



Request for Proposals

*Continuum of Care funded Youth
Homelessness Demonstration
Program*



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The Sisters of Charity Foundation of Cleveland (SOC) in partnership with A Place 4 Me (AP4M) and REACH Youth Action Board (REACH YAB), on behalf of the Cleveland/Cuyahoga County Office of Homeless Services (OHS), seeks applications from qualified agencies to implement each of the two different projects described in this Request For Proposals (RFP) that are designed to address youth and young adult (YYA) homelessness and have been approved by REACH YAB, the Coordinated Community Planning (CCP) Committee, and the OHS Advisory Board.

I. YHDP Overview

A. YHDP Grant Background

The Youth Homelessness Demonstration Program¹ (YHDP) is a YYA-driven initiative designed to develop innovative community-wide responses to YYA homelessness. The U.S. Department of Housing and Urban Development (HUD) funds and administers YHDP.

In October 2022, HUD selected Cuyahoga County to participate in YHDP. HUD provided a grant of \$3.9 Million and direct technical assistance and required that we create a CCP that followed strict federal guidelines. Those requirements included key plan structural elements (e.g., a vision, goals, objectives, and actions), needs and actions directed to required subpopulations (e.g., unaccompanied YYA, minors, parenting YYA, BIPOC YYA, LGBTQIA+ YYA), and adherence to emerging best practices (e.g., Housing First principles, Trauma Informed Care, Positive Youth Development). We submitted our plan for threshold approval in May 2023 and requested our allocated YHDP funding to support the two project types included in this RFP in June 2023.

B. REACHing For New Heights CCP

REACHing For New Heights² details our strategy to prevent and end YYA homelessness in Cuyahoga County over the next three years. The following sections present the vision, principles and values, and goals of *REACHing For New Heights*.

¹ For more details about the Youth Homelessness Demonstration Program, click the following link: <https://www.hudexchange.info/programs/yhdp/>

² To review the full plan, click the following link: [REACHing For New Heights.pdf](#)



i. 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 experiences 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.

ii. Principles and Values

REACHing For New Heights upholds several key principles and values, including but not limited to **YYA Leadership, Racial Equity, LGBTQIA+ Equity, Housing First, Highly Relational, Data-informed, Intersectionality, Trauma-informed Care (TIC), Positive Youth Development, Cross-system Collaboration, Differing Abilities, Low Barrier, Shift Narratives, Family Engagement, Unsheltered Homelessness, Youth Choice, Individualized client-driven support, Social and community integration, and Coordinated Entry**. Navigate to [Appendix C](#) of this RFP to review how we define these concepts.

iii. Goals

REACHing For New Heights outlines eight aspirational goals to help focus our work on addressing YYA homelessness:

1. **Authentic Youth Leadership:** Embed authentic YYA leadership into the continuum of care.
2. **Equity:** Improve and enhance the system and program-wide interactions, experiences, and outcomes for BIPOC and LGBTQIA+ YYA
3. **Safe & Stable Housing:** Continue expanding the Cuyahoga County YYA-dedicated homelessness response system.



4. **Permanent Connections:** Harness the power of chosen connections in the response to end homelessness among YYA.
5. **Education, Employment & Employment Training:** Cultivate education and employment pathways alongside YYA to equip them with life skills to manifest their desired futures.
6. **Social-Emotional Well-being:** Establish a YYA homelessness response system that operates as a community of care.
7. **Cross-system Partnership:** Ensure that all YYA receive highly coordinated affirming care across systems.
8. **Continuous Quality Improvement:** Ensure continuous quality improvement at the program and system level.

C. The YHDP RFP Process

In May 2023, the CCP Committee authorized OHS to submit two applications to HUD to fund and operate the project types identified in the development of *REACHing For New Heights*. The Committee also authorized an RFP team to develop an application and selection process to subcontract the final design and implementation of those projects to community partners.

To ensure trust in the process and avoid conflicts of interest, only OHS staff, REACH YAB, AP4M, SOC and a select number of reviewers who are not connected to organizations who might apply for funding participated in the development of this RFP and will participate in the review and selection of applications as part of the **RFP Team**. No CCP Committee member interested in being a potential applicant organization participated in any part of the development of, or had special access to, the application threshold requirements, application questions, or scoring methodology in advance of public disclosure.

II. HUD Homeless Definitions

YHDP projects can serve YYA at risk of or experiencing homelessness, including those who are pregnant or parenting through age 24 (until their 25th birthday). *The following definitions apply to eligible program participants.*³

³ For more detail on how HUD defines these categories, click the following link: https://files.hudexchange.info/resources/documents/HomelessDefinition_RecordkeepingRequirementsandCriteria.pdf



Category 1 - Literally Homeless

YYA are staying in a shelter, transitional housing, hotels or motels paid for by government or charitable agencies; sleeping on the streets, in parks, or in other places not meant for human habitation; or exiting an institution where they have stayed for 90 days or less and resided in a sheltered or unsheltered situation before entering the institution.

Category 2 - Imminently at Risk of Homelessness

YYA will imminently lose their primary nighttime residence within 14 days of seeking homeless assistance, where no subsequent residence has been identified, and the young person lacks resources and support to obtain other permanent housing.

Category 4 - Fleeing Violence

YYA fleeing or attempting to flee their housing or nighttime residence due to domestic or dating violence, stalking, sexual assault, trafficking, or exploitation, resulting in the young person having no safe or alternative housing, resource or support to maintain or obtain permanent housing.

III. YHDP Project Descriptions

REACHing For New Heights prioritizes the following project types for funding using the allocation from our YHDP grant award:

- A. The Navigation & Housing Team (Previously awarded)
- B. Joint Transitional Housing & Rapid Rehousing

Through this RFP, the RFP Team seeks one or more agencies to administer the Joint Transitional Housing & Rapid Rehousing project described below to serve YYA at risk of or experiencing homelessness according to HUD's homelessness definitions. Funding amounts are for two years of program operation, and it is anticipated that contracts under each project will be renewed on a one-year basis through the annual CoC NOFO competition following the initial two-year contract term.

Maximum funding amounts per project, presented below, are exact. Applicants can propose a budget for up to the anticipated maximum award per project and can submit an application for multiple projects. The RFP Team reserves the right to determine the number of projects, contract amount, and number of YYA served that is in the best interests of the community and ensures geographic diversity at the time of contract agreement.



All project awards are conditional on the grantee working the RFP Team to update the proposed project plans to best meet the community's needs.

A. The Navigation & Housing Team (NAV)

- Previously awarded by RFP

B. Joint Transitional Housing & Rapid Rehousing (TH-RRH)

This project will be awarded \$3,108,549.

Project Components

- TH-RRH will provide permanent and transitional housing and supportive services to young adults 18-24 experiencing homelessness, particularly but not limited to young adults and young adult families who are members of the LGBTQIA+ community or fleeing violence, including trafficking and exploitation.
- TH-RRH will co-enroll young adults into transitional housing and rapid rehousing with the choice given to YYA to opt in or out of the transitional or rapid rehousing option at any time.
- The *transitional housing option* will provide short to medium-term assistance for up to 2 years in a site-based or scattered site setting using a housing first model that centers the needs and preferences of YYA and works with them to quickly move to permanent housing.
- The *rapid rehousing option* will provide rental assistance plus supportive services using a housing-first model that is similarly YYA-led and meets program participants where they are. While the length of time on the subsidy must be participant-driven and individually determined, we expect an average of 1 year per participant and up to 3 years (maximum allowed). We also expect an average of 6 months of aftercare and up to a maximum of 1.5 years once a participant's rental assistance ends. Housing will be scattered-site and allow program participants the option to have a roommate. Supportive services may be provided directly by the YHDP grantee or through program partnerships but must have the capacity to meet participant needs to sustain housing and thrive.



C. Program Flexibilities

YHDP grantees may choose to take advantage of the special YHDP activities and other options listed in [Appendix D](#) of this RFP. These activities are not typically allowed in projects funded by HUD's CoC program but may be used to carry out YHDP projects both during the initial YHDP grant term and during renewal grant terms under the CoC program. These activities require either notification or approval from the HUD Deputy Assistant Secretary.

IV. Project Requirements

A. YYA Engagement & Agency

YHDP grantees must uphold the principles and values outlined in *REACHing For New Heights*. The value of YYA leadership is elevated by our first goal, "Authentic Youth Partnership," and is embedded throughout our goals, objectives, and action steps. YHDP grantees must establish mechanisms to meaningfully involve YYA in planning, designing, and implementing their projects, including compensation for their participation that meets a high standard. YHDP grantees are expected to collaborate with REACH YAB to ensure authentic YYA engagement and must recruit at least one program participant to join REACH YAB annually.

B. YHDP Equity Training Series

It is important that our work to end YYA homelessness in Cuyahoga County is grounded in the values, philosophies, and practices included in *REACHing for New Heights*. YHDP grantees must train program staff in these values, philosophies, and practices as part of their onboarding and continued quality improvement procedures and be able to provide evidence of this training, as requested.

YHDP grantee staff will also be required to participate in a 4-part, remote training series focusing on equity. The CoC will provide this Equity Training Series in collaboration with our national partners, and sessions are scheduled to occur within the first two weeks of October from 1-4 PM on Zoom. Registration will be required, and details will be posted to the A Place 4 Me website. To extend the reach of this philosophy and engage service providers and YYA across our system, all applicants will be invited to participate.



C. Match Requirement and Waiver

In general, HUD requires a grant recipient or subrecipient to match all grant funds, except for leasing funds, with no less than 25 percent of funds or in-kind contributions from other sources. Specifically for YHDP, OHS applied for a waiver of this match requirement. A match will not be required should HUD approve; however, we require applicants to provide proof of match. Applicants will submit documentation of the match. All costs specified by match funds must be eligible activities under the YHDP grant, even if the applicant is not receiving YHDP grant funds for that activity. Match may include public and private resources if they are not prohibited as a source of match or not otherwise leveraged. Existing CoC grants cannot be used as a match, but this doesn't exclude other federal funding sources.

D. Business Continuity Plan

YHDP grantees must be able to provide a business continuity plan upon request in accordance with the conditions specified in [Appendix E](#) of this RFP. This plan is NOT required for application but must be available for review.

E. Financial Audit Records

YHDP grantees must be able to provide upon request financial records for the most recent two years. Based on specific criteria, applicants must be able to provide either an audit in accordance with 2 CFR Part 200 or financial statements audited by a CPA. DO NOT submit these documents as part of your application. These documents are NOT required for application, but they must be available for review.



F. HMIS Data Management

YHDP grantees must regularly enter data into the *Homeless Management Information System* (HMIS). HMIS is a local information technology system used to collect client-level data and data on providing housing and services to individuals and families experiencing homelessness and those at risk of homelessness. HMIS helps our community to regularly assess our needs and capacity to effectively end homelessness in the County and provides valuable insight into how we can improve over time. HMIS also enables HUD to collect national data on the extent and nature of homelessness over time.

Specifically, HMIS can be used to produce an unduplicated count of homeless YYA, understand service use patterns, and measure the effectiveness of homeless programs. Each CoC is responsible for selecting an HMIS software solution that complies with HUD's data collection, management, and reporting standards.

The Cuyahoga County Office of Homeless Services, as the HMIS Lead Agency for the CoC, contracts with Bitfocus to host the Clarity software. The use of the HMIS software is provided at no cost to participating agencies. All participating HMIS providers are responsible for adhering to the CoC's HMIS policies and procedures, HUD Data Standards, and the YHDP HMIS Program Manual.

G. Coordinated Entry System (CES)

YHDP grantees must commit to participating in and accepting referrals from Cuyahoga's CES. In addition, grantees must participate in the CoC's regular case management meetings and utilize the established prioritization process.

H. Continuous Quality Improvement (CQI)

YHDP grantees must commit to participating in CQI activities both to ensure the successful implementation of projects and enhance performance system-wide. Activities will include, but will not be limited to, staffing various workgroups established by the *YHDP Implementation Team* and collaborating with REACH YAB and CoC leadership. YHDP grantees will be supported and evaluated by AP4M, REACH YAB, and CoC leadership to ensure fidelity of YHDP project design and principles and values.



V. Application Process

A. Qualified Applicants

To submit a proposal in response to this request, applicants must be an eligible 501(c)3 organization, State or Local government, instrumentality of State and Local government, Indian Tribes, and Tribal Designated Housing Entities. “Collaborative Applicants” are encouraged, meaning that two or more agencies agree to submit one proposal that clearly demonstrates the role and responsibilities of each organization. Working together on an application may help to ensure access to all geographic areas around the County, expand a project’s experience or subject matter expertise, bring new partners into the YYA homelessness and CoC spaces, ensure YYA and community trust by diversifying reputations and staff relationships, or add capacity to meet the requirements outlined in the project descriptions.

An organization may submit an application for each of the two project types (i.e., two applications, one for NAV and one for TH-RRH); however, they must submit two complete applications and may only submit one application per project type.

B. Application Timeline

Event	Date
RFP Released	April 23
Application Deadline	April 30
*YHDP Grantees Notified	May 1-5

* All dates following the Application Deadline above may be subject to change.

C. Application Instructions

The application process includes two steps: 1) A written submission and 2) An in-depth interview. The written submission establishes applicant eligibility and evaluates general organizational capacity and fit. For eligible applicants who pass this first step, the interview will allow the RFP Team to compile a detailed project score based on the applicant’s ability to successfully carry out the project according to the values established in *REACHing For New Heights*.



i. Written Proposal Criteria

A complete and timely written proposal will include the documentation specified in this section. *Submissions are required in PDF format with pages numbered. Page numbers should be bolded and located in the bottom right corner of the page.* Please submit your proposal to REACHyabcle@gmail.com copying eclayton@aplace4me.org, emrearden@cuyahogacounty.us, and adorazio@sistersofcharityhealth.org by 5 PM EST on April 30, 2024. Forward questions about this request to Ebony Clayton at eclayton@aplace4me.org.

Submission Materials:

1. **Cover Letter** in a standard business format that includes the following:
 - a. Organization legal name
 - b. The legal status of the organization
 - c. The number of years the organization has been operating
 - d. Federal Tax ID
 - e. Address of principal place of operations
 - f. Proposed project type and funding request
 - g. Contact information for the person to answer questions concerning the proposal
 - h. Signature with a printed name from the person authorized to make contractual obligations
2. **Table of Contents** that identifies each required section of the proposal to ease the review of your application.
3. **Organization one-pager or fact sheet** that is no more than one page (Optional).
4. **Questionnaire** *The applicant will label it as "Questionnaire - Attachment A"* and include their complete written responses to questions on the designated topics (see [Appendix A](#) of this RFP for detailed questions). *The page limit is no more than 8 pages:*
 - a. Minimum Qualifications (met/did not meet)
 - b. Interest, Qualifications, and Project Understanding (scored)
 - c. Organizational Experience and Practices (scored)
 - d. Project Implementation Strategy (scored)
5. **Budget Sheet** *The applicant will label it as "Budget - Attachment B"* (we have provided a template, see [Appendix A](#) of this RFP) and provide a detailed narrative describing your approach to budgeting to support the project and a plan for leveraging other funding or sources of financial support, including proof of match.



6. **Collaborations** (if applicable, as noted above, collaborative applicants are encouraged, meaning that two or more agencies agree to submit one proposal that clearly demonstrates the role and responsibilities of each organization). *The applicant will label it as "Collaborations - Attachment C"* and submit letters of agreement between the specified partners detailing the responsibilities of each.
7. **Insurance Coverage Verification** Applicants will provide ONE of the following and *label it "Insurance - Attachment D"*
 - a. Certificate(s) of Insurance that reflects all coverage types and levels specified in [Appendix F](#) of this RFP
 - b. OR three (3) quotes for any insurance your organization does not currently carry but is required to as specified in the RFP.
8. **Letters of Support** (optional) The applicant may submit up to three letters of support and is encouraged to submit one letter from a YYA with lived experience, preferably a YYA who has worked in partnership with the organization to design, implement, or improve one of their programs, initiatives, or the organization as a whole.

ii. Interview

The RFP Team will select applicants for an interview based on the breadth and depth of applicants' responses to the written questionnaire (see iii. Application Scoring Criteria below).

Interviews will last approximately 90 minutes and include an opportunity for the applicant to make an opening statement (up to 15 minutes) followed by questions from the RFP Team. While the RFP Team reserves the right to ask a broad range of questions with regard to the applicant's written responses, opening statement, and interview question responses, they will focus on the following areas:

- a. Commitment to YHDP Principles & Core Values
- b. Creativity and Innovation
- c. Collaboration
- d. YYA Partnership

Example interview questions are included in [Appendix B](#) of this RFP.



iii. Application Scoring Criteria

The RFP Team will only compile a final score for applicants who make it to the interview stage. This will incorporate both individual reviewer scores and a consensus-driven discussion among the RFP Team reviewers based on an assessment of the applicant’s written responses and their responses to questions asked during the interview.

The RFP Team will assess the selected applicants’ ability to implement the desired project and make a final recommendation to be approved by REACH YAB and OHS. It is imperative YHDP grantees understand they are required to coordinate with REACH YAB, AP4M, and OHS to develop a plan to finalize designs for the implementation of the desired project.

YHDP Requests for Proposals Scoring Rubric		
Category	Points	Comments
Written Responses		
<p>Interest and Qualifications, Project Understanding</p> <ul style="list-style-type: none"> • Demonstrates interest and enthusiasm to serve as a YHDP grantee • Articulates the unique qualities that positions their organization well to administer the project • Provides a clear understanding of the project (NAV or TH-RRH), including opportunities for partnership with REACH YAB • Demonstrates understanding of project deliverables or flexibilities 	/5	
<p>Organizational Experience and Practices</p> <ul style="list-style-type: none"> • Demonstrates the history and experience necessary to serve YYA experiencing or at risk of experiencing homelessness (Categories 1,2,4) • Demonstrates capacity to launch a new project • Provides adequate training (e.g., trauma-informed care, racial & LGBTQ equity, Engaging YYA w / lived experience, Positive Youth Development , etc.) to support meeting the needs of YYA • Demonstrates commitment to hiring 	/15	



<p>and supporting a workforce that reflects the population experiencing homelessness</p> <ul style="list-style-type: none"> • Demonstrates experience and comfort with collaboration, including experience leading a collaborative effort and commitment to serve the entire community regardless of where YYA are located across the County or whether outcomes include YYA enrolled in their programs • Maintains data-informed practices 		
<p>Project Implementation Strategy</p> <ul style="list-style-type: none"> • Provides a effective implementation plan for the desired project (NAV, TH-RRH) • Provides an evaluation strategy to measure effectiveness and impact, including how they will engage YYA to inform CQI • Articulates practices and measures to engage partners in the shared work • Demonstrates commitment (and outlines strategies) to ensure YYA have leadership roles in the design and implementation of the desired project (NAV, TH-RRH) <p>Details a reasonable project budget for the desired project (NAV, TH-RRH) and implementation strategy, indicates appropriate fiscal capacity, and includes a budget narrative justifying budget items</p>	/15	
<p>Letters of Support (Bonus) Submits letters of support (maximum of 3) with their application, including one letter from a young adult</p>	/5	
<p>Collaborative Applicant (Bonus) Submits a collaborative application</p>	/5	



<p>reflects the population experiencing homelessness</p> <ul style="list-style-type: none"> • Demonstrates experience and comfort with collaboration, including experience leading a collaborative effort and commitment to serve the entire community regardless of where YYA are located across the County or whether outcomes include YYA enrolled in their programs • Maintains data-informed practices 		
<p>Project Implementation Strategy</p> <ul style="list-style-type: none"> • Provides a effective implementation plan for the desired project (NAV, TH-RRH) • Provides an evaluation strategy to measure effectiveness and impact, including how they will engage YYA to inform CQI • Articulates practices and measures to engage partners in the shared work • Demonstrates commitment (and outlines strategies) to ensure YYA have leadership roles in the design and implementation of the desired project (NAV, TH-RRH) • Details a reasonable project budget for the desired project (NAV, TH-RRH) and implementation strategy, indicates appropriate fiscal capacity, and includes a budget narrative justifying budget items 	/15	
<p>Letters of Support (Bonus)</p> <ul style="list-style-type: none"> • Submits letters of support (maximum of 3) with their application, including one letter from a young adult 	/5	
<p>Collaborative Applicant (Bonus)</p> <ul style="list-style-type: none"> • Submits a collaborative application 	/5	
Interview Responses		
<p>Commitment to YHDP Principles & Values</p> <ul style="list-style-type: none"> • Demonstrates authentic reflection on what each Principle & Value means to the organization and how it would embrace and integrate these into project operations 	/20	



<p>Creativity and Innovation</p> <ul style="list-style-type: none"> • Demonstrates readiness to critically question existing models using, change and adapt, and implement innovative approaches in service to YYA 	<p>/10</p>	
<p>Collaboration</p> <ul style="list-style-type: none"> • Demonstrates willingness to embrace and align with the mission of <i>OHS</i> to prevent and end YYA homelessness • Demonstrates plans to work collaboratively with community partners & REACH YAB to provide a broad range of services to YYA • Demonstrates ability to foster a collaborative, accountable environment among all partners that ensures commitment to YHDP Principles and Values, standard level of training, and shared responsibilities for the success of YHDP 	<p>/10</p>	
<p>Youth Partnership</p> <ul style="list-style-type: none"> • Provides a strategy to center YYA as leaders in project operations • Demonstrates commitment to sharing power with YYA, rooted in empathy and understanding • Demonstrates commitment to the YHDP CQI framework 	<p>/25</p>	
<p>Total Points Available – 110</p>	<p>/110</p>	

VI. Award Announcement

The County will notify applicants selected as YHDP grantees via email. YHDP Contracts will be between the selected applicant(s) and Cuyahoga County OHS. Selected applicants are expected to participate in public announcements regarding their selection, likely including, but not limited to, press releases and a public YHDP event.



Appendix A - Submission Materials

A. Submission Checklist

The checklist below is provided as a means of reassurance for the applicant to verify their proposal is congruent with the specified criteria.

Criterion	Completed? Y/N
Cover Letter	Yes _ No _
Table of Contents	Yes _ No _
Organization one-pager or fact sheet (optional)	Yes _ No _
Questionnaire - Attachment A	Yes _ No _
Budget Sheet - Attachment B	Yes _ No _
Collaborations - Attachment C	Yes _ No _
Insurance Verification - Attachment D	Yes _ No _
Letters of Support (optional)	Yes _ No _

B. Questionnaire

All items of this questionnaire must be answered and submitted in the applicant's proposal. The number of pages should not exceed 2 pages total when providing an explanation to any questions the applicant has answered "no" under "minimum qualifications." The number of pages should not exceed 8 pages total when answering the written response questions.

Minimum Qualifications Questions	
1. Does the organization have any delinquent federal debt?	Yes _ No _
2. Is the organization under debarment or suspension from doing business with the Federal Government and/or on the Federal do not pay list?	Yes _ No _



<p>3. Does the organization have a SAM.gov registration?</p>	<p>Yes _ No _</p>
<p>4. Does your organization commit to honoring the principles/values of <i>REACHing For New Heights</i> in their programming, including equity, Positive Youth Development, trauma-informed approaches, Housing First, family engagement, youth choice, individualized client-driven supports, and social and community integration?</p>	<p>Yes _ No _</p>
<p>5. Can the organization provide an unqualified (see your fiscal representative) independent financial audit completed within the past 18 months without findings or sufficient explanation with corrective action?</p>	<p>Yes _ No _</p>
<p>6. Does the organization commit to incorporating youth-focused Housing First principles into its program design, including the absence of barriers to entry and service participation requirements and the provision of targeted, intensive support to ensure housing success?</p>	<p>Yes _ No _</p>
<p>7. Does the organization agree to serve clients of all gender identities?</p>	<p>Yes _ No _</p>
<p>8. Does your organization commit to supporting YYA leadership development, supporting YYA's participation in REACH YAB, and involving YYA in decision-making within the organization, including participation on the Board of Directors or an equivalent policymaking entity?</p>	<p>Yes _ No _</p>
<p>9. Does your organization currently employ and/or provide professional development experience for young people with lived experience (i.e., stipends for youth outreach, internships, peer support positions)?</p>	<p>Yes _ No _</p>



<p>10. Does your staff and/or leadership currently reflect the population of YYA experiencing homelessness, particularly but not limited to BIPOC and LGBTQIA+ YYA?</p>	<p>Yes _ No _</p>
<p>11. Does the organization agree to participate in training required by the YAB for all YHDP-funded program staff?</p>	<p>Yes _ No _</p>
<p>12. Does the organization commit to participating in system-wide continuous quality improvement activities?</p>	<p>Yes _ No _</p>
<p>13. Does the organization currently enter data into the Homeless Management Information System (HMIS) or a comparable database (if the organization is a Domestic Violence provider)?</p>	<p>Yes _ No _</p>
<p>14. Does the organization have practices in place to ensure data (both qualitative and quantitative) is effectively managed, stored, and evaluated for daily operations?</p>	<p>Yes _ No _</p>
<p>15. Does the organization agree to follow the Cuyahoga CoC Written Standards and suggest changes to Standards that are not meeting the needs of youth?</p>	<p>Yes _ No _</p>
<p>16. Does the organization agree to participate in the Coordinated Entry System and follow Coordinated Entry policies and procedures?</p>	<p>Yes _ No _</p>
<p>If you answered "no" to any of the questions above, record the item number and your explanation below. <i>(Responses should not exceed 2 pages in totality)</i></p>	
<p> </p>	



Written Response Questions

(Responses should not exceed 8 pages in totality)

Interest, Qualifications, and Project Understanding

1.1 Explain your interest in implementing the desired project. Why are you as excited about this opportunity as we are, and how is your organization uniquely qualified to design and administer this project?

1.2 Describe the scope of work of the project your organization is applying to and explain how your organization will collaborate with REACH YAB to inform program design and implementation.

Organizational Experience and Practices

2.1 Describe your organization's experience serving young people who are unhoused, unsheltered, housing insecure, or housing unstable over the past two years. Explain how that experience aligns with the project you are applying to and the principles/values included in *REACHing For New Heights*. Include how your organization has managed cross-system connections or collaborations.

2.2 Provide a few examples of how your organization has used quantitative and qualitative data to inform your organization's programs or services. What were the program outcomes? How does your organization measure your success?

2.3 Describe how your organization ensures staff are well-trained to support all YYA. To what degree has your organization championed training in diversity, equity, inclusion, trauma-informed care, positive youth development, etc.? Incorporate any training needs in your response.



Project Implementation Strategy
3.1 Provide a description of your organization’s implementation plan that will ensure services are administered as required.
3.2 Explain how performance will be evaluated throughout the project to assess consistency and quality of service delivery. Outline your key strategies for obtaining regular feedback from program participants to inform continuous quality improvement, and include how YYA will be compensated.
3.2 Describe the organization’s overall staffing plan to accomplish activities (e.g., project leadership, reporting responsibilities, and daily program operations) for the project. Include how young people will be engaged to inform continuous improvement.
3.4 Summarize your organization's policies and/or strategies to ensure the workforce reflects the population experiencing homelessness. Explain how your organization will proactively recruit, develop, and retain staff that reflects the population of young people experiencing homelessness in the community, including but not limited to BIPOC and LGBTQIA+ YYA.
3.5 Describe your organization’s capacity to swiftly mobilize and implement operations of this project, including your ability to raise funds or resources as needed to augment the funding of the YHDP grant. What roadblocks, if any, do you anticipate could delay the launch of the project you are applying to? What support would you require to respond to these barriers?



C. Budget Template

To meet HUD budget requirements, applicants are strongly encouraged to download the following budget template [[YHDP Project Budget Workbook](#)] and submit their project budget accordingly. You will not be able to edit the spreadsheet directly in your browser. Please download the file as an Excel Spreadsheet, edit, and submit with your application (File -> Download -> Microsoft Excel (.xlsx)).

Appendix B - Interview Questions

General Questions

1. **Tell us** about the culture at your organization. How will you ensure the principles & values in *REACHing For New Heights* are embedded into your organizational culture?
 - How does your organization include equity in its vision, mission, goals, and values?
 - How does your organization measure equity outcomes and work to actively make outcomes more equitable?
 - What policies and practices are in place to ensure that services and resources are designed and implemented with respect to equity?
2. **How** will you authentically share power with young people in the ongoing planning, design, and implementation of the project you are applying to?
3. **How** will you proactively root out adultism and work with program participants, staff, and leadership to maintain an anti-adultist environment, even when it is difficult?
4. **Authentic collaboration** is the heartbeat of our work to end and prevent homelessness among YYA. If chosen, your organization is expected to engage with the CoC, REACH YAB, and other community partners to foster an accountable environment that ensures the success of the desired project.
 - What will you do to maintain, repair, or reevaluate partnerships?
 - How have you included YYA in continuous quality improvement plans at your organization?
 - What support (e.g., staffing capacity, training) would your organization require to collaborate with REACH YAB?



5. **Describe** a time when your organization identified an internal or external challenge that required you to adapt or change to better meet the needs of YYA. Explain your willingness and ability to address current beliefs, practices, and policies, try new approaches, and evolve as necessary.
6. **How** does your organization prioritize work-life balance among staff?
7. **How** does your organization support and prioritize well-being among staff, leadership, and program participants?

Project Specific Questions

● **TH-RRH**

1. This project will provide individualized supportive services to YYA to remove barriers that often disrupt young people's success, including but not limited to access to childcare, finding or maintaining a job, furthering their education, financial stability, transportation assistance, etc. What efforts has your organization initiated to remove such barriers?
2. Young adults will be co-enrolled into transitional housing and rapid rehousing with the choice to opt in or out of the transitional or rapid rehousing option at any time.
 - a. How will program staff work with young adults to ensure participants can move between programs as they need?
 - b. How will program staff work with young adults to determine needs/goals and establish timelines to prepare YYA to maintain permanent housing once assistance ends?
3. The transitional housing component will serve young adults fleeing violence, dangerous and unsafe situations. What procedures does your organization have in place to properly support these young adults?
4. The transitional housing component will offer crisis support to mediate conflicts between residents and respond to emergent needs overnight. What is your plan to manage a safe environment in the building before, during, and after conflict arises among residents or between roommates? How will you ensure young adults are never exited back into homelessness?
5. How will you ensure the program incorporates Housing First in both TH-RRH?
 - a. How do you plan to secure units for RRH and support young people in the housing search process, particularly when shared housing is being pursued?



- **NAV**

1. Navigators are expected to be mobile, assist YYA across programs, and follow them throughout their journey to stable housing.
 - a. How does the organization plan to sustain engagement with young people, even after transitioning between programs, to ensure continuity and stability?
 - b. How will the program provide accessibility regarding geography, physically meeting young people where they are, and scheduling, considering the constraints of a young person's daily routine?
 - c. What will the outreach strategy of the program entail? How will you establish connections with YYA over the phone, in physical locations, and via Coordinated Entry?
2. How will the organization facilitate connections with other organizations, programs, landlords, services, and communities that are not specifically related to clinical or homelessness issues?
 - a. How will you ensure that Navigators can assist YYA in securing stable housing, education, employment, health, and community connections?
3. How will you ensure Navigators are supported through training, peer support, and supervision to meet the needs of YYA?
4. How will you ensure navigation support is YYA-led so that young people feel empowered and partnership with YYA is strength-based?



Appendix C - Principles & Values

Each element of *REACHing For New Heights* is guided by the following principles and values. YHDP grantees are required to deliver on these principles and values throughout decision-making and practice.

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 Equity: We acknowledge that Black 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.

LGBTQIA+ Equity: We acknowledge that gender non-conforming 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's strengths and choices 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 in 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 uncover 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 YYA 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 LGBTQIA+ 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's 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.

Family Engagement: When directed, we want to support youth and young adults in developing, repairing, and rebuilding healthy bonds and relationships with family. Prioritizing family engagement begins with ensuring YYA lead in identifying their family and their families' needs. We can champion reunification strategies by providing earlier intervention or connection to culturally relevant resources at the first interaction with systems.



Unsheltered Homelessness: We are committed to challenging the narrative of what constitutes homelessness, and we will advocate for reducing barriers imposed by specific definitions of homelessness, especially for unsheltered YYA. We will champion strategies that provide easy access to resources and meet immediate needs (e.g., tents, water, food, clothing, etc.), including but not limited to drop-in centers and non-congregate crisis housing, ensuring unsheltered YYA can meet their needs and engage at the pace of their trust.

Youth Choice: We will support and champion youth choice, ensuring YYA are empowered to say what they want in housing, employment, education, etc. We want to ensure program and system partners collaborate with YYA to meet their needs and influence change (e.g., peer support opportunities, feedback loops, and YYA monitoring and evaluating policies and programs). To uphold this principle, we will develop strategies to implement system-wide training on authentic youth engagement, adolescent brain development, adultism, and other relevant topics.

Individualized client-driven support: Whenever possible, we will strive to tailor our services program and system-wide to meet YYA where they are and not offer a "one-size fits all" approach when helping YYA navigate complex systems and resources. We will develop strategies that emphasize YYA's strengths, preferences, and priorities aiming to promote their independence, autonomy, and self-determination.

Social and Community Integration: We will promote opportunities for YYA experiencing homelessness to build community or get involved in their communities to foster a sense of belonging and purpose through resources and support, helping YYA to achieve stable and fulfilling lives. Additionally, we will seek to educate community members (e.g., landlords or property owners) on youth homelessness so they are better equipped to flexibly aid YYA.

Coordinated Entry: Ensuring a youth-specific Coordinated Entry system will involve strategies that are expansive, flexible, adaptive, and not overwhelming. We want to ensure the "front door" of homeless services is responsive to YYA in a manner that facilitates connection and trust without requiring an overshare at the first interaction.



Appendix D - Program Flexibilities

YHDP grantees may choose to take advantage of the special YHDP activities and other options listed below. These activities are not typically allowed in projects funded by HUD’s CoC program but may be used to carry out YHDP projects both during the initial YHDP grant term and during renewal grant terms under the CoC program. These activities require either notification or approval from the HUD Deputy Assistant Secretary.

Requires NOTICE to Deputy Assistant Secretary
YHDP housing projects may have leases for a minimum term of 1 month under rental assistance budget line items.
YHDP recipients may use leasing, sponsor-based rental assistance, and project-based rental assistance in Rapid Rehousing projects.
Up to 10 percent of the total YHDP funding made available to the community may be used for planning grants (planning grants are nonrenewable).
In addition to the eligible costs listed in 24 CFR 578.59(a), YHDP recipients may use project administrative funds to support costs associated with involving youth with lived experience in project implementation, execution, and improvement.
Recipients of YHDP funds can use project administrative funds to attend conferences and trainings that are not HUD-sponsored or HUD-approved, provided that the subject matter is relevant to youth homelessness.
YHDP recipients may employ youth who are receiving services, including housing, from the recipient organization. Recipients that utilize this special YHDP activity must maintain documentation that discloses the nature of work that the youth does, and that the youth is not in a position that creates a conflict of interest.
YHDP recipients may use habitability standards in 24 CFR 576.403(c) rather than Housing Quality Standards in 24 CFR 578.75 for short or medium term (up to 24 months) housing assistance. Recipients implementing this special YHDP activity must keep documentation of which standards are applied to the units and proof that the units complied with the standards before assistance is provided for every unit funded by YHDP.
YHDP recipients may provide moving expenses more than one-time to a program participant.
YHDP recipients may provide payments of up to \$500 per month for families that provide housing under a host home and kinship care model in order to offset the increased costs associated with having youth housed in the unit.



YHDP grant funds may be used for the following if they are necessary to assist program participants to obtain and maintain housing. Recipients and subrecipients must maintain records establishing how it was determined paying the costs was necessary for the program participant to obtain and retain housing and must also conduct an annual assessment of the needs of the program participants and adjust costs accordingly.

- Security deposits for units in an amount not to exceed 2 months of rent;
- The costs to pay for any damage to housing due to the action of a program participant, which may be paid while the youth continues to reside in the unit. The total costs paid for damage per program participant may not exceed the cost of two months' rent.
- The costs of providing household cleaning supplies to clients.
- Housing start-up expenses for program participants, including furniture, pots and pans, linens, toiletries, and other household goods, not to exceed \$300 in value per program participant.
- The one-time cost of purchasing a cellular phone and service for program participant use, provided that access to a cellular phone is necessary to obtain or maintain housing and the costs of the phone and services are reasonable per 2 CFR 200.404.
- The cost of internet in a program participant's unit and the costs of the service is reasonable per 2 CFR 200.404.
- Payment of rental arrears consisting of a one-time payment for up to 6 months of rent in arrears, including any late fees on those arrears.
- Payment of utility arrears of up to 6 months per service.
- Up to three months of utilities for a program participant, based on the utility costs schedule for the unit size and location.
- In addition to transportation costs eligible in 24 CFR 578.53(e)(15), a recipient may pay gas and mileage costs for a program participant's personal vehicle for trips to and from medical care, employment, childcare, or other services eligible under this section.
- Legal fees, including court fees, bail bonds, and required courses and equipment.
- Program participant's past driving fines and fees that are blocking a young person from being able to obtain or renew a driver's license and impacting their ability to obtain or maintain housing. Additionally, recipients may pay for program participants' costs for insurance and registration for personal vehicles if the personal vehicle is necessary to reach medical care, employment, childcare, or other services eligible under this section.

Requires APPROVAL from Deputy Assistant Secretary

A recipient may provide up to 36 months of Rapid Rehousing rental assistance to a



program participant if the recipient demonstrates (1) the method it will use to determine which youth need rental assistance beyond 24 months and (2) the services and resources that will be offered to ensure youth are able to sustain their housing at the end of the 36 months of assistance.

YHDP recipients may continue providing supportive services to program participants for up to 24 months after the program participant exits homelessness, transitional housing, or after the end of housing assistance if the recipient demonstrates: 1) the proposed length of extended services to be provided; 2) the method it will use to determine whether services are still necessary; and 3) how those services will result in self-sufficiency and ensure stable housing for the YHDP program participant.

YHDP recipients may continue providing supportive services to program participants for up to 36 months after the program participant exits homelessness if the services are in connection with housing assistance, such as the Foster Youth to Independence initiative, or if the recipient can demonstrate that extended supportive services ensures continuity of case workers for program participants.

Recipients will not be required to meet the 25% match requirement if the applicant is able to show it has taken reasonable steps to maximize resources available for youth experiencing homelessness in the community.

Rental assistance may be combined with leasing or operating funds in the same building, provided that the recipient submits a project plan that includes safeguards to ensure that no part of the project would receive a double subsidy.

YHDP recipients may provide payments of up to \$1000 per month for families that provide housing under a host home and kinship care model, provided that the recipient can show that the additional cost is necessary to recruit hosts to the program.

In addition to the specific activities authorized above or in 24 CFR part 578, other innovative activities to reduce youth homelessness may be carried out using YHDP funds, provided that the recipient can demonstrate that the activity meets the following criteria:

- The activity is approved by both the Youth Action Board and the Continuum of Care, as evidenced by letters of support from each organization;
- That activity will be testing or likely to achieve a positive outcome in at least one of the four core outcomes for youth experiencing homelessness (stable housing, permanent connections, education/employment, and well-being);
- The activity is cost-effective; and
- The activity is not in conflict with fair housing, civil rights, or environmental regulations.



Appendix E - Business Continuity Plan

Applicants must describe how the program will operate if electronic files, data systems, or hardware/equipment become unavailable due to a disaster or system failure. In other words, explain how business will continue to operate without information systems and how to restore these data systems, files, and/or equipment.

The description must also explain how data is backed up to minimize loss and the plan for safeguarding personal recipient information. In the event that personal recipient data is lost or compromised, the description must explain what the organization will do to ensure recipients do not suffer as a result of this breach. The following must be addressed:

- The recovery and restoration process of critical systems and information
- The time frame for partially and fully restoring these systems after a loss or disruption
- The protocols for data backup
- The plan for hardware restoration, including resources needed and timeframe for repair or replacement
- The steps the organization takes to protect personal information
- The steps the organization takes to protect recipients from further harm if personal information is compromised.



Appendix F - Contracting Documentation

The Contractor shall procure, maintain and pay premiums for the insurance coverage and limits of liability up to the full amount of coverages as stated in all existing policies issued to the Contractor as of the effective date of this contract and at least in the amounts indicated below with respect to products, services, work and/or operations performed in connection with this Contract.

- (a) Worker's Compensation Insurance as statutorily required by the State of Ohio. For Contractors with employees working outside of Ohio, Worker's Compensation Insurance as required by the various state and Federal laws as applicable including Employers' Liability coverage.
- (b) Commercial General Liability Insurance with limits of liability not less than:
 - \$1,000,000 each occurrence bodily injury & property damage;
 - \$1,000,000 personal & advertising injury;
 - \$2,000,000 general aggregate;
 - \$2,000,000 products/completed operations aggregate.

Such insurance shall be written on an occurrence basis on the Insurance Services Office (ISO) form or its equivalent.

This policy must include, or not specifically exclude, coverage for Sexual Abuse and Molestation in the same amount. This must be explicitly noted on the Certificate of Insurance.

- (c) Business Automobile Liability Insurance covering all owned, non-owned, hired, and leased vehicles. Such insurance shall provide a limit of not less than \$1,000,000 combined single limit (bodily injury & property damage) each accident; Such insurance shall be written on an occurrence basis on the Insurance Services Office (ISO) form or its equivalent.
- (d) Umbrella/Excess Liability Insurance to provide additional insurance limits for commercial general liability and/or automobile liability, with limits of liability not less than:
 - \$2,000,000 each occurrence
 - \$2,000,000 general aggregate
 - \$2,000,000 products/completed operations aggregate



Such insurance shall be written on an occurrence basis and shall sit in excess of the limits and terms set forth in the preceding items 1.(b)-(c).

(e) Professional Liability Insurance/Errors & Omissions Liability Insurance providing coverage for claims arising out of the provision of design, architectural, engineering, consultants, counselors, medical professionals, legal and/or other professional services with a limit of liability not less than:

- \$1,000,000 per claim;
- \$2,000,000 aggregate.

(f) Cyber Risk Insurance for all vendors who provide software development and installation, or the storage of, hosting of, use of or access to County data. This coverage shall respond to privacy and network security liability claims with limits of liability not less than:

- \$1 million per claim;
- \$1 million per aggregate.

Insurance Coverage Terms and Conditions

1. The insurance policies of the Contractor required for this Contract, shall:

(i) Name the "County of Cuyahoga, Ohio and its employees" as an Additional Insured. Cuyahoga County, Ohio and its employees shall be named as Additional Insured to the extent of the full amount of coverages as stated in all existing policies issued to the Contractor as of the effective date of this contract and at least in the amounts and coverages indicated above.

(ii) Contain a waiver of subrogation provision wherein the insurer(s) waives all rights of recovery against the County.

(iii) Provide 30 days prior notice of cancellation, non-renewal, or material change;

(iv) Be primary and not in excess or contingent on any other basis;

(v) The Certificates of Insurance evidencing these coverages shall contain the following additional insured and waiver of subrogation language where applicable:

- (A) "Cuyahoga County and its employees are additional insureds for purposes of commercial general liability and automobile liability"; and/or
- (B) "Waiver of subrogation in favor of the County."



2. The insurance required for this Contract shall be provided by insurance carrier(s) licensed to transact business and write insurance in the state(s) where operations are performed and shall carry a minimum A.M. Best's rating of A-VII or above.
3. The terms of this Contract shall be controlling and shall not be limited by any insurance policy provision.
4. These insurance provisions shall not affect or limit the liability of the Contractor stated elsewhere in this Contract or as provided by law.
5. The Contractor shall require any and all of its subcontractors to procure, maintain, and pay premiums for the insurance coverages and limits of liability outlined above with respect to products, services, work and/or operations performed in connection with this Contract.
6. The County reserves the right to require insurance coverages in various amounts or to modify or waive insurance requirements on a case-by-case basis whenever it is determined to be in the best interest of the County.
7. If the Bid/Proposal/RFQ specifies the need for higher limits of liability for any applicable insurance provision, the Bid/Proposal/RFQ specifications shall govern.
8. Where coverages are made on a claims-made basis the claims-made retroactive date on the policy shall be prior to the commencement of professional activity related to this Contract.
9. The Contractor shall furnish a Worker's Compensation Certificate and Certificate of Insurance evidencing the insurance coverages required herein are in full force and effect. Acceptance of a non-conforming certificate of insurance by the County shall not constitute a waiver of any rights of the parties under this Contract.