

A Home for Every Neighbor

Strategy to Resolve Unsheltered Homelessness in Cleveland



Why is the City involved?

Our residents, our public space.

The City is prioritizing the 10% of residents experiencing unsheltered homelessness in the Continuum of Care system.

- A **health crisis** for individuals experiencing unsheltered homelessness;
- Unsheltered homelessness correlates to an **elevated risk** for significant health challenges vs those who are sheltered;
- Unsheltered residents go for **longer periods of time** without stable housing vs sheltered;
- Unsheltered residents report **10x more police contact** vs sheltered
- Unsheltered homelessness **disproportionately impacts minorities**:
 - 65% of our unsheltered residents are black;
 - 75% of our unsheltered residents are disabled;
 - 20% of our unsheltered residents have been homeless for over a year.



The Vision.

Cleveland can resolve unsheltered homelessness.

What does a unified, coordinated, housing-focused response look like?

In cities with successful programs, **90% of the unsheltered population will choose housing when it is immediately available.** Coupled with the development of greater housing options and housing placements, we can achieve our collective goal of a very quick transition from unsheltered status to successful housing in 30-60 days.



Every Neighbor Request for Proposals: February 23, 2024 Release

The City is investing in new approaches to intensive engagement, housing-focused case management, and rapid resolution of unsheltered homelessness. In the first 18 months, the City's goal is to engage and rehouse 150 or more residents experiencing unsheltered homelessness in the City of Cleveland.

The Design

Designed based on:

- Best practices of cities that have substantially reduced unsheltered homelessness.
- Cleveland-specific strengths, community partnerships, and rapid solutions for rehousing.
- A need for urgency, focus, and evolution of our approach as we build capacity to rapidly resolve unsheltered homelessness.

The Timeline

RFP Launch:

February 23, 2024

Proposals Due:

March 25, 2024



National Best Practices

Guiding A Home For Every Neighbor's Approach



Pair intensive service engagement with real-time housing availability



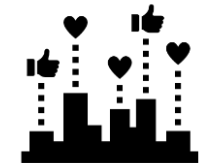
Housing Command Center is key to connecting rapid problem solving with housing placement



90%+ participants want housing and will accept resettlement offers if the transition is quick, supported, and client centered



Align all partners, stakeholders and resources to achieve a unified approach



Ongoing stakeholder feedback enables continuous improvement



CLUTCH
CONSULTING GROUP



**Team with Distinct Expertise in
Planning, Leading, and Executing
Large-Scale Social System Transformation**

Mandy Chapman Semple - System Planning and Governance, Political Alignment, Collective Impact and Transformative Leadership

Heather Muller - Operational Design, Implementation Planning and Execution

Tammy McGhee - System and Lead Agency Leadership, Collective Impact Governance and Accountability Systems

Samantha Maggiani – Political and Funding Alignment, Implementation Planning and Execution

Penny Snyder – Transformational Communications

Expert Partners

Spellman Strategies (Brooke Spellman) – HUD regulatory compliance, system and financial modeling, performance analysis, data systems

Melanie Zamora – Disaster response, incident command structures, site management, and encampment response

Housing Innovations (Matt White) – System Planning and Leadership, Funding Alignment, System Analysis

Direct to Housing Model

Engage and rehouse 150 or more residents experiencing unsheltered homelessness in the City of Cleveland.

The Approach

Accelerated Housing First Approach

Create Momentum to End Unsheltered Homeless

- Immediate offers of actual housing
- Support to navigate housing application process
- Flex Fund to reduce housing barriers
- Recruit and support willing rental property owners
- Connection to services, employment, benefits

The Practice

Direct to Housing Unsheltered Response

4-Week Cycle:

- Identify target location
- Conduct intensive outreach and engagement
- Identify individualized housing options
- Secure units
- Place people in housing
- Provide ongoing supportive services
- Manage public space

How will we do it?

Project management and coordination.

The project consists of:

- Intensive focus on a single location;
- Bring rehousing services to the site;
- Deploy a landlord engagement team;
- Seed and fundraise for a Flex Fund;
- City as project manager;
- City engages in closure maintenance plan for each site.



Cleveland Mediation Center

Implementing A Home For Every Neighbor'

ABOUT US

- Cleveland Mediation Center (CMC) has been providing mediation and constructive conflict resolution to the City of Cleveland since 1981

SHELTER DIVERSION

- CMC has been diverting individuals and families from shelter into safe, appropriate housing with family and friends since 2008
- We created this model and have been training communities around the country in it since 2014.
- We use deep listening to empower individuals to identify their own pathways out of homelessness.



Cleveland Mediation Center

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OUR WORK IN THIS PROJECT

- CMC will use this empowerment model to help individuals who are unhoused identify family and friends they can stay with
- CMC will mediate as needed with the individual and their family and friends to create a lasting resolution and is available to mediate conflicts that occur within encampment sites.
- CMC will have 1.58 FTE's on the project.

FLEXIBLE FUNDS

- CMC will administer flexible funds to aid in supporting housing.
- These funds are essential in supporting diversion and can be used for grocery gift cards, first month's rent and deposit, Greyhound Bus tickets to stay with family or friends in another city, etc.



It takes us all to provide
**A Home for Every
Neighbor.**

