

# FY25 CSB Gateway

## INFORMATION PACKET

February 2024



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## 1. Introduction and Purpose

Community Shelter Board (CSB) funds programs in the City of Columbus and Franklin County, so persons imminently at risk of literal homelessness have access to targeted prevention assistance and persons who are literally homeless and formerly homeless have access to safe and decent shelter, housing and services that assist them in accessing and maintaining housing. This support includes annual funding for coordinated access, targeted homelessness prevention, street outreach, emergency shelter, transitional housing, rapid re-housing, and permanent supportive housing programs for eligible populations.

Funding is generally provided on a July 1 – June 30 funding cycle. Funding is blended and varies by program. Funding sources include:

- < City of Columbus Emergency Solutions Grant (ESG) and American Rescue Plan Act (ARPA)
- < City of Columbus General Fund
- < City of Columbus HOME
- < Franklin County ESG
- < Franklin County General Funds via Real Estate Transfer Fee
- < Franklin County Community Development Block Grant
- < Franklin County Children Services
- < Ohio Department of Jobs and Family Services TANF
- < State of Ohio ESG and Ohio Housing Trust Fund
- < U.S. Department of Housing and Urban Development (HUD)
- < United Way of Central Ohio
- < Private donors

This information packet contains guidelines, requirements, and conditions for receiving CSB funding through the Gateway process.

In addition, CSB will enter into partnership agreements with agencies that are using the local homeless management information system (HMIS), and agencies providing professional services and contracted services in areas not included in section 4 of this information packet. This information packet also contains guidelines, requirements, and conditions for these agencies.

## FY25 Gateway Timeline

Dates	Activities
2/7/24	Application materials released to Agencies including Program Outcomes Plan Templates for Agencies that opted for this choice
2/21/24	Program Outcomes Plans (POP) forwarded to Agencies or Agencies send POPs to CSB, dependent on Agency choice
3/8/24	CSB Board review and approval of the FY25 financial plan
3/8/24	Final Program Outcomes Plans (POP) and FY25 funding awards forwarded to agencies
3/14/24	Completed proposals due to CSB by 5 pm
3/26/24 – 4/19/24	Appeal submitted 3 days prior to One-on-One meeting
3/29/24 – 4/22/24	One-on-One meetings between CSB and Partner Agencies
5/17/24	CSB Board approval of funding decisions
6/5/2024	Continuum of Care (CoC) approval of funding decisions
June	Partnership Agreements issued to Partner Agencies

## FY25 Winter Warming Center Timeline

Dates	Activities
4/1/24	Winter Warming Center application materials released
7/1/24	Completed proposals due to CSB by 5pm
8/23/24	CSB Board approval of funding decisions
October	Contract Agreements issued to contracted Agencies

## 2. Assumptions

The application process is driven by the following assumptions:

- ⟨ **Quality** – Agencies should continually examine programs and make improvements to ensure that programs are of high quality and cost effective.
- ⟨ **Efficiency** – The goal is to create efficiencies, not just for CSB and partner agencies, but for the system as a whole. Programs will be reviewed on a cost per unit basis that examines the overall cost to serve clients and costs to achieve positive outcomes, with consideration for the target population(s) and their respective strengths and challenges.

- < **Accountability** – Accountability is a core value. As a system, CSB and its partners must continually ensure accountability to funders and the community to demonstrate that we are making the best use of funds provided, serving the maximum number of households possible, and providing quality services and safe environments for people who are literally homeless or imminently at risk of literal homelessness in our community.
- < **Contingency** – CSB will enter into funding agreements with partners despite the lack of assurance that the full amount of funding needed will be available from public funders or through our annual private fundraising process. During the budgeting process, CSB makes reasonable assumptions about revenue and continues to diligently work with public and private sector community leaders to close funding gaps. If funding shortfalls are identified, CSB may need to implement a contingency plan that reduces funding to its partners in the second half of the funding cycle.

### 3. Eligible Applicants

- < **Renewal Applicants**

To be eligible for renewal funding, all programs and agencies must be compliant with current partnership agreements.

- < **Voluntary Programs**

These programs voluntarily participate in HMIS, but do not receive funding from CSB.

- < **New Applicants**

CSB will consider new applicants on a case-by-case basis and by invitation only. CSB will issue Requests for Proposals when new funding becomes available for new or existing programs.

CSB is requesting proposals for non-congregate shelter services for families and pregnant women beginning July 1, 2024. If your agency is interested in applying for this funding, please contact CSB to have the program description and budget details added to your agency's application or to provide you with a full application if your agency is not a currently funded partner. Details about the non-congregate shelter purpose and expectations are in **Section 10** below.

Winter Warming Center operations and service providers for FY25 are being considered as CSB plans for the 2024 – 2025 winter season. If your agency is interested in providing operational or services support December 2024 through March 2025, please contact CSB to be included in provider communications and applications as they become available. Details about the Winter Warming Center purpose and expectations are in **Section 11** below. The application will become available April 1, 2024.

All funded and non-funded programs must adhere to [CSB's Partner Agency standards](#), as applicable.

## 4. Funding Categories

CSB trustees have established Ends Policies for the organization. These Ends establish the framework for funding. Programs may be funded within this framework:

### ENDS1. Prevention and Diversion

People who are at imminent risk of homelessness are linked to community resources.

Imminently homeless men, women and families will:

- < Have access to community resources and services as needed to maintain and stabilize housing; and
- < Not enter the emergency shelter system.

This Ends Policy includes homelessness prevention and diversion programs, the Homeless Hotline/Coordinated Point of Access, and the Coordinated Access and Rapid Resolution Team.

### ENDS2. Shelter and Street Outreach

People who experience homelessness receive assistance to address their immediate housing crisis.

Homeless men, women and families will:

- < Have access to resources to address their immediate housing need;
- < Have their basic human needs met in a decent, secure environment;
- < Stay in shelter for a short period; and
- < Not re-enter the emergency shelter system.

This Ends Policy includes emergency shelters, seasonal overflow, winter warming centers, and street outreach services for the unsheltered population.

### ENDS3. Housing

People who experience homelessness transition from crisis to stability.

Homeless men, women and families will:

- < Have access to community and system resources and services to move to and stabilize housing;
- < Have their basic needs met in a non-congregate environment (individual, single room occupancy or shared unit); and
- < Not re-enter emergency shelter system.

This Ends Policy includes permanent supportive housing, transitional housing, rapid re-housing, and direct client assistance programs.

Refer to the [Columbus and Franklin County Homeless Crisis Response System Policies and Procedures](#) for additional information on target populations, expectations, eligible activities, eligible costs, and other requirements for each program type.

## 5. Types of Payment

CSB will award funding with the goal of maintaining a community system of services, shelter, and housing that is effective and well-organized. To promote continuity and efficiency, the following payment types will be utilized:

- ⟨ **Performance-based payments** – These payments will be based on outcomes (i.e., successful housing outcomes, new households served, etc.). Emergency shelter, Homeless Hotline, and Rapid Re-Housing partners may have a performance-based component in their partnership agreement.
- ⟨ **Reimbursement-based payments** – Agencies are reimbursed for costs by submitting an invoice form. Reimbursement-based payments may be required for agencies providing permanent supportive housing units and agencies receiving federal funds through CSB contracts with the City, County, State, and HUD.
- ⟨ **Schedule A payments** – Agencies with this type of partnership agreement will receive 1/12 of their base award amount each month. Year-end reconciliation is a contractual requirement to true up to actual expenses.
- ⟨ Some agencies and partnership agreements will have a combination of two or more of these payment methods.

## 6. Submission Guidelines

### Submission Instructions

Agencies will receive an email with a link to update and submit a FY25 Gateway application. The Gateway application must be submitted via the on-line system. Each agency will use the same account they created last year, or create a new login, to view, complete, and submit the application. Each application is specific to the agency with questions applicable to the agency's programs. Using the same sign-on, multiple users at each agency can update the application prior to submission (only one user may update the application at a time). The application will be saved as a draft until all required fields are completed and the application is submitted. Submit only one application for each agency. Completed applications are due no later than **5pm Thursday, March 14, 2024**.

The FY25 online application process manual, information packet, appeal form, program performance measures, outcome plan overview, evaluation methodology, and performance standards are also available on CSB's website [here](#).

### Program Description

The on-line application includes a Word document with last year's program description, questions, and responses related to program goals, services to be provided, and other aspects of the program. Click the designated link in the on-line application to download the document. **In track changes**, update each question if needed and respond to the new questions added. For new programs, add responses to each question **in track changes**. Please be succinct.

For questions regarding all programs, be clear in your response if it relates to all or some programs. Your application will be returned if all questions are not completed appropriately. The program description responses will be part of the signed final FY25 contract.

### **Budget, Staffing Details, and Environmental Review File**

CSB will send funding recommendations to each partner agency. Use this information to complete one Budget worksheet and one Salary and Wages worksheet per agency. The budget should also include all other revenue and expenses associated with the program's homeless units. Please be as accurate as possible as it's important for the homeless system to have visibility on the full cost of running each program. CSB combines all partner agency budgets into a single system-wide budget. Click the designated link in the on-line application to download the file worksheets. The Budget worksheet will have one column for each program included in the funding recommendation letter. The budget narrative is a separate Word document. It should include a brief but thorough explanation of the revenues and expenses associated with each budget category. Please note any large and/or reoccurring expenses within the budget narrative.

**For PSH programs**, complete the budget worksheet using only revenues and expenses related to **homeless units**. For example, if a PSH program has 20 units, but only 10 units are homeless units, complete the budget worksheet for the 10 homeless units only. The Program Outcomes Plan (POP) will note the number of homeless units for each program that should be included in the budget. If you disagree with the funding recommendations, contact CSB Chief Operating Officer Lianna Barbu at 614-715-2535 or [lbarbu@csb.org](mailto:lbarbu@csb.org) to discuss your concerns.

If not provided, type the name of the Chief Financial Officer/Finance Director and Chief Executive Officer (or equivalent administrators) who approved the budget on the budget worksheet. These individuals will sign the budget as part of the final FY25 contract.

### **Staffing Details**

Any staffing charts from last year's application are pre-populated in the worksheet. Please make any applicable changes and/or provide new information (i.e. new programs or updated response options).

### **Environmental Review Form for HUD Continuum of Care (CoC)-funded PSH, YHDP RRH, and TH programs**

The City and County perform all environmental reviews. A full environmental review of CoC-funded programs is required every 5 years, for units that receive leasing or rental assistance funds and where the applicant controls where the tenant lives (sponsor-based or project-based assistance). This includes sponsor-based rental assistance, project-based rental assistance, and leasing projects. If this is applicable to your agency, in the worksheet there will be a table to fill in the addresses and the number of units at that address. For FY25 list ALL the current units for all applicable programs. If the address is a complex with more than one unit, only list the address of the complex and the number of units located at the complex. If it's simpler to list each unit individually, that is acceptable.



Upload the budget/staffing details/environmental review file in Excel AND the budget narrative in Word where designated in the FY25 on-line application.

### **Program Outcomes Plan**

Dependent on the choice your Agency made in the survey CSB staff issued, the Program Outcomes Plans will be received as follows:

1. If you chose to draft your own POP(s), on 2/7/24 you will receive the POP Templates. You will be required to return to CSB your proposed POP(s) on 2/21/24. If you fail to send your proposed POP(s) on 2/21/24, CSB will send you the traditional POP(s) on 2/22/24.
2. If you chose for CSB to prepare your POP(s), CSB will send you the traditional POP(s) on 2/21/24.
3. If you chose to draft your own POP(s) alongside CSB's proposed POP(s), on 2/7/24 you will receive the POP Templates and the CSB completed traditional POP(s). You will be required to return to CSB your proposed POP(s) on 2/21/24. If you fail to send your proposed POP(s) on 2/21/24, CSB will assume that its proposed POP(s) were accepted and no changes are needed to the POP(s).

CSB will review any proposed POP(s) and Lianna Barbu will reach out to you to develop a mutually agreeable POP. Final POP(s) will be sent out at the same time the funding recommendations are sent to partners. A program director or executive will sign the Program Outcome Plan(s) as part of the final FY25 contract.

## **7. Appeals Process**

Partner agencies with major disagreements about the funding recommendation or the POP may appeal the funding recommendation or the POP not later than three (3) days **before** your agency's one-on-one meeting.

### **An appeal may be submitted only under one of the following conditions:**

- < If the agency has reason to believe that CSB misunderstood the information made available about the program and/or the funding request.
- < If the agency has reason to believe that the Program Outcomes Plan is not appropriate.

Steps in the appeal process are:

1. Before deciding to appeal a recommendation, contact CSB Chief Operating Officer Lianna Barbu to discuss the appeal. This conversation serves two purposes: 1) to try to resolve the issue without an appeal; or 2) CSB staff can help clarify the agency's concerns.
2. Send written notice of the appeal to CSB Chief Operating Officer Lianna Barbu no later than 3 days before the agency's spring one-on-one meeting.
3. CSB staff will review the appeal and develop a staff response. If CSB staff and the agency are able to develop a mutually agreed upon resolution, the appeal will be closed. CSB staff have flexibility in the manner in which it conducts this review (phone conferences, meetings, or contacts with the agency for additional information).

4. If CSB and the partner agency cannot achieve a mutually agreeable resolution of the appeal, copies of the materials submitted by the agency and the staff response will be forwarded to CSB's Board Chair. CSB's Board Chair will review the agency's appeal and the CSB staff response. The Board Chair may take any of the following actions: a) reaffirm the funding recommendation and/or the POP; or b) revise the funding recommendation and/or the POP.
5. The recommendation of the Board Chair will be forwarded (in lieu of staff recommendations) to the CSB Board of Trustees for final approval. The decision of the CSB Board of Trustees is final.

For programs that exclusively receive HUD CoC funding, POP appeals will be also considered by the CoC Board and the CoC, as needed and appropriate.

## 8. Conditions

An authorized official of the applicant organization must accept the terms when submitting the online application: "I hereby affirm that the information submitted in the application is true and accurate. The governing body of the above named organization has reviewed and is in agreement to be considered for funding (if applicable) by Community Shelter Board".

- A. **Acceptance or Rejection by CSB.** CSB reserves the right to accept or reject any or all submissions. Acceptance does not guarantee funding from CSB.
- B. **Conformance with Statutes.** CSB funding and any resultant contract or award are subject to all applicable laws, rules, and regulations promulgated by any governmental authority having jurisdiction over the subject matter thereof, and the same may be amended from time to time. When applicable, this includes but is not limited to: City of Columbus Solicitation Permit; Registration as a Non-profit with the City of Columbus; Secretary of State Registration as Ohio Not-for-Profit; Registration with the Ohio Attorney General's Charitable Foundations Section; Annual Financial Filing with the Ohio Attorney General; and, state worker's compensation requirements.
- C. **Amending or Canceling Requests.** CSB reserves the right to amend or cancel the solicitation of programs at any time.
- D. **Rejection for Default or Misrepresentation.** CSB reserves the right to reject the application of any organization that is in default of any prior contract with CSB, the State of Ohio, or localities.
- E. **Clerical Errors in Awards.** CSB reserves the right to correct inaccurate awards resulting from clerical errors.
- F. **Rejection of Qualified Applications.** Applications are subject to rejection in whole or in part if they limit or modify any of the terms and conditions and/or specifications of CSB.

- G. **Presentation of Supportive Evidence.** A submitting organization, if requested, must be prepared to present evidence of experience, ability, service facilities, and financial standing necessary to satisfactorily meet the requirements set forth or implied in the application.
- H. **Authorized Approval Required.** The solicitation or acceptance of submissions does not represent any obligation or agreement whatsoever, on the part of CSB, which may only be incurred or entered into by written agreement approved as necessary by an authorized officer of CSB.
- I. **Applicant Costs.** CSB is not obligated to pay, nor shall in fact pay, any costs or losses incurred by any applicant at any time, including the cost of submitting an application.
- J. **CSB Discretion.** Any determination made in connection with CSB funding process shall be at the sole discretion and judgment of CSB.
- K. **Anti-Discrimination.** Applicants must be willing to comply with all applicable anti-discrimination requirements. Applicants may not discriminate against any client or applicant for services because of race, religion, color, national origin, ancestry, sex, sexual orientation, gender identity, age, disability or other handicap, marital or familial status, military status, status with regards to public assistance, or any other class of persons protected by applicable law. Applicants may not make as a requirement of participation in a proposed program the observance of or participation in religious activity of any kind.
- L. **Alteration of Guidelines.** CSB reserves the right, at its sole option, to alter all program funding and Partner Agency Standards.
- M. **Incomplete Applications.** Each application must contain all of the information required by the application. CSB may, but is not required, to allow an applicant whose application is incomplete to submit further information in order to remedy such defect.
- N. **Funder Requirements.** Applicants must comply with all applicable funding requirements passed on to the applicant via a contract with CSB.
- O. **Cooperation with CSB.** If funding is awarded, the Partner Agency shall use its best efforts to cooperate with CSB and with CSB's other partners to provide available shelter overflow services or assistance with other shelter or housing-related emergencies as CSB may request from time to time.
- P. **Recognition of Funding.** Any information given to the public by the Partner Agency (including but not limited to, its letterhead, newsletters, public relations materials, media releases, interviews, fundraising appeals, brochures, and correspondence), as it relates to the program funded in whole or in part by CSB, shall prominently identify its funders and CSB as the funding sources of the applicable programs.

**Q. Board and Staff Meetings and Board Participation.**

- < CSB may schedule staff training or other meetings or sessions from time to time and, upon notification of these meetings or sessions, the Partner Agency shall ensure the attendance of its appropriate personnel performing services.
- < In addition, the Partner Agency shall routinely notify CSB of all regular meetings of the Partner Agency's board of trustees. CSB or its funders may send representatives to any such meeting upon prior written notice to the Partner Agency including the reasons for such attendance. CSB agrees that the attendance shall be limited to that portion of the meeting dedicated to the discussion relating to the issues for which CSB or its funders notified the Partner Agency of their attendance at such meeting.

## **9. Cost Allowability and Financial Guidelines**

Review the relevant resources and regulations below regarding allowable and unallowable costs and other requirements, depending on the funding sources for each program. Contact CSB if you're not sure which regulations apply to which programs.

CSB-funded programs – Financial Guidelines ([Unallowable Costs and City of Columbus Administrative Guidelines](#))

Federally-funded programs – [2 CFR 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards](#)

CoC-funded programs – [2 CFR Part 578, Continuum of Care Program Interim Rule](#)

ESG-funded programs – [2 CFR Part 576, Emergency Solutions Grant Program Interim Rule](#)

HOME-funded programs – [24 CFR Part 92, HOME Investment Partnerships Program Final Rule](#)

CDBG-funded programs – [eCFR : 24 CFR Part 570 – Community Development Block Grants](#)

ARPA funded programs – [SLFRF-Final-Rule.pdf \(treasury.gov\)](#)

## **10. Non-Congregate Shelter Purpose and Expectations**

CSB is seeking applications for agencies interested in providing on-site program operations and supportive services in a non-congregate shelter environment for families and pregnant women experiencing homelessness. CSB is looking to invest in non-congregate shelter options to add dignified, safe, accessible temporary shelter units for families and pregnant women that reduces physical and mental issues while providing on-site resources and services to assist with the successful transition to permanent housing. A non-congregate shelter (NCS) is one or more buildings that provide private units or rooms as temporary shelter to individuals and families and does not require occupants to sign a lease or occupancy agreement.

The Continuum of Care for Columbus and Franklin County and Community Shelter Board seek to effectively prevent and end homelessness for people who are at-risk of or experiencing literal homelessness. This does not mean we will achieve an absolute end to homelessness or that no one will ever experience a housing crisis again. Changing economic realities, the unpredictability of life, and unsafe or unwelcoming family environments may create situations where individuals, families, or youth could experience or be at risk of homelessness. Instead, an effective end to homelessness means our community will have a systematic response in place that ensures homelessness is prevented whenever possible, or if it can't be prevented, it is a rare, brief, and non-recurring experience.

The funding available for the CSB non-congregate shelter program is \$TBD for operation and \$TBD for services. Applicants may apply for one or more categories that best reflect their organization's area of expertise. Ongoing sustainable funding for site operations and support services is anticipated based on budget availability and customer satisfaction with service provider/program performance. After the selected provider(s) are determined and award amounts confirmed, the selected provider(s) will establish an agreed upon timeline for implementation. CSB will work collaboratively with the selected provider(s) to further develop the non-congregate shelter program design. CSB may reopen or modify the application in the future as funding and program implementation changes.

Non-congregate shelter programming for families and pregnant women experiencing homelessness will enhance the comprehensive, person-centered shelter solutions within Columbus and Franklin County, focusing on the following:

- Assist families and pregnant women experiencing homelessness to quickly find safe shelter that focuses on rapid exits to permanent housing;
- Promote individualized services and resources that meet the needs of the family and their ability to maintain stable housing;
- Preserve the life and health of individuals by preventing the spread of communicable diseases.

Application categories include:

- On-site Program Operations
  - Provide property management operations in a low-barrier, harm reduction and trauma-informed non-congregate shelter
  - Hire and staff culturally competent 24/7 professional staffing with de-escalation training and adequate supervision
  - Maintain general upkeep of the facility, cleaning protocol, laundry, and necessary supplies
  - Ensure nutritious and culturally-sensitive food provisioning (produce vs meals)
  - Provide safety and security of residents and belongings
  - Timely and accurate client data collection and entry into the Homeless Management Information System (HMIS)
- On-site Supportive Services
  - Perform client screening and assessment and data entry into the Homeless Management System (HMIS)

- Facilitate housing goal planning, housing search, and necessary resources support including substance use disorder, mental health, and other housing stability resources
- Implement and provide services and case management that demonstrate culturally humility with a harm reduction and trauma-informed approach
- Use CSB-identified housing resources (Rapid Re-Housing, Unified Supportive Housing) and make quick referrals to these resources based on the client screening and assessment results.
- Perform appropriate de-escalation and intervention supports
- Provide adequate case supervision and program management

Operations and Service Providers will be expected to utilize Best Practices (Housing First, Trauma-Informed Care, Cultural Humility, Harm Reduction) as well as creative and innovate techniques to engage and house participants. The engagement strategies should be assertive yet respectful and consistent as well as flexible to build trust and rapport with participants. Operations and Service Providers should approach all engagement and work with an equity lens, understand and focus on the importance of access with a focus on inclusion.

- Further Supportive Services Expectations:

The non-congregate shelter program will receive referrals through CSB's central point of access and family diversion specialist program.

The non-congregate shelter program will provide Housing-Focused services and will engage and support households to meet their needs for basic assistance to end their homeless episode as quickly as possible. This housing-focused approach may also include linkage to legal aid, physical or behavioral healthcare services, substance use treatment, employment services and any other needs identified by the household. The program will work with the household based on their identified strengths, needs and goals. Rehousing assistance will be offered to the household through a combination of the household's identified goals and additional resources that the Service Provider will identify.

Non-congregate Service Provider staff will determine each family's immediate re-housing assistance needs and provide access to re-housing assistance using the standardized Housing Assistance Screening Tool (HAST) and coordinated access process for referrals to Rapid Re-Housing assistance.

Service Providers will work with CSB to re-house eligible households in Permanent Supportive Housing through the Unified Supportive Housing System (USHS) while utilizing Direct Client Assistance (DCA) when households need just light assistance in the form of security deposit and first month rent costs. Providers will also work with CSB to be trained in the use of the Homeless Management Information System (HMIS) for purposes of data entry, services tracking, etc.

Providers will receive support and technical assistance from CSB.

## **Eligible Activities and Services for the Non-Congregate Shelter Program:**

Eligible non-congregate shelter activities include:

### ⟨ Essential Services

- Case management including the usage of the CPOA/HH and assistance with an IHSP
- Childcare referral and support
- Education services
- Employment assistance and job training referral and support
- Outpatient health services referral and support
- Legal services referral and support
- Life skills training
- Mental health services referral and support
- Substance abuse services referral and support
- Transportation assistance
- Referral to permanent housing options and assistance, including RRH and PSH (via referral or invitation to submit USHS application)
- Households that are accepted into a RRH program receive case management services, including housing search assistance, financial assistance and referrals to needed services from the RRH partner. Shelter case managers provide case management services on a limited or as needed basis.
- Access to DCA for housing costs, including security deposits, rental assistance, utility assistance (arrearages, utility deposits), and rental application fees

## **Exiting Households from the Non-Congregate Shelter Program**

If a household is no longer eligible for non-congregate shelter, the Provider may initiate an exit in accordance with a formal process established by the shelter that recognizes the rights of individuals affected. The shelter must exercise judgment and examine all extenuating circumstances to determine whether a household does not meet shelter eligibility requirements so that a shelter stay is terminated only in the most severe cases or when a household has a safe, appropriate housing option or the means to secure housing. There is no maximum length of stay in shelter.

Non-congregate shelters should initiate an immediate shelter exit only for the following reasons:

- ⟨ The participant's housing options and/or resources have changed sufficiently so that the household no longer needs emergency shelter and can return to or secure safe, alternative housing, including stable temporary options (e.g., family or friends, motel) while they work to secure more permanent housing;
- ⟨ The welfare and needs of the household cannot be met in the shelter and another, more appropriate residential option is available;
- ⟨ The safety of other individuals or staff in the shelter is endangered;
- ⟨ The health of other individuals or staff in the shelter would otherwise be endangered.

In all cases, the shelter exit process must be followed in accordance with CSB PR&C Standards.

⟨ The program observes the following elements of due process:

- An appeal/hearing before someone other than and not subordinate to the original decision maker, in which the household is given the opportunity to present written or oral objections to the decision;
- Opportunity for the household to see and obtain evidence relied upon to make the decision and any other documents in the household's record prior to the hearing, including a written notice to the household containing a clear statement of the reasons for the decision;
- Opportunity for the household to bring a representative of their choice to the hearing;
- A prompt written final decision.

⟨ The agency gives households a copy of the grievance form upon entry. The agency makes reasonable efforts to ensure that all households understand the grievance policy regardless of the households' language.

⟨ When a service restriction is in effect, the household is informed of the reason, conditions for lifting the restriction, and right to appeal, including who to contact regarding an appeal and information about the appeal process. Staff can describe how any service restriction is compliant with system-wide policies and procedures.

⟨ For non-congregate shelters, staff can demonstrate that households have the opportunity to appeal discharge decisions prior to being asked to leave the shelter. This right is waived if a household is a safety risk.

All shelters must have an established and posted appeal process reflecting the above requirements. Any household member requesting an appeal must have his/her appeal heard prior to being asked to leave the shelter unless there is an immediate health or safety issue.

When a household stops meeting eligibility criteria, shelter staff should initiate and document a planned exit that results in the household exiting to safe, appropriate options as soon as possible. These options may include their own permanent housing, permanent housing with friends or relatives, temporary housing they pay for or are provided in kind through friends or relatives, or a residential program or institution that provides an appropriate level of care. Emergency shelters do not exit families to unsheltered locations or other unsafe or inappropriate locations except in extreme situations in which a household poses an immediate safety or health threat to others, or requires law enforcement or emergency medical care and after all reasonable corrective steps are exhausted (e.g., flagrant and persistent rule violation, refusal to make efforts towards housing after progressive engagement and reasonable, achievable conditions are agreed upon). Households that exit to unsheltered or unsafe housing situations must be reported to Franklin County Children Services.

Households who are involuntarily exited for reasons other than imminent health or safety or documented refusal to engage and actively work an IHSP to secure permanent housing may appeal to return to emergency shelter the following day and be re-admitted to shelter if they are eligible, including agreeing to behavior or other conditions necessary to meet all emergency shelter eligibility criteria. Whenever possible, such households are placed in the same shelter facility or a more appropriate shelter facility, as identified during a system case conference, to ensure



continuity of care and rapid housing crisis resolution. However, if a household that is being involuntarily exited appeals to stay in shelter and their appeal is denied, the household will not be eligible for shelter for 7 days after the involuntary exit and denied appeal.

All involuntary exits must be documented in the incidents section in HMIS with the reason for the involuntary exit and summary notes in the event the household later returns, including the reason for the involuntary exit and, as applicable, any conditions a household must meet relative to acting on their re-housing plan if they return within 90 days. Households that exit voluntarily, but unsuccessfully, may also have notes entered into the incident section if shelter staff believe households may likely return and/or if there are other conditions that must be met if the household returns within the next 90 days.

Households who actively refuse to engage in working an IHSP despite repeated attempts by rapid rehousing provider or service provider in shelter may be subject to a planned shelter exit. Rapid rehousing provider and shelter service providers will make all reasonable attempts to engage households in re-housing plans and will only provide exit as last resort. If a household is exited from a rapid rehousing program due to refusal to engage in working an IHSP, shelter service provider will make determination of whether to continue IHSP engagement with household or move forward with planned exit. Households being provided exit notice may appeal based on each shelter's appeal process and may be provided extension or re-admitted to shelter conditionally if agreeing to working an IHSP to secure permanent housing. The shelter partner agency can enter in HMIS that reentry to shelter requires a conditional agreement to work an IHSP. The goal is to provide support for households who are seeking re-housing assistance and for the household to be engaged in this process according to their means and abilities. No household will be subject to exit if actively working an IHSP but unable to secure permanent housing due to the affordable housing gap. Partner agencies can bring a household who is refusing to engage to system case conference to problem solve as needed. If a shelter believes that lack of engagement is due to a severe mental health barrier they may reach out to Systems Manager to coordinate case conference with ADAMH Clinical Director and/or other appropriate parties for joint problem solving and follow-up. An exit for refusal to engage in IHSP services will not prevent a household from entering family shelter during the winter months (November to end of March) or other times of the year but a family reentering will be asked to sign a reentry agreement upon entry into shelter and could still be subject to exit (with appeal and reentry) if agreement is not followed.

Households that exit involuntarily or voluntarily to an unsheltered or otherwise dangerous place for children (i.e., where they face a threat of suffering any physical or mental wound, injury, disability, or condition of a nature that reasonably indicates abuse or neglect of the child) must be informed of the shelter mandatory requirement to notify Franklin County Children Services (FCCS). Households must be offered assistance in contacting FCCS themselves, to access FCCS temporary assistance and stabilization supports. Households that refuse to contact FCCS must be immediately reported to FCCS for further investigation and such reports must be documented in the household record and HMIS incident section.

## **Record Keeping and Evaluation:**

Service Providers must document in household record the following for each program participant:

- < Documentation of eligibility, including homeless status;
- < Written intake record including intake interviews and records of services provided;
- < Appropriate and successful referral to other programs in cases where the program was not able to accommodate a participant;
- < Housing Assistance Screening Tool (HAST);
- < Severe Service Needs Assessment (Heads of Household only), if eligible for PSH and referred or invited via USHS process;
- < IHSP and documentation of progress made on the IHSP;
- < Documentation that confirms the data that was entered into HMIS, including income and assets at entry and exit.

Shelter staff should upload the HAST for each household to the head of household's HMIS record. Alternatively, shelters can maintain a hard copy of the HAST in the shelter household record and securely send a copy of the HAST to the RRH program where the household was referred, if applicable, so the RRH program can also maintain this documentation for record-keeping and compliance purposes. The HAST should be completed within 5 days of shelter entry for every household or as soon as possible. If not completed within 5 days of shelter entry, then staff should document efforts and reasons why not completed within 5 days in the household record.

CSB evaluates the effectiveness of all programs via monthly monitoring reports, quarterly indicator reports, and an annual Program Evaluation. CSB and providers collectively assess program effectiveness via the Family System Operations Workgroup.

Service Providers must conduct formal client satisfaction surveys at exit. Exit surveys contain questions regarding voluntary participation in religious activities, access to housing options, access to employment assistance, courteous treatment, access to personal development activities, and any major obstacles to obtaining housing or meeting goals. Service Providers must analyze exit surveys at least quarterly.

Information provided here regarding eligibility, activities, exits, record keeping, and evaluation can be found in the Homeless Crisis Response System Policy and Procedures posted on CSB's website [here](#).

Interested applicants will be required to complete an on-line application to provide agency information, provide narrative Program Operation and Services description details, and complete a budget,

## **Qualifications and Performance**

CSB is seeking proposals that will demonstrate the ability to create a sustainable program that will achieve all expected outcomes. Applicants should have experience with providing some or all of the services described above.

CSB is seeking proposals that include specific strategies for addressing race equity. According to CSB data, 75% of the families served in the homelessness system are African American or Multiracial. Applicants should describe how race equity strategies will be embedded in the program design and implementation.

CSB will work with successful applicants to develop a Program Outcomes Plan based on the following minimum expectations:

1. The applicant should propose the number of households to be served during the grant term.
2. 100% of households that complete a program intake will complete an initial IHSP within 2 business days of NCS intake.
3. 100% of households complete a HAST within 5 business days of NCS intake.
4. The average length of NCS stay will not exceed 40 days.
5. At least 50% of households will achieve a successful housing outcome.
6. The recidivism rate for households that successfully exit to permanent housing will not exceed 10% within 180 days.

## **11. Winter Warming Center Purpose and Expectations**

The Winter Warming Center initiative is a program aimed at providing overnight shelter and daytime support and access to resources for individuals experiencing unsheltered homelessness during the winter months in Columbus and Franklin County. The purpose is to provide a safe, trauma-informed, and client-centered environment for people experiencing unsheltered homelessness who are hesitant to access traditional shelters, or who have barriers to access the standard shelter system. The Warming Centers will center service delivery on safety, access to rehousing support, and connectivity to appropriately aligned services.

Community Shelter Board is seeking community-based partnerships to operate and/or provide supportive services at Winter Warming Centers for the Columbus and Franklin County area from December through March, geographically distributed in the north, east, south and west sides of Columbus.

The Winter Warming Centers will prioritize serving the following populations:

- Transition age youth
- LGBTQIA+ individuals
- Couples without children who cannot currently access shelter options together
- Survivors of human trafficking
- People with pets
- Adults experiencing chronic homelessness
- Other populations that may experience homelessness

Operations:

- Provide individuals experiencing unsheltered homelessness throughout their stay with safe, 24/7 low barrier harm reduction-based shelter. The facility is safe, secure and provides dignified overnight shelter accommodations.
- Provide access to the facility during the day to individuals that do not need overnight accommodation, as a drop-in center.

- Implement culturally competent operations to a diverse array of people who may also have physical, mental or emotional conditions that impact their current homeless crisis.
- Consider use of peer supports and/or employ people with lived experience of homelessness in the program.
- Commit operations staff with appropriate education, experience (work or lived), and training necessary to provide effective, safe, trauma informed shelter accommodations.
- Ensure appropriate 24/7 staff coverage throughout the funding term with adequate supervision and program management.
- Commit to collecting data in the community's Homeless Management Information System (HMIS) on program participants and collaboratively work with CSB, the Homeless Hotline and participants and have staff trained in HMIS data collection to achieve comprehensive data collection.
- Work with CSB to develop a plan for food provision for program participants.

Services:

- Engage individuals experiencing homelessness throughout their stay to link them to housing or resources that will facilitate their housing.
- Implement services that demonstrate cultural humility to a diverse array of people who may also have physical, mental or emotional conditions that impact their current homeless crisis. Services will be grounded in a harm reduction approach.
- Consider use of peer supports and/or employ people with lived experience of homelessness in the program.
- Assure continuity of care throughout the funding term and that there is adequate and regular case supervision and program management.
- Commit program staff with appropriate education, experience (work or lived), and training necessary to provide effective, housing focused services.
- Use CSB-identified housing resources (Rapid Re-Housing, Unified Supportive Housing).

Interested providers will be required to complete an on-line application to provide agency information, provide narrative program operation and service description details, and complete a budget,

**Inquiries and Technical Assistance**

Contact CSB Grants Administrator **Cathy Ellerbrock**, [cellerbrock@csb.org](mailto:cellerbrock@csb.org).