

Request for Proposals

Navigator Program March 2017

Community Shelter Board
111 Liberty Street, Suite 150
Columbus, OH 43215

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Part 1: Request for Proposals

1. Purpose

Community Shelter Board (CSB) is seeking proposals for the Navigator Program, which provides rapid re-housing services for single adults who are homeless in Columbus and Franklin County for FY2018 (July 1, 2017 – June 30, 2018). CSB may, at its discretion, renew funding for the Navigator Program as part of the annual Gateway funding process.

Rapid re-housing (RRH) is an intervention designed to help individuals and families quickly exit homelessness, return to permanent housing in the community, and not become homeless again immediately after exiting services or in the near term. The program outlined in this RFP, called the Navigator Program, will serve single adults who are initially engaged while residing in a single adult emergency shelter funded by CSB.

2. Target Population

a. Minimum Program Eligibility

The Navigator Program will serve single adults who are initially engaged and enrolled in the Navigator Program while residing in a single adult emergency shelter funded by CSB. This includes individuals who are enrolled in the Navigator Program and then subsequently exit shelter to either an unsheltered location or to an institution, such as a hospital or jail, for a period of 90 days or less. This means the Navigator Program will continue to assist homeless single adults while they remain literally homeless and until they are permanently housed or otherwise are no longer literally homeless. As needed, the Navigator Program will closely coordinate with street outreach providers to ensure continuity of care and non-duplication of re-housing services.

At minimum, eligible homeless individuals served by the Navigator Program will be those who are unable to successfully exit homelessness on their own or through other assistance within a short period (typically within 7 days of *initially* becoming homeless) and who need focused, individualized assistance to quickly secure and stabilize in permanent housing. In order to be eligible for CSB Direct Client Assistance (financial assistance) individuals served must also have income below 35% of the Area Median Income (AMI) as determined by HUD.

b. Priority Sub-Populations

It is expected that the Navigator Program will not have sufficient capacity to serve all single adults who meet the minimum eligibility requirements stated above. Therefore, the Navigator Program will prioritize rapid re-housing assistance for single adults entering shelter who qualify under one or more of the following priority sub-populations¹ (see Section 9. Key Terms, for definitions of terms used below):

- < Chronically homeless
- < Long-term homeless (don't meet the chronic homeless criteria), disabled, and have severe service needs
- < Disabled and/or have severe service needs
- < Other priority sub-populations (if not otherwise qualified under one of the above):

¹ Pending Rebuilding Lives Funder Collaborative final approval. The priority order included here is consistent with the prioritization factors included in the following HUD Notices: CPD-17-01, Notice Establishing Additional Requirements for a Continuum of Care Centralized or Coordinated Assessment System; CPD-016-11, Notice on Prioritizing Persons Experiencing Chronic Homelessness and Other Vulnerable Homeless Persons in Permanent Supportive Housing,

- Pregnant single women not engaged with another re-housing provider (e.g., Jobs2Housing)
- Veterans not eligible for re-housing assistance through the Supportive Services for Veteran Families (SSVF) program
- Transition-age youth not engaged with other provider assisting with re-housing
- Single women fleeing domestic violence and at-risk of further victimization (must be entering a CSB funded emergency shelter).

CSB will work with the successful applicant and system partner to develop a standardized screening tool to assess and document the above factors.

3. Program Specifications

The following describes program specifications the successful applicant will meet and adhere to throughout the term of the funding award.

a. Rapid Re-Housing Core Components

The core components of a rapid re-housing program are described below². While the Navigator Program must have all three core components available, it is not required that a participant utilize them all.

Housing Identification

- < Recruit landlords to provide housing opportunities for individuals experiencing homelessness.
- < Address potential barriers to landlord participation such as concerns about short term nature of rental assistance and tenant qualifications.
- < Assist participants to find and secure appropriate rental housing, including obtaining a tenant screening report, necessary identification, income and other documentation, completing rental applications, reviewing leases with participants, etc.

Rent and Move-In Assistance (financial assistance via CSB's Direct Client Assistance (DCA) program)

- < Provide assistance to cover allowable move-in costs, deposits, and the rental and/or utility assistance necessary to allow participants to move immediately out of homelessness and to stabilize in permanent housing.

Rapid Re-housing Case Management and Services

- < Help participants develop an Individualized Housing Stabilization Plan (IHSP) that includes housing search and placement goals initially and is then updated, once the participant is housed, to include housing stabilization and retention goals.
- < Help participants identify and select among various permanent housing options based on their unique needs, preferences, and financial resources.
- < Help participants address issues that may impede access to housing (such as credit history, arrears, and legal issues).
- < Help participants negotiate manageable and appropriate lease agreements with landlords.
- < Make appropriate and time-limited services and supports available to participants to allow them to stabilize quickly in permanent housing.

² Prospective applicants should review detailed descriptions of the rapid re-housing core components, located at <http://www.endhomelessness.org/library/entry/rapid-re-housing2>.

- < Monitor participants' housing stability and be available to resolve crises, at a minimum during the time rapid re-housing assistance is provided.
- < Provide or assist participants with connections to resources that help them improve their safety and well-being and achieve their long-term goals. This includes providing or ensuring that the participant has access to resources related to benefits, employment and community-based services (if needed/appropriate) so that they can sustain rent payments independently when rental assistance ends.
- < Ensure that services provided are participant-directed, respectful of participants' right to self-determination, and voluntary. Participants understand that rapid re-housing assistance is premised on their active involvement with RRH case management and services in order to establish and achieve their IHSP. RRH staff in turn actively work to engage participants in problem-solving and goal achievement, including use of evidence-based practices, such as Motivational Interviewing, when participants are not engaging in RRH case management and services.
 - o In spite of best efforts by program staff, participants may still choose to not engage in RRH case management and services and therefore may choose (explicitly or implicitly) to exit. In those instances, program exits due to non-participation only occur when 1) there are multiple, documented attempts at engagement, 2) the participant has explicitly or implicitly indicated they no longer desire Navigator Program assistance, and 3) it is likely the participant will obtain or maintain permanent housing through their own means or with other assistance.

b. Rapid Re-Housing Program Standards

The Navigator Program will adhere to the [Rapid Re-Housing Program Standards](#) published by the National Alliance to End Homelessness (NAEH). (NOTE: applicants should disregard RRH performance benchmarks included in the NAEH document. CSB will establish a Program Outcomes Plan (POP) that includes applicable performance measures and goals for the Navigator Program).

The RRH standards are based on what is currently considered promising practice by NAEH, the U.S. Department of Veteran Affairs (VA), the U.S. Department of Housing and Urban Development (HUD), the U.S. Interagency Council on Homelessness (USICH), Abt Associates and other federal technical assistance providers, and nationally recognized, high-performing rapid re-housing providers. Applicants must review and develop the Navigator Program in a manner consistent with this RFP and the RRH standards, which are organized around each of the core components, as well as program design and philosophy. Where the Navigator Program RFP requirements contained herein and the NAEH RRH standards do not align, applicants should adhere to the Navigator Program RFP requirements.

Underlying the Rapid Re-Housing Program Standards is an understanding that rapid re-housing is fundamentally a Housing First intervention and is most effectively and efficiently used when prioritized for those with greater need and provided in a progressive manner. A brief description of these approaches is provided below.

Housing First

Housing First programs offer housing and voluntary services for people experiencing a housing crisis without preconditions (such as employment, income, absence of criminal record, or sobriety). Housing First approaches also:

- < Ensure low-barrier, easily accessible assistance that seeks to “screen-in” people with various housing barriers and personal issues, including people with no income or people with active substance abuse issues;

- ⟨ Focus on resolving homelessness as quickly as possible, recognizing that homelessness is a crisis requiring urgent, focused, and effective crisis response. This is accomplished by quickly assessing and resolving *tenant screening barriers* (issues a landlord will use to ‘screen out’ an applicant) and *housing retention barriers* (issues that may cause an eviction if not addressed).
- ⟨ Seek to resolve the housing crisis before focusing on other, non-housing related issues, such as educational goals or increasing income.
- ⟨ Allow participants to choose the services and housing they feel meets their needs, within practical limits and funding requirements.
- ⟨ Connect participants to supports and services available in the community that they need and desire, especially those for which they are eligible or entitled, in order to support long-term housing stability or to address other non-housing related needs.

Prioritized Access for People with the Most Urgent and Severe Needs

When there is more demand for RRH assistance than resources can adequately address, as is expected to be the case for the Navigator Program, RRH programs prioritize people who are experiencing a housing crisis who face more significant barriers to housing placement and retention and require more urgent or intensive assistance. This concept underlies the Navigator Program by not focusing on individuals who are newly homeless and may self-resolve or find other solutions within their first week of homelessness and by prioritizing individuals who are more vulnerable and have more severe service needs.

To successfully assist individuals with the most urgent and severe needs, the Navigator Program will prioritize assistance for individuals as described in Section 2.b. Priority Sub-Populations. Assisting prioritized sub-populations means that, at times, the Navigator Program will serve as a bridge to longer-term assistance, such as assisting participants to apply for and secure permanent supportive housing accessed through the Unified Supportive Housing System (USHS).

Progressive Assistance

A progressive assistance approach seeks to help households end their homelessness as rapidly as possible, despite barriers, with the least amount of financial assistance and services needed to quickly resolve literal homelessness and avoid an immediate return to literal homelessness while participating or sooner after program exit.

Homeless crisis response systems and programs that follow a progressive approach recognize that many people experience *literal* homelessness once or just a few times, use shelter for just a short period and are able to exit on their own with a small amount of assistance, if any. They also recognize that there is no reliable way to predict how much help someone may need after they are housed to avoid a return to the streets or shelter. What can be determined is whether a homeless person who has been housed will fall immediately back into literal homelessness without additional help (e.g., they have no money to pay next month’s rent, no friends or family to turn to, and no other source of housing support). Systems and programs can also know whether someone has been literally homeless for a long-time, whether they have a severe disabling condition that inhibits their ability to obtain and maintain housing, and whether they want more help beyond basic re-housing assistance – and adjust assistance accordingly.

With this understanding, progressive approaches:

- ⟨ First allow people the opportunity to resolve their homelessness on their own after a short period. A limited amount of RRH assistance should be offered to those who

can't quickly exit homelessness on their own – including those who are eligible and prioritized for permanent supportive housing (PSH), but who either don't want PSH or when PSH isn't immediately available.

- < Begin with an initial package of basic RRH assistance, including help creating a reasonable housing placement and stabilization plan, housing information and search assistance, and limited financial assistance for arrears, first month's rent, or security deposit. Barriers to retaining housing are regularly re-assessed and programs seek to close cases quickly to conserve resources.
- < Have the ability to “flex up” assistance to the maximum amount allowed by funding. (See Section 3.g. Navigator Program Service Limitations) As needed, more financial assistance and stabilization supports are offered to those who struggle to secure housing or stay housed without more assistance. For some, more intensive or a longer duration of RRH assistance is available as a “bridge” to PSH or another long-term housing subsidy.
- < Actively establish and maintain a wide array of service and housing partners to help individuals further stabilize their housing and meet other needs. In this way, homeless crisis response systems can remain focused on immediately ending homelessness and preventing people from immediately returning, while relying on community partners to provide permanent housing options and longer term service supports. This also helps economize resources, increase the participant's choice, more quickly end homelessness, avoid returns to homelessness, and address other, non-housing specific service needs and interests of the participant.

c. Program Staffing, Training, and Supervision

The Navigator Program will employ case managers called Navigators. Applicants should propose the number of Navigators they believe can be supported with available funding, after accounting for other necessary staffing and program costs. The program will also employ at least two Housing Specialists. A description of specific Navigator and Housing Specialist responsibilities is included under Section 3.f. Navigator Program Services.

Navigator Program staffing and services will ensure a single, primary Navigator is assigned to and supports participants throughout program and that there is adequate and regular (e.g., bi-weekly) case supervision and program management.

Navigators will have an average case load size of 25 single adult participants who may be in various stages of being assisted to secure or stabilize in permanent housing. Certain Navigators may have a smaller case load size when serving participants with more complex housing barriers or other service needs that require greater service intensity and frequency. At the same time, some Navigators may have slightly larger case load sizes when serving a larger number of participants with less complex barriers and service needs. Navigators should typically not have a case load size in excess of 30 participants.

Historically, case management and other teams like Navigators have high turnover. In order to provide consistent and expected levels of assistance for participants, it is essential that the Navigator team be fully staffed. Applicants should describe their staffing plan that will assure continuity of care and full staffing (e.g., over hiring based on expected staff turnover to assure consistent level of case management staffing).

All Navigators and other program staff will have appropriate education, experience and training necessary to provide high quality, effective services. Applicants must describe in the proposal the training each Navigator will receive upon hire (e.g., Housing First, motivational interviewing, harm

reduction, domestic violence, community resources, etc.), along with the timelines within which this training will be completed (e.g., within 90 days of hire).

The Navigator Program will establish direct service productivity standards for all Navigators. Direct client services are those where the Navigator meets face to face with the client or when the Navigator speaks to the client by phone. Navigators will be expected to maintain at least a 60% direct client service productivity. This productivity standard applies to the proportion of time dedicated to providing Navigator services and applies to all staff providing Navigator direct services. For example, if a program manager is expected to maintain a small caseload and apply half of their full-time hours to serving as a Navigator, then at least 60% of the 20 hours (i.e., 12 hours) they spend per week serving as a Navigator must be spent providing direct services for participants, as defined above. A 60% direct service productivity standard is adequate to support an average caseload size of 25 and allows for close to an hour, on average, of direct service contact per participant per week.

The Navigator Program will also establish productivity standards for other staff associated with the program (e.g., program manager, housing specialist(s), etc.), establish a plan for how direct client service productivity will be documented by each member of the Navigator team, and how management will assure productivity standards are continually monitored and achieved. This information should be provided in the Navigator Program proposal.

Final decisions around program design and staffing configuration must be made in consultation with and be approved by CSB post-award and prior to July 1, 2017. See Section 6. Navigator Program RFP Schedule for additional information.

d. Screening, Triage, Assessment, and Housing Plans

The need for Navigator services will be determined via a standardized screening tool and process, developed in consultation with system partners and CSB (see Section 6. Navigator Program RFP Schedule), that accounts for program eligibility and prioritization factors described in Section 2. Target Population.

Screening and referral to the Navigator Program will occur following a brief period (typically 5 days) that first allows individuals who are newly homeless to resolve their homelessness on their own or with other assistance. Screening and referral to the Navigator Program will be completed by shelter staff. Screening and referral decisions will also account for additional information not collected in the standardized screening tool, such as through case conferences and referring shelter staff observations, that may help identify whether a prospective participant meets one or more Navigator Program prioritization factors.

Following referral and program intake, Navigators will conduct a housing barrier and service needs assessment using a standardized assessment tool developed in consultation with system partners and CSB (see Section 6. Navigator Program RFP Schedule). The assessment will focus on housing barriers and other history, characteristics, and service needs directly relevant to quickly obtaining and stabilizing in permanent housing and will form the basis for an initial Individualized Housing Stabilization Plan (IHSP). The assessment and initial IHSP will typically be conducted where the participant is staying (e.g., in shelter) or where otherwise practical for the participant. The assessment and an initial IHSP will be completed no later than two (2) business days following program referral and intake.

CSB will support the Navigator Program, as necessary, in securing private, on-site space at shelter facilities in order to meet with participants.

e. Navigator Program Services

The Navigator Program will provide all of the services listed under the Rapid Re-Housing Core Components above. The following describes the basic roles and responsibilities relative to Navigators and Housing Specialists.

Navigators will be responsible for:

- < Conducting Navigator Program intake;
- < Completing housing barrier and service need assessments with participants;
- < Creating IHSPs with participants;
- < Assisting participants with selecting appropriate housing among available housing options;
- < Assisting participants with obtaining and reviewing their tenant screening report, such as those obtained by landlords to examine rental and credit history, and addressing and resolving tenant screening and housing retention barriers;
- < Assisting participants with obtaining necessary documentation to secure housing, income, and/or non-cash benefits;
- < Assisting participants with completing the USHS application packet, if eligible and desired;
- < Assisting participants with understanding their lease, in conjunction with the Housing Specialist;
- < Facilitating access to CSB DCA funds;
- < Referring participants to community-based services and resources, such as employment assistance, behavioral health care services, mainstream benefits, and free or low cost furnishing and household supplies; and
- < Creating an IHSP that addresses ongoing housing stabilization and eviction prevention at program exit.

Housing Specialists will be responsible for:

- < Recruiting landlord partners;
- < Negotiating lower tenant screening barriers where necessary to facilitate housing placement;
- < Supporting housing identification and matching for program participants, in conjunction with Navigators;
- < Assisting participants with completing rental housing applications;
- < Addressing landlord concerns regarding lease compliance and mitigating those concerns, in conjunction with Navigators, to resolve them and otherwise avoid participant eviction; and
- < Remaining available to landlords up to one (1) year following placement to problem-solve lease violations to ensure ongoing landlord satisfaction and prevent eviction.

Navigator Program participants will be actively engaged in identifying their housing barriers and other critical service needs, developing their IHSP, and deciding which housing options and services best meet their needs. The Navigator Program will strive to honor participant choices while also actively engaging participants, using Motivational Interviewing and other strategies, in making choices that quickly resolve their homeless crisis. This may involve strongly encouraging or limiting housing options for which financial assistance may be provided to those that are practical, safe, and at least reasonably sustainable. In all cases, participants will be assisted with creating an IHSP upon exiting the program that addresses ongoing housing needs and potential future housing crises.

If a client returns to the shelter system (i.e., has multiple stays), the program will attempt to reassign the same Navigator to a client. Navigators may also work in teams that may be specialized to meet specific needs of the homeless population. For example, a team may work with transition age youth (18-24 years old), while another team may work with individuals diagnosed with, or showing

symptoms of, a mental illness. In all cases, the Navigator Program will assure services provided are evidence-based and culturally competent and the program will provide regular case supervision.

Navigators will provide transportation or coordinate transportation for individuals with whom they are working. Navigators will also be scheduled to work during hours when they are most likely to contact participants, including during evening and weekends as necessary.

Housing Specialists will cultivate relationships with landlords and develop a successful process for accessing safe, sustainable housing on behalf of participants. Housing Specialists will work closely with landlords and collaborate with Navigators to address landlord concerns about leasing to a participant and address tenancy issues in order to avoid participant eviction and maintain landlord satisfaction.

Once housed, Navigators will continue actively working with participants, including making in-home visits and assisting participants with understanding and meeting their lease obligations. As necessary, Navigators will continue assisting participants, including requesting CSB DCA for rent and utility needs, until the participant is able to maintain their housing without further Navigator program assistance or the maximum term of assistance is reached, whichever occurs sooner.

f. Navigator Program Service Limitations

All participants in the Navigator Program will be offered a basic, initial package of rapid re-housing assistance consisting of the following:

- ⟨ Housing search and placement assistance at an amount and intensity sufficient to achieve rapid placement in permanent housing and that supports overall Program Outcomes Plan (POP) achievement.
- ⟨ Financial assistance (via CSB DCA) for initial, allowable move-in expenses and up to 3 months financial assistance for allowable housing costs determined on month-to-month basis according to documented financial need. Financial need means the participant lacks necessary financial resources to pay for housing costs and, absent Navigator/CSB DCA will immediately be subject to eviction and return to literal homelessness.
- ⟨ Rapid re-housing case management and services for up to 3 months determined on a month-to-month basis according to documented need related to resolving housing retention barriers.

Participants may qualify for up to an additional 6 months of financial assistance, case management and services based on documented need indicating an imminent return to literal homelessness absent Navigator Program assistance. Additional assistance beyond the initial basic package described above must be based on 1) an updated housing barrier and service needs assessment, and 2) may only be offered on a month-to-month basis according to financial need and needs related to resolving housing retention barriers.

The maximum term of Navigator assistance, from program enrollment to program exit is 9 months. However, as indicated above and per a progressive engagement approach, participants will only be provided the type, amount, and duration of assistance necessary to secure and stabilize in housing. Navigators will determine this through an ongoing, month-to-month assessment that determines whether housing retention barriers, including the ability to pay full rent directly or with other resources, are resolved such that the participant will not become literally homeless in the foreseeable future (i.e., in the months immediately following program exit).

4. Qualifications and Performance

CSB is seeking proposals that will demonstrate the ability to create a sustainable program that will achieve all expected outcomes. The agency should have experience with providing some or all of the services described in the RRH Core Components.

CSB will work with the successful applicant to develop a POP based on the following minimum expectations:

- 100% of individuals who complete a Navigator Program intake will complete a housing barrier and service needs assessment and initial IHSP within two (2) business days of intake.
- 100% of participants receiving Navigator Program assistance will receive direct services (in-person or via phone) from their assigned Navigator at least once per week until they obtain permanent housing or otherwise exit homelessness.
- The average length of stay in shelter and/or the streets (program entry to permanent housing residential move-in date) for Navigator Program participants will not exceed twenty three (23) days.
- The total average length of Navigator Program participation (program entry to program exit) will not exceed 100 days.
- At least 70% of Navigator Program participants will achieve a successful housing outcome.
- The recidivism rate for those individuals that successfully exit to permanent housing will not exceed 10%.

The successful applicant will be required to develop and implement an ongoing program performance and quality improvement (PQI) plan, including development of a monthly performance dashboard by 9/30/17. The PQI plan and dashboard will be developed in consultation with CSB.

5. Contract Amount and Terms

The estimated funding amount (pending CSB Board and RLFC approval) for the Navigator Program in FY2018 is \$1,911,435. CSB will also provide an estimated \$650,000 in DCA funding for Navigator Program participants. The Navigator Program contract will not include funding for space costs. However, applicants may use match funding for space costs. The Navigator Program contract will include a performance element associated with achievement of the Navigator Program POP.

6. Navigator Program RFP Schedule

| Key Dates | Activities |
|-----------------------------|--|
| 3/6/17 | Request for proposals released to agencies |
| 3/8/17 10:30 a.m. - Noon | Bidders' conference |
| 3/13 - 3/28/17 | Up to 2 hours of technical assistance available to each proposer from CSB via appointment (requests for TA should be submitted to Carol Patzkowsky at CSB) |
| 3/29/17 | Completed proposals due to CSB by 5 pm. |
| 3/30 - 4/28/17 | Applicant one-on-one interviews |

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| By 5/11/17 | Award announcement |
| 5/16/17 | RLFC approval of funding decisions |
| 5/19/17 | CSB Board approval of funding decisions |
| 6/15/17 | FY2018 contract issuance with 7/1/17 effective date |
| 7/1 - 9/30/17 | Development and finalization of screening, triage, assessment, and housing plan templates and protocols in consultation with CSB Development and finalization of ongoing performance and quality improvement (PQI) plan and monthly Navigator Program dashboard in consultation with CSB |

7. Review Criteria

Proposals will be reviewed based upon the following:

- < Administrative Capacity: Does the applicant have the capacity to comply with CSB Partner Agency Standards? Does the applicant demonstrate the experience and capacity to achieve the goals and objectives described in the RFP?
- < Application Completeness: Is the RFP responsive? Is the application complete?
- < Program Design: To what extent is the project design clear, reasonable and consistent with RRH core components, RRH practice standards, and RFP requirements? Does the applicant adequately describe the project?
- < Cost Efficiency: To what extent is the requested budget reasonable? Are project costs adequately explained and reasonable? To what extent does the project leverage other community and CSB investments?

8. Submission Requirements

Completed and signed applications are due to Cathy Ellerbrock, CSB's Grants Administrator, at cellerbrock@csb.org no later than **5:00 p.m. on March 29, 2017**. Applications must be submitted electronically.

9. Key Terms

Chronically Homeless. The definition of "chronically homeless", as stated in HUD's Definition of Chronically Homeless final rule is:

(a) A "homeless individual with a disability," as defined in section 401(9) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11360(9)), who:

- i. lives in a place not meant for human habitation, a safe haven, or in an emergency shelter; and

ii. Has been homeless and living as described in paragraph (a)(i) continuously for at least 12 months or on at least four separate occasions in the last 3 years, as long as the combined occasions equal at least 12 months and each break in homelessness separating the occasions included at least 7 consecutive nights of not living as described in paragraph (a)(i). Stays in institutional care facilities for fewer than 90 days will not constitute as a break in homelessness, but rather such stays are included in the 12-month total, as long as the individual was living or residing in a place not meant for human habitation, a safe haven, or an emergency shelter immediately before entering an institutional care facility;

(b) An individual who has been residing in an institutional care facility, including a jail, substance abuse or mental health treatment facility, hospital, or other similar facility, for fewer than 90 days and met all of the criteria in paragraph (a) of this definition, before entering the facility;

Long-Term Homeless. Individuals who do not meet the length of time homeless criteria under the Chronic Homeless definition, above, but who have been homeless and living as described in paragraph (a)(i) of the Chronic Homeless definition for a cumulative amount of at least 12 months in the past 3 years.

Severe Service Needs. This means an individual for whom at least one of the following is true:

- < History of high utilization of crisis services to meet basic needs, which include but are not limited to, emergency rooms, jails, and psychiatric facilities;
- < Significant challenges or functional impairments, including any physical, mental, developmental or behavioral health disabilities regardless of the type of disability, which require a significant level of support in order to maintain permanent housing (this factor focuses on the level of support needed and is not based on disability type);
- < For youth and victims of domestic violence, high risk of continued trauma or high risk of harm or exposure to very dangerous living situations.
- < The extent to which an individual, especially a young adult under age 25, are unsheltered;
- < Vulnerability to illness or death;
- < Risk of continued homelessness but for Navigator Program assistance;
- < Vulnerability to victimization, including physical assault, trafficking or sex work; or
- < Other factors as determined by CSB and the Rebuilding Lives Funder Collaborative based on severity of needs.