



CITY OF CLEVELAND

Mayor Justin M. Bibb

FINANCE

LEGISLATIVE SUMMARY
Department of Finance

**Consulting Services and Implementation Contracts to Establish,
Design, and Implement a Direct to Housing Encampment Resolution
Program in the City of Cleveland to Eliminate Unsheltered
Homelessness in Cleveland**

Ordinance No.: 595-2024

Legislative Purpose: Authorizing the Director of Finance to enter into contracts with professional consulting firm Clutch Consulting Group and Cleveland Mediation Center for the purpose of establishing, designing, and implementing a direct to housing encampment resolution program in the City of Cleveland to eliminate unsheltered homelessness in the City.

Project Summary: Rising unsheltered homelessness in Cleveland presents a health crisis for the individuals experiencing unsheltered homelessness. Individuals experiencing unsheltered homelessness are at elevated risk for significant health challenges compared to those who are sheltered, including heightened risks of substance use disorders, mental disorders, trauma, physical health conditions, and employment challenges. Unsheltered individuals go for longer periods of time without stable housing than sheltered people and report ten times as much police contact when compared to sheltered individuals. As stated in the Mayor's launch of the initiative "A Home for Every Neighbor: A Vision for Housing Our Unsheltered Community," rising unsheltered



homelessness in Cleveland requires a unified, coordinated, housing-focused response.

The City released a Request for Proposals on February 23, 2023 called "A Home for Every Neighbor: Coordinated Outreach, Engagement and Rehousing Request for Proposals" that invited interested service providers to submit their proposal for housing-focused outreach and engagement in geographically-targeted areas of the City followed by rapid rehousing placements using existing and new, City-sponsored housing resources. This model is known as a "housing central command" approach or "direct to housing encampment resolution."

The proposals received in response to the RFP did not demonstrate the capacity to fully address the roles and functions necessary to rehouse at least 150 people currently experiencing unsheltered homelessness using a housing central command approach. This approach has not been used or properly resourced in the region in the past, but the approach is demonstrating success across the nation.

The City received a proposal after the close of the RFP from Clutch Consulting Group, a professional consulting firm focused on encampment resolution, to launch and manage the A Home for Every Neighbor initiative and successfully rehouse up to 150 unsheltered persons by December 2024 with an aim to end unsheltered homelessness in Cleveland. The City of Cleveland may resolve unsheltered homelessness with a direct to housing encampment resolution strategy, planning and implementation if complemented by enhanced local service provider capacity with a goal of ending unsheltered homelessness in Cleveland by the end of 2024.



The proposal from Clutch Consulting Group includes financial modeling to determine one-time and sustained costs to reach an end to unsheltered homelessness in Cleveland, the development of implementation work plans in a co-designed process with local service providers, full implementation of the direct to housing encampment resolution practices to eliminate unsheltered homelessness in Cleveland, and support system-wide changes to support ongoing work to maintain an end to unsheltered homelessness in Cleveland. Clutch Consulting Group will work with one of the entities that submitted a proposal in response to the RFP, Cleveland Mediation Center, for administration of a flex fund to assist in housing placement that will include administration, personnel, housing-related direct client assistance, and one-time move-in costs.

The Clutch proposal specifically anticipates that the City of Cleveland will build additional local capacity to implement the outreach, engagement, and rehousing model developed and implemented by Clutch Consulting Group. To accomplish this with local service agencies as capacity is built from July through October of 2024, authorizing legislation should allow for the Director of Finance to enter into agreements with social service providers that participate in the workshops and perform the implementation plan alongside Clutch Consulting Group for direct to encampment resolution practices on an ongoing basis.

| | Amount | Award Criteria |
|-------------------------------|-------------|------------------------------------|
| Clutch Consulting Group | \$364,000 | Proposal |
| Cleveland Mediation Center | \$617,500 | Proposal |
| Other Social Service Agencies | \$1,018,500 | Participation in Clutch Consulting |



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| | | Workshops and Implementation |
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Cost: Not to exceed \$2,000,000

Attachments: Clutch Consulting Group Proposal
Cleveland Mediation Center Proposal

