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# **CITY of CAMBRIDGE**

## **Substantial Amendment to:**

**The FY2012 Emergency Shelter Grant from the U.S. Department of Housing and  
Urban Development**

**Comments will be accepted until April 20<sup>th</sup> by contacting Robert Keller at:  
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## ESG Substantial Amendment

### 1. Standard Form (to be attached)

### 2. Summary of Consultation Process

In the spirit of the May 2009 HEARTH amendment to the McKinney-Vento Homeless Assistance Act, the City of Cambridge, and the Cambridge Continuum of Care (CoC) has and continues to work collaboratively to best meet the needs of our local homeless population and those at risk of homelessness. Preparations for the implementation of the new Emergency Solutions Grant (ESG) Interim Regulations have been extensive as the City and the CoC, in conjunction with our Regional Network, plan to move forward.

The City devoted significant amounts of time to discussing the programmatic implications of the new ESG regulations during its May, and June 2011 CoC meetings. A public-private subset of Cambridge's CoC who receive no direct funding from this grant, the ESG Review Panel, convened on June 16<sup>th</sup>, 2011 to make funding decisions on the first allocation of HUD FY 2011 ESG and to decide in principle how to progress once HUD had released the second ESG allocation and its new ESG regulations. At that time, the group determined there would be a large need for services as Cambridge's stimulus-funded Homelessness Prevention and Rapid Re-Housing (HPRP) program ended.

Once the HUD Interim ESG Regulations were released in early December 2011, our CoC then met to discuss in more detail how to implement the new grant in Cambridge. These planning discussions were held during the CoC's subsequent December '11, and January and February '12 meetings. At the January 12<sup>th</sup>, 2012 CoC meeting, we discussed Cambridge's needs for the second allocation of ESG funds, which amounts to \$77,207. After further discussion of the Interim ESG regulations, participants at the meeting prioritized rapid re-housing as the greatest need within our Continuum; however, while less of a priority, homelessness prevention was also listed as a need. At the end of this meeting, an ESG workgroup was formed with members of the Cambridge CoC to advise in the implementation of ESG, covering topics including: ESG program planning and development, allocation of resources, developing performance standards, developing local written standards for ESG, HMIS compliance, and eventually working to design a coordinated or centralized intake system.

During the February 9<sup>th</sup> CoC meeting this year, participants discussed the plan to use the second FY 2011 allocation of ESG funds to provide case management and largely short term assistance to homeless clients and those at risk of homelessness at the City's Multi-Service Center (MSC). The CoC agreed to this plan and further details were discussed at the ESG workgroup held immediately after this meeting attended by 18 CoC members who are key ESG stakeholders in Cambridge. Members of the workgroup also supported the plan and gave valuable feedback on how to best execute the program.

Cambridge has also coordinated regionally working with the Metro Boston Network (MBN). MBN is a public-private partnership which serves as Cambridge's Regional Network in the planning of best practice solutions for homelessness, and consists of 26 cities and towns in Eastern Massachusetts. MBN has met with the leadership of the Cambridge CoC three times over the last 6 months to prepare for the new ESG. The MBN met in Cambridge on February 14 '12 to coordinate a regional response to the Massachusetts' State request for comments on their entitlement ESG funding process, and also to discuss how each community planned to use their new ESG funds.

### 3. Summary of Citizen Participation Process

The City of Cambridge is following its existing citizen participation plan in the process of completing this substantial amendment. The City has a thorough and extensive community process that is employed for all projects. The City consistently seeks to include the input of Cambridge residents in all phases and aspects of its Community Development initiatives, from the initial planning, to project and program implementation to the reporting and assessment of accomplishments. The effectiveness of this process is key in delivering the proper services and programs to the City's residents, while ensuring that the overall direction of the Community Development Department's work is consistent with residents' expectations and is responsive to neighborhood concerns. A more detailed assessment of the elements of this process is as follows:

#### **Participation**

The City encourages citizen participation in all stages of the planning process. From the drafting of the Consolidated Plan to the filing of the annual Performance Evaluation Report, the City hosts Public Meetings, provides draft copies of the Plan before submission, accepts and incorporates citizen input and feedback, and holds special hearings whenever any substantial amendments are made.

The City also works in an on-going capacity with key non-profit organizations in encouraging the participation of the citizens they work with directly, including many of the low and moderate-income residents who are the primary targets of its HUD funded programs. Bi-lingual services are available for those who request them.

Additionally, the City works very closely with Cambridge's well-organized neighborhood groups in matters that have a particular interest and/or impact on a particular area or neighborhood. This relationship ensures maximum availability of City staff to the residents and ensures transparency of City policies and initiatives.

#### **Public Meetings**

The core of Cambridge's Citizen Participation Plan is the Public Meeting. The Community Development Department (CDD) hosts a Public Meeting during each phase of the funding cycle, one in preparation for the Consolidated Plan and its annual update through the One-Year Action Plan, and one in conjunction with the City's preparation of the Consolidated Annual Performance Evaluation Report. This year as a substantial amendment is being made to the Consolidated Plan, CDD hosted a Public Meeting on February 27<sup>th</sup>, 2012 in conjunction with the City's Department of Human Services Programs (DHSP) who serves as the lead agency for the CoC. These meetings give the residents an opportunity to comment on all aspects of the CDBG program's administration, as well as all substantial activities undertaken by the City.

Public Meetings also play a central role in the work that is performed by the Housing, Community Planning and Economic Development Divisions. From the rehabilitation of parks, playgrounds and open spaces to the acquisition and creation of affordable housing, the City involves the residents during each substantial phase of the project.

Meetings are well publicized and are held at centrally located facilities that are safe and fully accessible. The locations are also accessible by public transportation and are held on mutually convenient days and times.

### **Public Meetings for CDBG, HOME & ESG Funding**

For all Public Meetings concerning CDBG, HOME & ESG federal funding, the City runs two advertisements in two local newspapers, the Cambridge Chronicle and the Cambridge edition of TAB. These advertisements run two weeks prior to the meeting. Advertisements for the availability of draft and final Plans will run one week prior to that event. The City's website also gives advance notice of all Public Meetings two weeks prior to the meetings' occurrence. Additional attempts are also made to include core beneficiaries of City programs and services and those residents who might be more acutely affected by the Meeting's topic and purpose.

### **Access to Information**

The City has all Consolidated Plan, Annual Action Plan and Consolidated Annual Reports and substantial amendments available on its website in a manner convenient for on-line viewing, downloading and printing. Draft versions of all Plans are made available before they are submitted for citizens, public agencies and other interested parties to view and comment upon. Copies of final and draft Reports are available for no fee at the City's planning office. Additionally, information that applies to these reports and the City's work in general is available. Requests for access to specific information must be made in advance and coordinated with City personnel.

The City's staff also make themselves available to persons or interested parties who require technical assistance in understanding the Plan, the preparation of comments and the preparation for requests of funding. This availability and responsiveness is also employed in handling and responding to whatever reasonable complaints are made concerning the Plan and its undertakings.

### **Anti-displacement**

The City makes all efforts to avoid the displacement of any residents and has succeeded in that goal. If such an instance should occur in the future the City would utilize their existing housing capacity and infrastructure in conjunction with the key non-profit housing organizations to solve any extant issue immediately. The City successfully conducts temporary relocation in certain cases and therefore has a method in place and experience in similar activities.

### **Substantial Amendments**

Whenever there is a substantial change to the stated Objectives of the Consolidated Plan as there is this year, the City involves residents through its above described methods and practices. Such substantial changes are understood as being new activities the City undertakes within a reporting cycle and does not include expected and actual changes to Goals as they relate to external factors and unexpected changes in available resources.

### **City Council's Goals and Objectives**

The City adheres to the overall goals established by the City Council in conjunction with extensive resident collaboration. The goals are the product of an in-depth bi-annual process that the City Council has followed since 1996. The Government Operations and Rules Committee is charged with overseeing the goal setting process for the Council.

Since 2000, the process has included a statistically valid telephone survey of the opinion of Cambridge residents with regard to city services and city government. The process also includes an opportunity for Cambridge citizens to gather together to voice their concerns and opinions about what the City Council should focus on in setting its goals. Beginning in 2010, the Government Operations and Rules Committee hosted a “World Café” – an interactive conversational format that allowed diverse and creative points of view about Cambridge’s needs to emerge as the public comment opportunity. A cross section of Cambridge residents spent the evening in a series of facilitated dialogues on the topic of “What is it important to focus on to improve life in Cambridge?”

The City Council used the information from the survey and the World Café in a two-session facilitated discussion hosted by the Government Operations Committee. This year the City Council focused on ensuring that for each of the Council’s broad, highly visionary and multiyear objectives, the Council delineated S.M.A.R.T. shorter term goals (Specific, Measurable, Attainable, Results-Oriented and Time-Bound). Particularly in this time of economic uncertainty and a continuing decline in state and federal financial support, the City Council must ensure that Cambridge’s resources go to support goals that are results-oriented with outcomes that can be seen and measured. The Council goals were adopted by the City Council on XXXX, 2011. These objectives and goals will guide the annual budget planning process.

#### 4. Match

The City of Cambridge is confident it will be able to meet and even exceed the 1:1 HUD mandated ESG match requirement. The City envisions using Massachusetts’ State Department of Housing and Community Development Emergency Assistance (EA) funds to match the expanded ESG funding. Currently, the City receives over \$400,000 in annual funding from the State for EA, for a local family shelter. Additionally, existing Cambridge ESG sub-recipients have provided another \$358,000 in match for their grants.

#### 5. Proposed Activities and Overall Budget

##### a. Proposed Activities

The City of Cambridge plans to use the second allocation of FY ’11 ESG for both a rapid re-housing and prevention program. Rapid re-housing will be the focus of the program with 75% of funds dedicated to these activities. We will use the remaining 25% of funds to target housed Cambridge residents who are the most at-risk of becoming homeless.

##### 1) Corresponding priority needs from Annual Action Plan

The ESG section of the City of Cambridge’s Consolidated Action Plan for FY ’12 identified homelessness prevention, rapid re-housing, and stabilization services for vulnerable individuals and families in Cambridge as a priority. Our new ESG program, containing both a rapid re-housing and prevention component, would contribute towards meeting that need.

##### 2) Description of Activities

The rapid re-housing component of our program would provide financial assistance to approximately 25 homeless households who have secured housing, but are not able to afford upfront costs including security deposits, first month’s rent, last month’s rent, and moving expenses. The program will be

based out of the Cambridge Multi-Service Center (MSC), a City-funded center offering a variety of services to address the needs of homeless and near-homeless individuals and families. ESG funds will be used to pay a portion of the salary of an MSC staff person who will coordinate referrals to the rapid re-housing program and provide stabilization services. Clients will be referred from all the shelters and supportive service providers in Cambridge who work with homeless people. The MSC coordinator will evaluate the referred clients for ESG eligibility and prepare the standard paperwork and documentation that will be required to access assistance. The paperwork will be reviewed by additional staff at the MSC and at the City's Department of Human Service Programs (DHSP) to double check compliance with eligibility rules and to officially approve clients for financial assistance. The City's fiscal department will then issue a check to the landlord or other vendor for the upfront costs required for the household's move. After a client is approved for financial assistance, the MSC coordinator will work with the case manager at the referring provider agency to establish a follow-up stabilization plan.

The prevention component of our program will focus exclusively on those households for whom homelessness is imminent because their landlord has begun the legal eviction process and the household lacks resources and support networks that could help them save their housing. Our experience with our HPRP program tells us that those households who been served a Summary Process Summons and Complaint are most in danger because this means an impending court date for their eviction proceedings has been set. Once the legal process for eviction is this far along and a household has no resources of their own, assistance from a program such as ESG to provide assistance in paying an arrearage is the only thing that can prevent homelessness. The prevention component of our new ESG program will in many ways be an extension of our HPRP program, but with more narrow eligibility criteria. As with our HPRP program and the ESG rapid re-housing component described above, the prevention component of ESG will be based out of the Cambridge Multi-Service Center (MSC). Since the MSC is known in the community as a prevention resource, most households self-refer. MSC staff will screen potential clients for eligibility and then provide case management, including further evaluation of the household's situation and establishment of a plan for preserving the client's housing and stabilizing them once the housing is preserved.

### 3) Standard Objective and Outcome Categories

The rapid re-housing program corresponds to HUD's affordability outcome and decent housing objective. Assistance with upfront costs will result in affordability for the extremely low-income households we serve and will therefore meet HUD's objective of creating decent housing.

The prevention component also corresponds to HUD's affordability outcome and decent housing objective. Assistance in paying rent arrearages for households imminently facing homelessness will preserve affordability and decent housing for them.

### 4) Start Date and Completion Date

We will begin our program as soon as our substantial amendment is approved by HUD. The infrastructure for both components of our program is in place from our HPRP program. We are actively working with all of the involved parties to develop details of the program's day to day operations and anticipate being ready to implement the program as soon as we receive approval from HUD.

### 5) ESG and other funding amounts

Rapid Re-Housing: We plan to use \$39,738 of ESG funds to provide financial assistance to homeless households who are moving to permanent housing and \$11,250 for stabilization services. The stabilization funds will primarily be used for the salary of the staff person at the Multi-Service Center who will provide follow-up services to clients, and possibly to fund representative payee services and legal services. These funds will be supplemented by City funds. We also plan to apply for ESG funds from the State of Massachusetts to augment this program.

Prevention: We plan to use \$13,247 of ESG funds to provide financial assistance to preserve the tenancies of households who are imminently at risk of homelessness and \$3,750 for stabilization services. The stabilization funds will primarily be used for the salary of the staff person at the Multi-Service Center who will provide follow-up services to clients, and possibly to fund representative payee services and legal services. These funds will be supplemented by City funds.

6) Performance Indicators

Rapid Re-Housing

- a) We plan to measure the number of households served – those who were assisted to move from shelter into permanent housing.
- b) We plan to measure housing retention – how many formerly homeless households maintained their housing 6 months after receiving financial assistance?

Prevention

- c) We plan to measure the number of households served – those who were imminently at risk of homelessness, but whose tenancies were preserved.
- d) We plan to measure housing retention – how many at-risk clients were still housed 6 months after receiving assistance to preserve their tenancy?

7) And 8) Projected accomplishments

- a) We will provide financial assistance to 25 households to help them move from shelter/transitional housing to permanent housing. We will provide financial assistance to an additional 10 households in danger of homelessness to preserve their tenancies. We estimate that this is the total number of households we will be able to serve with the funding available. We anticipate serving these households within 9 months of receiving the funding.
- b) 80% of clients who receive financial assistance with upfront costs that enables them to move into permanent housing will still be housed after 6 months. 80% of clients who receive assistance to preserve their tenancies will also still be housed after 6 months.

b. Discussion of Funding Priorities

The City of Cambridge gathered data about funding priorities from members of the Continuum of Care on several occasions. During a discussion with Continuum members at our January '12 monthly Continuum meeting, we heard from members about a variety of needs and priorities. However, two stuck out as being the most pressing and most appropriate for ESG funding. Several providers who work with homeless clients staying in shelters stated that their priority is helping households who have already identified housing move out of shelter. They said that they regularly work with clients who have secured affordable, often subsidized, housing, but expensive upfront costs delay their ability to move out of shelter. Secondly, Continuum members thought it was important for a resource to continue to be available (as it has been with our HPRP program) for households in imminent danger of losing their housing due to inability to pay rent.

Soon after our regular Continuum meeting, we convened an ESG working group comprised of interested Continuum members and further discussion confirmed that we have a consensus that Cambridge has a need for rapid re-housing and prevention resources for targeted populations. These priorities are in line with the priorities in *Opening Doors: Federal Strategic Plan to Prevent and End Homelessness*. *Opening Doors* aims to end chronic homelessness, veteran homelessness, and family homelessness, and aims to set a path towards ending all types of homelessness. With our new ESG funds, we will end homelessness for at least 25 households and prevent homelessness for an additional 10 households that will include people from all of *Opening Door's* priority populations – chronically homeless people, veterans, and families.

Continuum members agree with HUD's analysis that using ESG funds for rapid re-housing efforts is a very effective use of funds because it will guarantee ending homelessness for a segment of extremely low-income households and shorten their length of stay in shelter because they will be able to move sooner with assistance than would have been possible otherwise. We determined that, given the size of our grant, it would be most efficient to focus our rapid re-housing efforts on upfront costs rather than long-term rental assistance. The focus on upfront costs will mean relatively small financial awards so we will be able to maximize the number of people we serve. Therefore, our plan is to use the great majority of our funds – 75% – for a rapid re-housing program that targets clients who have identified affordable housing but who are unable to move due to the inability to pay the upfront costs associated with the housing.

Although rapid re-housing is a compelling need, our Continuum felt it was important to also continue to offer some level of prevention assistance with ESG funds since our HPRP program made us well aware that a significant number of households in Cambridge are on the verge of homelessness due to the inability to pay their rent. Therefore, we are setting aside 25% of ESG to serve prevention clients. However, we will target this resource very specifically at those households who are not only behind in their rent, but who have an imminent court date where it is likely there will be an order to vacate their apartments.

c. Detailed Budget

See Table 3 attached.

6. Written Standards for Provision of ESG Assistance

a. Policies and Procedures for Evaluating Eligibility for ESG Assistance

The Cambridge Multi-Service Center (MSC) will partner with local homeless services providers to evaluate eligibility for ESG rapid re-housing assistance. The City of Cambridge, as the ESG recipient, will provide guidance on how to make appropriate referrals. Based on this guidance, Cambridge providers, including shelters, supportive service programs, and street outreach programs will do an initial evaluation of clients and determine who they believe is eligible for rapid re-housing. When they have identified eligible clients, providers will send documentation required by HUD and the City to verify eligibility and the MSC staff will review the paperwork to determine whether to move forward with the case. For prevention, we anticipate mostly self-referrals, so MSC will gather documentation directly from potential clients and conduct the eligibility evaluation in-house. Documentation of eligibility will be required in the following categories:

1) Homelessness (for rapid re-housing) – Local providers mainly work with clients who meet the requirements of section one of the new homeless definition (24 CFR 576.2) – those who are staying on the streets, in a shelter, or someone exiting an institution after a stay of 90 days or less and who resided in a shelter or on the streets before the institution. All referrals to the ESG program must meet this section of the homeless definition. For those clients staying in shelter, providers will send 3<sup>rd</sup> party verification from shelter staff to document homelessness. For those clients sleeping on the streets or another place not ordinarily used as a sleeping accommodation, providers will send verification from a street outreach worker.

2) Risk of Homelessness (for prevention) – MSC staff will gather a variety of documents to ensure that a client is truly at risk of becoming homeless. For example, MSC staff will require clients to submit a bank statement so that they can evaluate a client's resources. They will complete a budget form with clients to get an understanding of monthly household expenses. Any extraordinary expenses, such as substantial medical bills, will be verified by documentation. MSC staff will also ask clients a series of questions about resources available to them through family and friends and ask clients to sign a written certification regarding their access to these types of resources. Lastly, clients will provide MSC staff with their Summary Process Summons and Complaint form that will verify when their eviction is likely to happen.

3) Income – Providers will submit, or clients will provide documentation to verify an income of 30% of the area median income or less. Third party documentation, such as pay stubs from an employer or an official statement of public benefits is preferred. Other documentation, such as a bank statement showing deposits or a letter from an employer, is also acceptable. For clients who have no income, a self-declaration form can be used.

4) Household Needs – In rapid re-housing cases, the provider will complete a funding request form to confirm that the client has secured housing and that funding requests are appropriate/allowed under ESG program. This form will include the address of housing, and a lease that documents the upfront costs being requested by the landlord. MSC staff will review the funding request form to ensure the household's apartment is compliant with HUD's FMR, rent reasonableness, and habitability standards and that the request is appropriate. In prevention cases, MSC staff will gather documentation of the arrearage amount from the landlord and put together a request in line with HUD guidelines.

b. Policies and Procedures for Coordination among Providers

All referrals to the ESG program will be coordinated through the Cambridge Multi-Service Center (MSC). MSC staff will create standard intake/eligibility forms and guidance on referrals for providers. After receiving referrals, MSC staff will evaluate all clients using uniform criteria and will complete standard HUD-required HMIS data entry. Additionally, monthly Cambridge

Continuum of Care meetings, which are open to all providers, will continue to serve as a venue for ongoing program planning and coordination and feedback for program improvement.

- c. Policies and Procedures for determining which eligible families will receive assistance  
Assistance will be provided to eligible households in the order in which they present; if a household is eligible and funds are available, they will receive assistance. All rapid re-housing clients must meet the first section of the new homeless definition (24 CFR 576.2) –person(s) staying on the streets, in a shelter, or someone exiting an institution after a stay of 90 days or less and who resided in a shelter or on the streets before the institution. All prevention clients must be far along in the legal eviction process with a court date scheduled. Households who meet these specific criteria will be served in the order in which they apply.
- d. Standards for determining the share of rent and utilities the program participants must pay  
Our rapid re-housing program is going to focus on providing funding for upfront costs for clients who have identified affordable permanent housing, rather than providing ongoing monthly rental assistance, because we feel we can serve the most people with this model. However, we may consider a client for monthly assistance if they have a short-term need. In these cases, we will require clients to contribute 30% of their income towards the cost of rent. We will look at the income received by the client during the most recent thirty days and require the client to pay 30% of that amount during each of the months that they receive a subsidy.

Our prevention program will pay up to a six-month arrearage, per HUD's guidelines. We will determine what portion of the arrearage we will pay based on an assessment of the client's resources and ability to contribute.

- e. Standards for determining the duration of rental assistance awarded to a participant  
In general, duration of assistance is not applicable to the rapid re-housing component of our program because it will be focused on one time assistance for upfront moving costs, not monthly rental assistance. However, we may consider a person for short-term monthly assistance (no longer than six months) if a referring provider strongly feels his/her client could benefit from such assistance.  
For the prevention component, the duration of assistance will be for no more than six months of arrears, per HUD's guidelines.
- f. Stabilization Standards  
Please see items (d) and (e) above for guidelines on the duration and amount of assistance an ESG program participant may receive.

All rapid re-housing clients will be required to participate in six months of stabilization services. Stabilization will be provided by the ESG case manager at the Cambridge Multi-Service Center (MSC) in coordination with the provider who referred the client to the program. A stabilization plan will be customized to each client and may include things such as assistance obtaining mainstream benefits, assistance connecting to a representative payee to provide help with paying rent and other bills, referrals to budget counseling, etc. At a minimum, the MSC case manager will have contact with the household once per month to ensure that the household is stable and rent is being paid. A household may choose to continue stabilization services for an additional six months, for a total of one year of stabilization services.

All prevention clients will be required to participate in one year of stabilization. Stabilization for prevention will be the same as described above for rapid re-housing. Prevention clients may also choose to extend stabilization services for an additional six months, for a total of eighteen months of stabilization.

If a household complies with stabilization services, they may be eligible for additional financial assistance if new circumstances jeopardize the client's permanent housing and put them imminently at risk of homelessness. A household who received assistance to move into an apartment may later receive assistance with an arrearage if they are facing eviction. Since arrearage assistance is limited by HUD's rules to a one-time payment, any client who received arrearage assistance initially would only be eligible for relocation assistance and/or possibly short-term monthly assistance during a subsequent intervention.

## 7. Making Sub-Awards

The City of Cambridge will continue to work collaboratively when making ESG awards to sub-recipients and allocating the second allotment of HUD FY 2012 ESG funding. The City received significant input from the Cambridge CoC when determining eligible needs for the new ESG and then prioritizing those needs. After a lengthy discussion, the decision for prioritizing ESG needs between homelessness prevention, rapid re-housing and HMIS was made by consensus at the January 12<sup>th</sup>, 2012 CoC meeting. As stated above, the decision was made to prioritize rapid re-housing, and to fund homelessness prevention, but to a lesser extent. The City solicited further advice from members of the Cambridge Continuum through the newly formed ESG workgroup. This subcommittee of the CoC works to formulate policies and procedures concerning ESG and to help the City plan how best to use limited ESG resources. With guidance from both the larger CoC and the ESG workgroup at their respective meetings on February 9<sup>th</sup> '12, it was collectively decided that there would not be a Request for Proposals (RFP) for the City's second allocation of ESG funding, and that funds would be used to provide rapid re-housing and homelessness prevention services by a local non-profit agency at the City's Multi-Service Center. This would best utilize existing resources from the HPRP program as it winds down and refocuses on rapid re-housing. Furthermore it was decided, that Cambridge's ESG Review Panel would reconvene to officially approve this plan. The ESG Review Panel is comprised of both key staff from the City and local agencies who receive no direct funding from ESG.

## 8. Homeless Participation Requirement

The Cambridge CoC actively works to involve homeless participation in important decision making elements of the Continuum including the ESG process and policy-making. Currently the Continuum has at least one homeless consumer who regularly attends CoC meetings, and who is encouraged to participate in the decision making process. We also have a number of formerly homeless participants who are now staff members of agencies within the CoC who come to meetings wearing both their agency "hats" but also representing both the homeless and the formerly homeless.

## 9. Performance Standards

As described above, the Cambridge CoC has designed its ESG rapid re-housing and prevention program strategically to ensure that we meet the following objectives: targeting those who are most in need, shortening the time people spend homeless, and reducing program participants' housing barriers and housing stability risks. We plan to continue to consult with the CoC to devise performance standards

that measure whether or not we are meeting these objectives. The performance indicators and projected accomplishments described under Section 5a (Proposed Activities) above include some of the standards we will use. For example, measuring housing retention will help us evaluate if we have successfully reduced participants' housing stability risks. Some ideas for other areas to measure that we will discuss with the Continuum are:

- Case management services – set a standard to ensure that a service plan is devised for all participants;
- Coordination – set standards to ensure greater coordination between providers, including the development of a unified intake;
- Duration of homelessness – analyze how much lengths of stay in shelter are shortened by comparing the amount of financial awards participants receive for upfront costs versus participants' income. This could show how long it would have taken the participants to save without assistance.

Other standards will be developed as the program gets under way and we are better able to evaluate appropriate areas for analysis.

10. Certifications (to be attached)