team, CoC Lead Agency
Runaway and Homeless Youth Program Providers	Gloria Craig	Lutheran Metropolitan Ministry	CCPC
	Lisa Smith	Lutheran Metropolitan Ministry	CCPC

	Karen McHenry	Bellefaire JCB	CCPC
	Lexie Spizarny	Bellefaire JCB	CCPC
Health, Mental Health, and Substance Abuse Agencies	Britany King	Alcohol Drug Addiction and Mental Health Services Board	CCPC
	Myra Henderson	Alcohol Drug Addiction and Mental Health Services Board	CCPC
	Jim McCafferty	Ohio Healthy Transitions Project	CCPC
	Anjhani McGee	Ohio Health Transitions Project	CCPC
Local and State Law Enforcement and Judges	Hazel Remesch	The Legal Aid Society of Cleveland	CCPC
Affordable Housing Providers	Kelly Camlin	Enterprise Community Partners	CCPC
	Jenny Eppich	Enterprise Community Partners	CCPC
	Rochelle Harris	CHN Housing Partners	CCPC
Local and State Educational Agencies	Angeline Sulak	Cleveland Metropolitan School District - Project ACT	CCPC
	Carrie Sullivan	Educational Services Center	CCPC
Employment Services	Rachel Benders	Ohio Means Jobs- Cleveland/Cuyahoga	CCPC
	Ron Scott	Towards Employment	CCPC
	Tulani Black	Youth Opportunities Unlimited	CCPC
	Toni Arnold-Spikes	Youth Opportunities Unlimited	CCPC
Non-Profit Youth Organizations	Ebony Clayton	A Place 4 Me Collaborative	CCPC, Core Team, YHDP Lead Agency
	Kate Lodge	A Place 4 Me Collaborative	CCPC, Core Team, YHDP Lead Agency
	Christie Sozio	A Place 4 Me Collaborative	CCPC, Core Team, YHDP Lead Agency
	Natasha Wynn	A Place 4 Me Collaborative	CCPC, Core Team, YHDP Lead Agency
	Beverly Johnson	Community of Hope	CCPC
Local Advocacy, Research, and Philanthropic Organizations	Angela D'Orazio	Sisters of Charity Foundation of Cleveland	CCPC, Core Team
	Meagan Ray-Novack	Case Western Reserve University	CCPC
	Carey Gibbons	Northeast Ohio Coalition for the Homeless	CCPC
	Ange Mastandrea	Northeast Ohio Coalition for the Homeless	CCPC
	Eileen Kelly	The Identification Crisis Collaborative	CCPC

Organizations that serve culturally specific (Black, Latino, Indigenous, people with disabilities, LGBTQ, etc.) communities	Rae Jackson	LGBT Center of Greater Cleveland	CCPC
	Carmen Recchia	LGBT Center of Greater Cleveland	CCPC
	Gulnar Feerasta	LGBT Center of Greater Cleveland	CCPC
	JD Harrison	LGBT Center of Greater Cleveland	CCPC
	Rachel Soccoro	The Collaborative to End Human Trafficking	CCPC

Appendix C: Full List of Partners

[*This is an option section if you want to talk about all the different entities and people who have participated in the process beyond the planning committee. In our context, we might add information about the listening sessions and other outreach and convening efforts.*]

Appendix D: HUD Funded Projects

[*Explains the HUD Funded process, who we chose for the YHDP funds through the RFP process, and all the details for the RFPs*]

HUD TA assisted the YHDP Core Team in facilitating system modeling exercises with our Coordinated Community Planning Committee and REACH Youth Action Board. The Planning Committee considered system maps, a gaps analysis, and feedback from listening sessions with youth currently experiencing homelessness identifying needs and potential solutions to record ideal pathway assumptions for YYA cohorts (i.e., pregnant and parenting youth, unaccompanied minor youth, youth fleeing violence, and youth 18-24). Ultimately, REACH had the final say in the prioritized project types per our planning governance. The details below outline the threshold requirements for Cleveland HUD-funded projects.

SSO - The NH Team (Navigation & Housing) + Diversion

Project Summary - All YYAs are connected to the NH Team immediately upon entering the youth system to support the YYA throughout the duration of system engagement. Navigators are responsible for meeting immediate needs and establishing wrap-around services (e.g., mainstream benefits, ID and documentation, food, clothing, etc.) Navigator staff will have lived experience of homelessness or housing instability.

Navigators are mobile, available 24/7 on call and remotely to YYA to help them navigate resources and develop a game plan. The team will consist of 6 staff members, with 2 staff designated for Coordinated Entry, 2 for outreach, and 2 for housing navigation. CE navigators are responsible for interfacing with the CES to process/assess youth needs and manage diversion. Diversion services will include a combination of housing-focused problem-solving designed to assist YYA in finding or maintaining safe, appropriate housing without a stay in a shelter and financial assistance for diversion/rapid resolution of homelessness.

Outreach navigators are responsible for identifying & connecting unsheltered YYA to community or system resources. Housing navigators are responsible for identifying units, completing inspections, mediating with landlords, and walking alongside YYA in their journey as a tenant. Altogether, navigators are responsible for overall system coordination and collaboration.

Target Population & # Youth Served - Serving category 1, 2, and 4 homelessness. Unaccompanied and pregnant & parenting youth ages 18-24 and unaccompanied minors, including all subpopulations. 31 Households.

Staffing - 6 FTE Navigators (2 designated for CE, 2 designated for outreach, 2 designated for housing navigation)

Annual $ - NAV: $370,800 DIV: $63,860

TH-RRH - Rapid Rehousing

Project Summary - Scattered-site with optional shared housing with a housing-first focused rental search, location, rental financial assistance & supportive services. Supportive services are rooted in trauma-informed care, harm reduction, and positive youth development. Financial rental assistance is provided for an average of 12 months (up to 36 months) with an average of six months (up to 24 months of aftercare) once rental assistance ends. Upon rental financial assistance ending YYA reside in their own units in the community with or without other mainstream housing subsidies (section 8, FUP, FYI, etc.).

RRH is envisioned as a joint component with medium term TH (TH costs detailed below). EDEN on average RRH costs... Security Deposit and 12 months rent For Singles $13,050 annually, For Families $16,690, Currently, 63% served are singles. with Supportive Services for 12 months Average of 6 months of aftercare with ability to provide up to 24 months, estimating that 100 YYA will need RRH monthly.

Target Population & # of Youth Served - Serving categories 1, 2, and 4 homelessness. Unaccompanied and pregnant & parenting youth ages 18-24, including all subpopulations. 32 units of RRH.

Staffing - NH Team supports case management and aftercare (caseload ratio 1:16)

Annual $ - 626,240

TH-RRH - Transitional Housing

Project Summary - This housing program will provide short-term to medium-term assistance for YAs and YA families from crisis to up to 24 months in site-based setting for 30 YAs. YAs and YA families who are part of the LGBTQAI+ community and/or who are fleeing violence will be prioritized. Mobile, on-call supports will be available overnight for crisis resolution. Daytime supportive services will be tailored to the needs of youth, including skills coaching, transportation services, food, clothing, or financial assistance, and connection to needed resources such as childcare. Housing navigators will support housing planning with a safety focus and trauma-informed practices. Youth choice will drive exit to permanent housing.

Target Population & # of Youth Served - Serving category 1, 2, and 4 homelessness. Prioritizes single YA and YA families fleeing violence and those who identify as LGBTQIA+. 30 units of RRH.

Staffing - NH Team supports evening crisis resolutions (caseload ratio 1:15) and 2 FTE front desk staff.

Annual $ - $927,000

Appendix E: Detailed Action Steps

[*This is an option section that can include all of the details for each action step that did not make the high-level version of the plan above. For example, perhaps a drop in center needs specific amenities and methodologies, or to be in certain neighborhoods with specific stipulations*]

Appendix F: YAB Vision, Mission, and Goals

[*Many communities add this for context*]

Appendix G: Detailed Systems Analysis

[*Some communities add a detailed systems analysis for folks who want to dive more deeply into the data that informed the needs statements. You can also link to an external document*]

Add system modeling here: Here is an example from Nick's presentation.

18–24-YEAR-OLD
ADULT ONLY HOUSEHOLD

Outreach/Front Door Services

988
A Place 4 Me
Bellefaire
Coordinated Intake
Colleges
Food Pantries
FrontLine
LGBTQ+ Center
Mobile Crisis
NEOCH
PATH
Project ACT
Workforce 360
Youth Opportunities Unlimited

✕ Not on Housing Inventory Count (HIC)

Crisis/Emergency Housing

	Bellefaire
	City Mission
✕	Community of Hope
✕	Cosgrove
	Family Promise
	Laura's Home
	LMM - 2100
✕	Magnolia House
	North Point
	Salvation Army PASS
✕	Seasons of Hope
	Stella Maris
	Y-Haven
	YWCA - NHWC
	Zelma George

18–24-YEAR-OLD
ADULT ONLY HOUSEHOLD

Medium-Term/Transitional Housing

✕	Beechbrook
	Bellefaire
✕	Bessie's Home
	Bridges
✕	Colleges
✕	Zellie's Home

Medium-/Long-Term Housing

✕	A Place 4 Me
✕	Board of Developmental Disability
	Bridges
✕	CMHA
✕	CMHA - FUP Vouchers
	EDEN
✕	Group Homes
	Independence Place
✕	Job Corps
✕	PSA
	Rapid Re-Housing
✕	Re-Unification w/ Family
✕	Rooming House

✕ Not on Housing Inventory Count (HIC)

FLEEING DOMESTIC VIOLENCE

Outreach/Front Door Services

211
Canopy
Cleveland Rape Crisis Center
Coordinated Intake
JFSA
Journey Center

Crisis/Emergency Housing

FrontLine
Journey Center
✗ Legal Aide
✗ VAWA
✗ Witness Victim

Appendix H: HUD Requirements

[*From the FY 2021 YHDP Notice of Funding Availability*]

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

Number of Veterans experiencing homelessness as of end date of report:	102	**To Use:** Enter an "*End Date*" and click "*Calculate Benchmarks*" for results. See *Instructions* tab for further guidance.	**90 day look-back period:**	*Start Date* 1/31/2023	*End Date* 5/1/2023	**Calculate Benchmarks**

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:		6	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:	2	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 =		1	

Benchmark A achieved? **No**

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.

		Data Point
Total number of <u>Veterans</u> who moved into permanent housing	51	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:**	24	B2
Total <u>net</u> number of Veterans who moved into permanent housing (B1 - B2):	27	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:**	2012	B4
Total Number of Days ÷ by Total Net Number of Veterans =	75	

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:	51	C1
The total number of newly Identified homeless Veterans:	70	C2

Benchmark C achieved? **No**

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:	34	D1
The total number of newly Identified homeless Veterans:	70	D2

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

Project Name: _____

Organization Name: _____

Project Type: _____

RATING FACTOR

Experience and System Performance

A. Describe the experience of the applicant and sub-recipients (if any) in working with the propose housing similar to that proposed in the application. Please specifically describe applicant's success performance measures (e.g., returns to homelessness, first time homeless, jobs and income growt barriers to participation in your project(s) faced by persons of different races and ethnicities, and c particularly those over-represented among people experiencing homelessness in your community.

B. Describe experience with utilizing a Housing First approach. Include 1) eligibility criteria; 2) proc process and criteria for exiting clients. Must demonstrate there are no preconditions to entry, allo past substance abuse, income, criminal records (with exceptions of restrictions imposed by federa marital status, familial status, actual or perceived sexual orientation, gender identity. Must demon address situations that may jeopardize housing or project assistance to ensure that project particip most severe cases.

C. Describe experience in effectively utilizing federal funds including HUD grants and other public f drawdowns and performance for existing grants as evidenced by timely reimbursement of subreci drawdowns, timely resolution of monitoring findings, and timely submission of required reporting

Experience Subtotal

DESIGN OF HOUSING & SUPPORTIVE SERVICES - Objective Factors

A. Extent to which the applicant
  1. Demonstrate understanding of the needs of the clients to be served.
  2. Demonstrate type, scale, and location of the housing fit the needs of the clients to be served
  3. Demonstrate type and scale of the all supportive services, regardless of funding source, meet t served.
  4. Demonstrate how clients will be assisted in obtaining and coordinating the provision of mainst
  5. Establish performance measures for housing and income that are objective, measurable, track established HUD, HEARTH or CoC benchmarks.
B. Describe the plan to assist clients to rapidly secure and maintain permanent housing that is safe acceptable to their needs.

C. Describe how clients will be assisted to increase employment and/or income and to maximize th

D. Describe any barriers to participation in your project(s) faced by persons of different races and
represented among people experiencing homelessness in your community, and identify the steps
barriers

DESIGN OF HOUSING & SUPPORTIVE SERVICES Subtotal	

FINANCIAL - Objective Factors
A. Project is cost-effective - comparing projected cost per person served to CoC average within pro
B. Budgets are correctly calculated, expenses budgeted are all eligible
C. Project indicates the use of Mainstream resources for at least a portion of project services
D. Match is documented

Financial Subtotal	

COMPLIANCE WITH COC REQUIREMENTS
A. The project commits to only accepting referrals from coordinated entry

Compliance with CoC Requirements Subtotal	

LEVERAGING HOUSING AND HEALTHCARE RESOURCES

A. The project as proposed qualifieds the CoC to score points for leveraging housing subsidies or n

Leveraging Points Subtotal	

TOTAL SCORE	

oject Rating Tool

	POINTS AWARDED		MAX POINT VALUE
d population and in providing in meeting HUD system h) on prior projects. Describe any other marginalized groups . and identify the steps you have		out of	20
ess for accepting new clients; 3) wing entry regardless of current or l, state, or local law or ordinance), strate the project has a process to oation is terminated in only the		out of	5
unding, including satisfactory pients (if applicable), regular on existing grants.		out of	5
	0		**30**
the needs of the clients to be		out of	15
tream benefits table, and meet or exceed any			
, affordable, accessible, and		out of	5
heir ability to live independently.		out of	5

ethnicities, particularly those over- you have taken to eliminate the			10
	0	**out of**	**35**

oject type.		out of	0
		out of	7.5
		out of	5
		out of	7.5
	0	out of	**20**

		out of	5
		out of	5

mainstream health care resources		out of	10
		out of	10
	0		100

Cleveland/Cuyahoga County Continuum of Care – Requests for New Project Applications for Inclusion in the 2023 Collaborative Application for HUD Continuum of Care Funding

Date: May X, 2023

Invitation to Bid

On behalf of the Cleveland/Cuyahoga County Continuum of Care, the Cuyahoga County Office of Homeless Services (OHS), the collaborative applicant, invites eligible organizations to submit applications for new projects to be included in the forthcoming 2023 HUD Continuum of Care NOFO Competition.

Any eligible organization may apply for new project funding. Eligible organizations include nonprofit organizations, Public Housing Agencies (PHAs), or units of local government.

The initial application will be via an email application to the Office of Homeless Services (OHS). Applications will be reviewed by a review panel consisting of CoC members who are not competing for funds. Applications will be reviewed according to the new project scoring criteria attached. Selected projects must submit an application in HUD's E-Snaps grants management system when the CoC competition opens. HUD makes the final determination as to whether new projects will be funded in the competition.

Information and Resources

All information required for this competition will be posted on the CoC website, found here: https://hhs.cuyahogacounty.us/divisions/detail/office-of-homeless-services . Information posted on the website will include, when available from HUD:

- The NOFO published by HUD and supporting information provided by HUD.
- The CoC's policies for review and ranking of new and renewal applications.
- CoC's policies regarding reallocation – including voluntary and mandatory reallocation.
- Scoring factors for the review of renewal applications
- Scoring factors for new project applications.
- Links to resources available from the Department of Housing and Urban Development in support of the competition.

Identified Priorities for New Project Applications

Based on a recently completed Strategic Plan to Prevent and End Homelessness, the CoC has identified the following project types as priorities for funding in the 2023 competition:

- Funding for HMIS to address increased system needs.
- Permanent supportive housing – expansion of existing projects or new projects to serve either the chronically homeless or DedicatedPLUS populations. *This includes expansion of existing PSH projects to increase supportive services funding to address housing stability.*

1

- Domestic Violence Survivors – expansion of existing projects or new projects using the DV bonus. *Note: VAWA 2022 changed the definition in Category 4 of the McKinney-Vento Homelessness Definition. See Section on DV bonus.*
- Rapid rehousing to serve families experiencing homelessness.

Funding for new projects will come from CoC Bonus, DV Bonus, and from any funds that may be available from reallocation. New projects will be scored according to the new project scoring sheet attached to this RFA.

Possible application types:

Eligible organizations may submit one or more of the following application types:

- **New project application**. New project applications may be for any of the eligible new project categories:
    - Permanent Supportive Housing where 100% of the beds are either dedicated to serving chronically homeless or DedicatedPLUS[1] projects. This includes expansion of existing projects including expanding supportive services.
    - Rapid Rehousing projects serving individuals and families who meet the HUD homeless definition at Categories 1, 2, or 4.[2]
    - Joint TH-RRH projects also serving individuals and families who meet the HUD homeless definition at Categories 1, 2, or 4. The TH component should consist of short-term crisis housing and the resources earmarked for the RRH component should be twice those designated for the TH component.

- **Transition application**. An existing renewal application may be submitted as a 'transition' application. A transition application will start the program year as one component (TH, for example) and through the course of the program year, the project will transition from that

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The following persons are eligible to be served in a 'DedicatedPLUS' project, people who are:

1. Experiencing chronic homelessness as defined in 24 CFR 578.3;
2. Residing in a transitional housing project that will be eliminated and meets the definition of chronically homeless in effect at the time in which the individual or family entered the transitional housing project;
3. Residing in a place not meant for human habitation, emergency shelter, or safe haven; but the individuals or families experiencing chronic homelessness as defined at 24 CFR 578.3 had been admitted and enrolled in a permanent housing project within the last year and were unable to maintain a housing placement;
4. Residing in transitional housing funded by a Joint transitional housing (TH) and rapid re-housing (PH-RRH) component project and who were experiencing chronic homelessness as defined at 24 CFR 578.3 prior to entering the project;
5. Residing and has resided in a place not meant for human habitation, a safe haven, or emergency shelter for at least 12 months in the last three years, but has not done so on four separate occasions; or
6. Receiving assistance through a Department of Veterans Affairs (VA)-funded homeless assistance program and met one of the above criteria at initial intake to the VA's homeless assistance system.

[2] See here:
https://files.hudexchange.info/resources/documents/HomelessDefinition_RecordkeepingRequirementsandCriteria.pdf for a quick guide to the HUD homeless definition and the four categories of homelessness.

component to one of the eligible new project components. A transition application may be the most effective way to accomplish a 'voluntary' reallocation where the grantee with funds to reallocate is also the planned grantee for the reallocated project. Grantees interested in the transition application process must contact and obtain approval from the CoC. Transition grants are **new project applications,** and the grant must 'transition' to an eligible new project activity during the program year.

- **Expansion Applications**. Grantees may choose to submit a **new project application** that expands a currently funded CoC grant to serve additional persons, provide additional units, **or** provide additional services to existing program participants. Applicants seeking an expansion grant must submit **two project applications in E-Snaps**: the **renewal project application for the existing grant and a new project application identifying the expansion.**

Domestic Violence Bonus Projects

- **New Domestic Violence Bonus Projects**

    - The 2023 NOFO will include funding for potential DV bonus projects. To secure DV Bonus funding applicants will have to demonstrate experience in serving survivors and how they will maintain safety for participants. Applicants will also have to demonstrate that there is an unmet need for the proposed projects. All projects applying for the DV bonus are required to follow trauma informed and victim-centered approaches, as well as Housing First

    - Possible DV Bonus Projects include:

        - Rapid Rehousing for survivors of domestic violence

        - Joint Transitional Housing/Rapid Rehousing for survivors of domestic violence

            - In order for a Joint TH/RRH project to be funded, the applicant must provide evidence of the need for additional short-term, crisis housing for DV survivors and a plan to rapidly move residents of short-term transitional housing into permanent housing.

    - DV Bonus projects may only serve survivors who are experiencing homelessness. Providers who are victim services agencies may not enter data into the CoC's HMIS system. Instead they are required to have an equivalent system that can provide information to the CoC on outcomes on an aggregate basis that maintains the confidentiality of participant information.

There is no limit on the number of each of the above project types that can be submitted provided that no grant is for less than $50,000 and the total funded requested does not exceed the amount available to the CoC for the DV bonus.

DV Bonus projects are scored separately by HUD. Factors that will determine whether a DV Bonus project will be funded include: the score the CoC receives on the 2023 CoC Application to HUD; the extent of CoC collaboration with victim services providers; the need for the project; quality of the experience of the applicant in serving survivors; demonstration that the applicant uses victim-centered

practices; and inclusion of survivors with lived experience in policy and program development for the project.

Please note: VAWA 2022, which reauthorized the VAWA Act, also made changes to the McKinney-Vento Homeless Definition as it applies to survivors. Now those who may be served by DV bonus projects include any individual or family who

> (i) **is experiencing trauma or lack of safety related to**, or fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous, traumatic, or life-threatening conditions related to the violence against the individual or a family member in the individual's or family's current housing situation, **including where the health and safety of children are jeopardized**; [text in bold are changes to definition]

> (ii) Has no other safe residence; and

> (iii) Lacks the resources to obtain other safe permanent housing

Rating and Ranking of Projects

New project applications will be reviewed by an independent panel with subject matter expertise but no conflicts of interest with regard to the application. The new projects will be evaluated according to criteria set forth in the New Project Rating tool attached to this RFA.

The CoC actively seeks applications from organizations that have not previously received HUD CoC funding. HUD places considerable requirements on grantees and the application process can be challenging. Organizations without CoC grant experience are invited to reach out to the CoC at: msirak@cuyahogacounty.us. Requirements on eligible participants and activities are very stringent and organizations are encouraged to discuss potential projects and the application process.

Field Code Changed

Presentation and Question and Answer Sessions

The CoC will conduct an information session for new project applicants. Applicants are strongly encouraged to attend or view a recording of the session:

New Project Webinar ___

Deadline:

Emailed new project applications must be received by the Office of Homeless Services by June X, 2023. Applications received after the deadline may not be reviewed or scored.

Funding Amounts

Until HUD issues the NOFO for the 2023 HUD CoC Competition, it is not possible to be certain as to the funding availability. Based on prior years funding, the CoC anticipates:

- $1,600,000 in Bonus funding for new projects is potentially available to the CoC;
- Up to $5,000,000 may be applied for by projects seeking the DV Bonus;
- There are potential additional funds for new projects through the reallocation process.

- The CoC will review all new project applications and will rank these projects in order of their score until the available funding for new projects has been fully committed. Once the available funding has been fully committed, any remaining applications will not be included in the collaborative application submitted to HUD.

Attachments:

- Scoring sheet for new project applications
- Application instructions for new project applications
- Budget forms for new projects
    - Note: there are separate budget forms for projects claiming indirect (either negotiated or de minimis) and for those not planning on claiming indirect. The 'indirect' form will help applicants to recover the indirect costs.

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
				2023 1st 2nd 3rd & 4th Quarter Total	

3/13/23-5/12/23

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

	Adult-Families	Youth-Families	Adult-Singles	Youth-Singles	TOTAL
3/13/23—3/17/23	6	1	8	5	**20**
3/20/23—3/24/23	8	0	7	0	**15**
3/27/23—3/31/23	8	1	5	4	**18**
4/3/23— 4/7/23	8	0	5	6	**19**
4/10/23 —4/14/23	6	0	3	4	**13**
4/17/23 — 4/21/23	4	2	4	1	**11**
4/24/23 —4/28/23	2	0	3	0	**5**
5/1/23 — 5/5/23	12	0	7	0	**19**
5/8/23 — 5/12/23	2	0	3	2	**7**

# 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
3/13/23—3/17/23	3	1	1	0	**5**
3/20/23—3/24/23	2	0	0	0	**2**
3/27/23—3/31/23	2	0	2	0	**4**
4/3/23 — 4/7/23	1	0	1	0	**2**
4/10/23 —4/14/23	0	0	0	0	**0**
4/17/23 — 4/21/23	0	0	0	0	**0**
4/24/23 —4/28/23	1	0	0	0	**1**
5/1/23 — 5/5/23	0	0	1	2	**3**
5/8/23—5/12/23	0	0	0	1	**1**

OHS Advisory Board Meeting: Rapid Re-Housing Program
Data May 17, 2023

# of new clients' enrolled in RRH:

	Adult-Families	Youth-Families	Adult-Singles	Youth-Singles	TOTAL
3/13/23—3/17/23	1	1	2	0	4
3/20/23—3/24/23	4	1	3	4	12
3/27/23—3/31/23	8	1	6	0	15
4/3/23 —4/7/23	11	4	2	0	17
4/10/23 —4/14/23	10	0	1	3	14
4/17/23 —4/21/23	6	0	1	0	7
4/24/23 —4/28/23	5	0	2	4	11
5/1/23— 5/5/23	4	4	5	5	18
5/8/23 — 5/12/23	9	5	3	2	19

# 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
3/13/23—3/17/23	0	1	0	0	1
3/20/23—3/24/23	4	1	0	4	9
3/27/23—3/31/23	0	1	0	0	1
4/3/23 — 4/7/23	0	3	0	0	3
4/10/23 —4/14/23	2	0	0	3	5
4/17/23 — 4/21/23	2	3	1	0	6
4/24/23 —4/28/23	1	0	0	4	5
5/1/23 — 5/5/23	8	4	0	5	17
5/8/23—5/12/23	0	5	0	2	7

 # RFLAs Received/Processed RRH

	Adult-Families	Youth-Families	Adult-Singles	Youth-Singles	TOTAL
3/13/23—3/17/23	9	0	1	2	12
3/20/23—3/24/23	8	0	6	3	17
3/27/23—3/31/23	6	1	2	1	10
4/3/23 —4/7/23	8	3	5	2	18
4/10/23 —4/14/23	5	1	4	1	11
4/17/23 — 4/21/23	10	0	4	5	19
4/24/23 — 4/28/23	9	1	4	1	15
5/1/23 —5/5/23	8	1	1	7	17
5/8/23 —5/12/23	8	1	1	0	10

OHS Advisory Board Meeting: Rapid Re-Housing Program
Data May 17, 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
3/13/23—3/17/23	1	0	0	2	3
3/20/23—3/24/23	0	0	0	3	3
3/27/23—3/31/23	2	1	0	1	4
4/3/23 — 4/7/23	2	3	0	2	7
4/10/23 —4/14/23	2	1	0	1	4
4/17/23 — 4/21/23	4	0	0	5	9
4/24/23 —4/28/23	3	1	0	1	5
5/1/23 — 5/5/23	1	1	0	6	8
5/8/23—5/12/23	1	1	1	0	3

# of Passed Inspections RRH:

	Adult-Families	Youth-Families	Adult-Singles	Youth-Singles	TOTAL
3/13/23—3/17/23	2	0	2	0	4
3/20/23—3/24/23	3	0	2	0	5
3/27/23—3/31/23	0	1	1	1	3
4/3/23 —4/7/23	8	1	4	1	14
4/10/23 —4/14/23	3	1	2	2	8
4/17/23 — 4/21/23	4	0	2	0	6
4/24/23 —4/28/23	3	0	3	1	7
5/1/23 —5/5/23	4	0	2	*3*	9
5/8/23 —5/12/23	6	3	2	1	12

# of Passed Inspections DV-HT RRH:

	DV/HT Adult-Families	DV/HT Youth-Families	DV/HT Adult-Singles	DV/HT Youth-Singles	TOTAL
3/13/23—3/17/23	0	0	1	0	1
3/20/23—3/24/23	0	0	1	0	1
3/27/23—3/31/23	1	0	0	0	1
4/3/23 — 4/7/23	1	0	1	0	2
4/10/23 —4/14/23	0	0	0	0	0
4/17/23 — 4/21/23	2	0	0	0	2
4/24/23 —4/28/23	1	0	0	0	1
5/1/23 — 5/5/23	1	0	0	0	1
5/8/23—5/12/23	1	0	0	0	0

 # Receiving RRH Rental Assistance by Month as of 5/12/23: Households = 347

	# Families	# Youth Singles	# Adult Singles
Month 1	2	0	0
Month 2	30	3	11
Month 3	27	6	12
Month 4	26	6	15
Month 5	23	2	14
Month 6	11	4	5
Month 7	16	1	15
Month 8	15	5	11
Month 9	11	4	15
Month 10	9	1	9
Month 11	18	5	5
Month 12	4	0	3
Month 13	2	0	0
Month 14	0	0	1
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	**194**	**37**	**116**

 # Receiving DV-HT RRH Rental Assistance by Month as of 5/12/23: Households = 31

	# DV-HT Families	# DV-HT Youth Singles	# DV-HT Adult Singles
Month 1	1	0	1
Month 2	5	0	1
Month 3	3	0	0
Month 4	0	0	0
Month 5	1	0	0
Month 6	0	0	0
Month 7	2	0	0
Month 8	3	0	1
Month 9	4	0	1
Month 10	3	0	0
Month 11	4	0	1
Month 12	0	0	0
Month 13	0	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	26	0	5

March 2023 Data
Young Adult By-Name-List
_____

Total Active Youth – 144

      Active on the 1st – 114

      New to Shelter – 23

      Re-engaged with Shelter – 6

      Returned to Shelter – 1
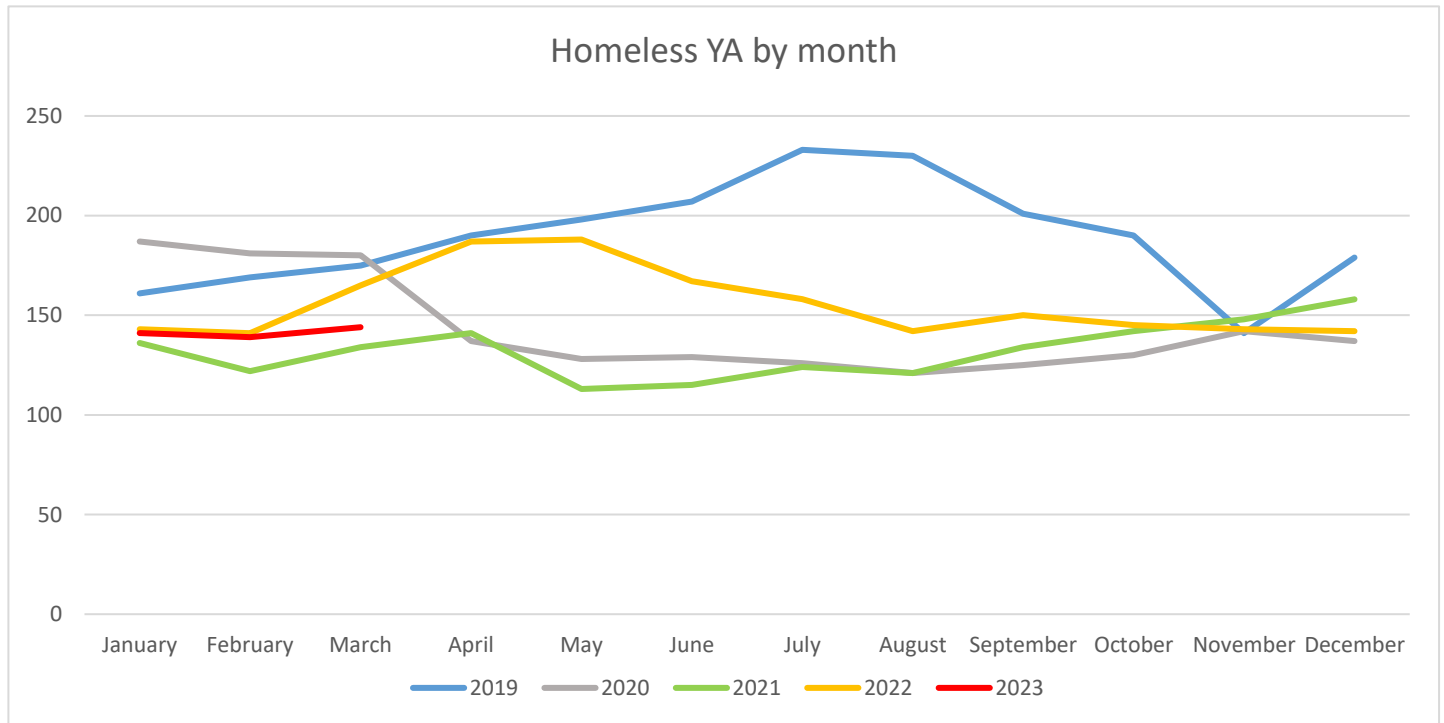
Current Youth Location

      Sheltered – 125

      Unsheltered – 13

      Unknown location – 6

Race:
Black – 99
Hispanic – 13
Multiracial – 9
White – 22
Hawaii/PI – 1

Gender:
Male – 59
Female – 78
Transgender/
Non-binary – 7

Orientation:
LGBTQ – 20
Non- LGBTQ – 91
Unknown – 32
Refused – 1

Homeless YA by month

Legend: 2019, 2020, 2021, 2022, 2023

March Shelter Exits – 28

    Total Permanent Exits—16

      RRH: **6**

      Family/Friends: **5**

      Perm Voucher: **4**

      Public Housing: **1**

    Total Non-Permanent Exits – 12

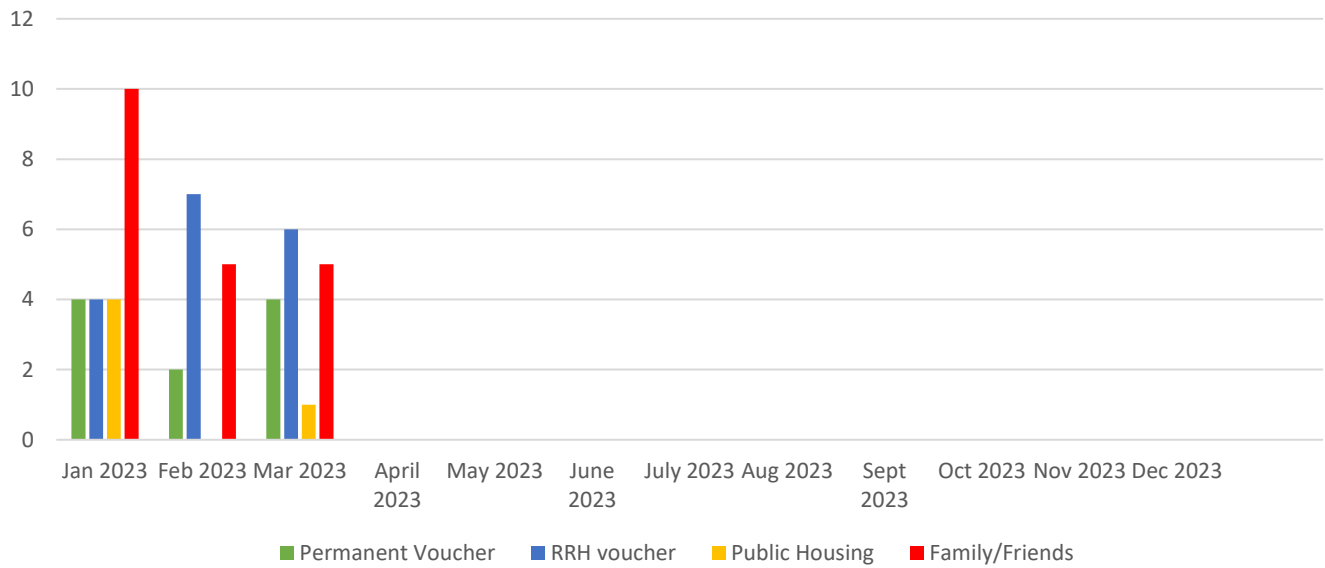   WA-Unknown: **12**

YA Re-engaging with Shelter in March – 11

Returned from:

    Family/Friends: **4**

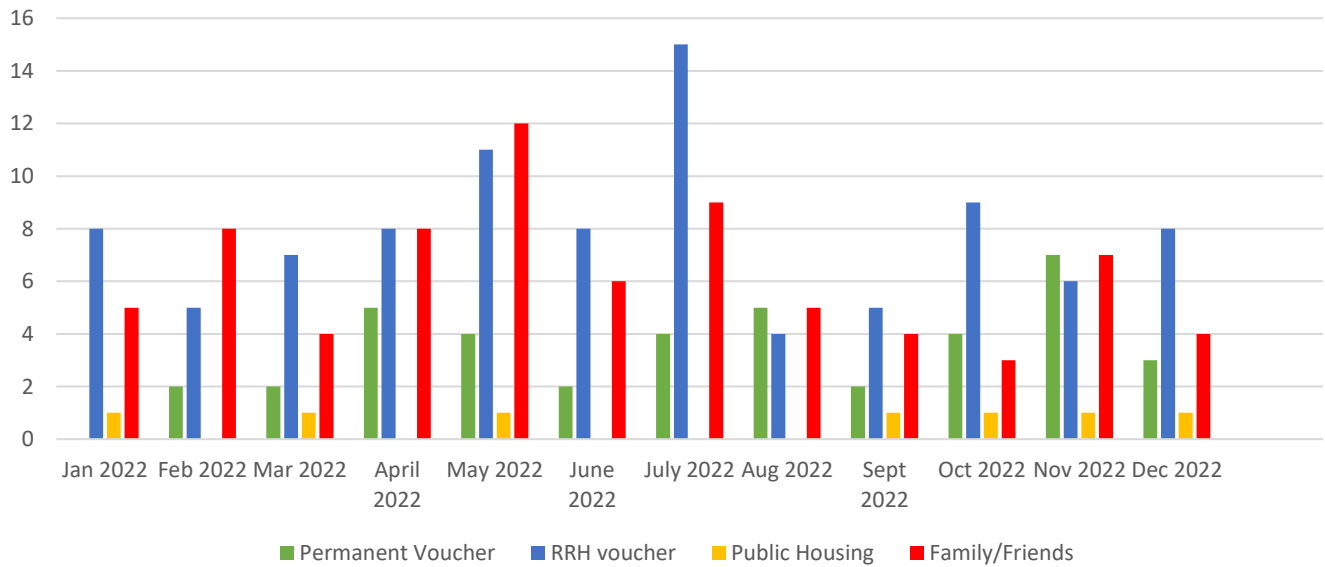   Outside/Streets: **2**

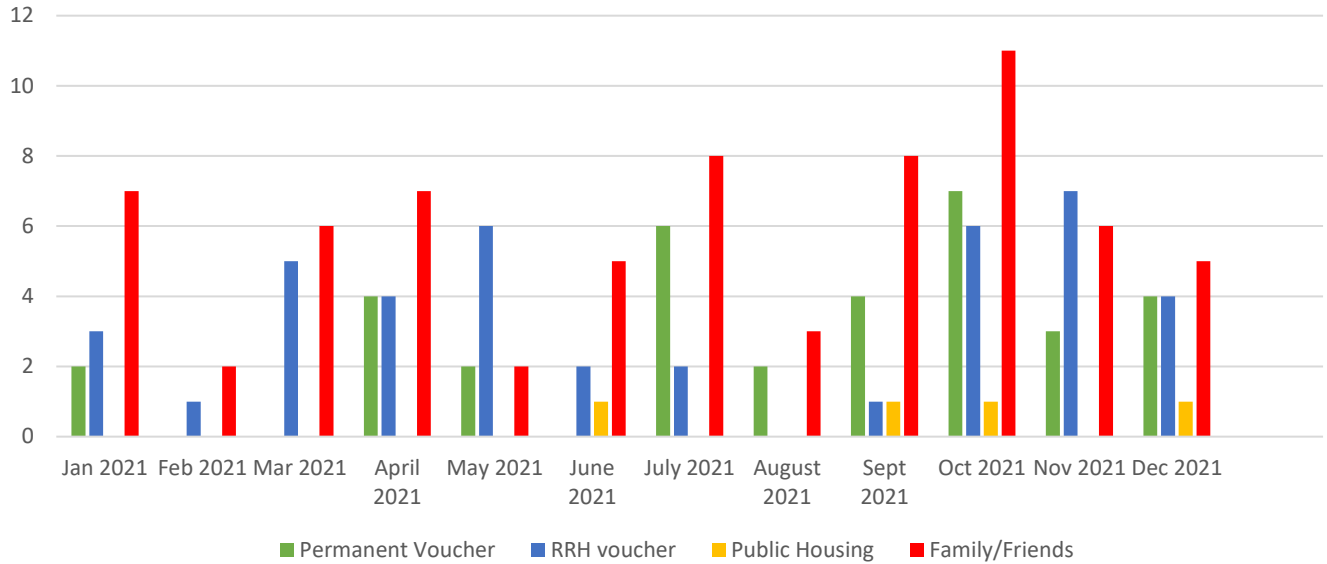**YA Returning to Shelter in March –1**

Returned from:

    Rental: **1**

As of April 14, 2023

YA Permanent Exit Destinations, 2023

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

YA Permanent Exit Destinations, 2022

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

As of April 14, 2023

YA Permanent Exit Destinations, 2021

YA Permanent Exit Destinations, 2020

As of April 14, 2023