

# Meeting Minutes

## Rebuilding Lives Funder Collaborative Meeting

Wednesday, June 3, 2015

11:30 am – 1:30 pm

Mid-Ohio Regional Planning Commission

### Attendees:

RLFC Members: Michelle Heritage, Emily Savors, Susan Lewis Kaylor (*for David Royer*), Jacci Graves, Jeff Cutlip, Piper Moore, Jennifer Voit (*for Karen Days*), Don Strasser, Ron Lebsock (*for Charles Hillman*), Cmdr. Rhonda Grizzell, Kevin Bowman (*for Amy Bradley*), Nancy Case, Terri Power, Patrick Jarvis, Joyce Edelman, Mark Paxson (*for Rollin Seward for Jim Schimmer*), Jeff Pattison, Deborrah Armstrong (*for Chip Spinning*), Robin Harris (*for Anthony Trotman*), Antonia Carroll, Mary Vail, Marissa Michaels, Matt Kosanovich (*for Janet Jackson*), Carl Landry, Michael Brooks

Community Shelter Board Staff: Lianna Barbu, Amy Price, Carol Patzkowsky

Guests: Stephanie Lunceford, Kim Eberst, Colleen Bain, Sue Villilo, Tiffany Nobles, Amanda Owen, Sue Darby, Julie Wagar

### Welcome & Agenda Review

Michelle Heritage welcomed the group and reviewed the agenda.

### Administrative Issues

#### Approve Minutes from 12/9/14 RLFC Meeting

Patrick Jarvis made a motion to approve the minutes. Susan Lewis Kaylor seconded the motion. The motion was unanimously approved without any abstentions.

#### Review and Approve Recommendations for RLFC Membership

Michelle shared the RLFC Board's recommendations for RLFC membership with the group.

For the RLFC Board, a Citizens Advisory Council member who was formerly homeless, Jeff Cutlip, was identified.

For the RLFC, nominations to fulfill the HUD-required membership representation for the rotating non-profit homeless provider seat and the rotating business seat were accepted, YMCA and Capital Crossroads and Discovery SID, respectively. Individual representatives were identified:

- YMCA – Sue Darby
- Capital Crossroads and Discovery SID – Lisa Defendiefer
- Columbus Mayor's Office – Piper Moore
- Franklin County Children Services – Deborra Armstrong for Chip Spinning
- Franklin County Department of Job and Family Services – Robin Harris for Anthony Trotman

- Veterans Service Commission – Chip Tansill
- Citizens Advisory Council – Jeff Cutlip

One Citizens Advisory Council seat for the RLFC remains open awaiting the recommendation of the CAC, as Jacci Graves will be stepping down.

Michelle continues to work on identifying a Columbus City Council representative.

Michelle introduced a resolution to approve the RLFC Board’s recommendations for membership in the Rebuilding Lives Funder Collaborative and the RLFC Board. Nancy Case made a motion to approve the resolution. Antonia Carroll seconded the motion. The motion was approved without any abstentions.

#### Review and Approve Governance & Policy Statements and Annual Plan

Michelle shared the RLFC Board’s recommendations for changes to the Continuum of Care Governance and Policy Statements and Annual Plan.

Michelle explained that changes to the Governance and Policy Statements were minimal. She referred members to page 17 of the packet for a HUD requirement to issue an annual public request for a new RLFC member nomination. She referred members to page 31 for removal of teams that are no longer operational.

Lianna Barbu reviewed the FY2016 Annual Plan with the group.

Michelle introduced a resolution to approve the FY2016 Continuum of Care Governance and Policy Statements and Annual Plan. Jennifer Voit made a motion to approve the resolution. Antonia Carroll seconded the motion. The motion was unanimously approved without any abstentions.

#### Review Rebuilding Lives Report Card

Michelle reviewed the Rebuilding Lives Report Card with the group. She noted that it summarizes progress on the Rebuilding Lives Plan, Columbus and Franklin County’s community plan to end homelessness, issued in 2008. Regarding the affordable housing strategy, she said that Homeport convened the Affordable Housing Alliance, whose work will help achieve the affordable housing strategy. Amy Price noted that partners include National Church Residences, the City of Columbus, Franklin County, Columbus Metropolitan Housing Authority, and Habitat for Humanity. They represent a broad base of researchers, planners, and direct practitioners. The group is focused on viable options including the possibility of mixed income communities and micro homes as solutions.

In response to a question, Lianna stated the report card, including information for prior years, is posted on [csb.org](http://csb.org).

Michelle stated she anticipates the affordable housing strategy will move from red to yellow status in the next year.

### **System Updates**

#### Crisis Response System Update

Michelle reported the Van Buren Single Adult Shelter opened to women in July and filled up quickly. Numbers remain higher than anticipated. Because of a high number of families in the

community needing shelter, the Volunteers of America of Greater Ohio has begun to shelter as many as 35 families at Van Buren Center. Michelle stated while the shelter was built for single men and women, sheltering families there at this time avoids the need for hotels. This offers the ability to manage risks, services, and costs.

Michelle said the Van Buren Family Shelter will open in fall 2015. At that time, depending on the women's census, the Van Buren Men's Shelter may or may not open.

Michelle reported the Navigator Program, run by Access Ohio, Columbus Area Integrated Health Services, and Goodwill, hired approximately 28 navigators who are now working across all shelters. She said CSB provides weekly technical assistance to the Navigator Program. Amy meets bi-weekly with the new Navigator Program Director from Access Ohio. In addition, Amy meets individually with the single adult crisis system directors and collectively with all crisis system directors approximately every 4-6 weeks. The first adult system operations workgroup meeting each month is dedicated to shelters and the navigator program only.

Michelle stated this level of technical assistance is to be expected this early in implementing a new system.

Amy stated a new leader has taken over the Navigator Program lead by Access Ohio as of May 1 and the program staff has established an extensive training manual. Training is planned to take place in June.

Michelle stated HandsOn Central Ohio will be the central point of access for the family system on July 1, 2015 for the two family shelters. The services they will provide will be similar to those currently provided for single adults experiencing homelessness with an intensified effort around diversion. CSB is providing technical assistance for HandsOn around their new services to families. In addition, CSB is providing technical assistance to Volunteers of America Family Shelter, Volunteers of America Van Buren Village, and Columbus Area housing programs. Technical assistance with YMCA Van Buren Shelter will conclude at the end of FY15.

In response to a question, Mary Vail stated the original infrastructure of the navigator program included two employment navigators who do not carry a caseload so they can support all navigators. In addition, all navigators understand the evaluation and assessment process and connect clients to existing employment programs such as Goodwill. She stated that this part of the navigator program has seen good success, including sometimes helping underemployed clients get a second job to meet financial needs.

Susan Lewis Kaylor reported two new investments have been made by ADAMH through Southeast, the EHITS and HOST Programs. The programs were developed with Southeast and CSB in the last year and fully staffed in April. They offer services to clients with serious and persistent mental illness and/or addiction. One program offers motivational interviewing and engagement, and it is funded by levy monies rather than Medicaid. Amy stated, as of May, Southeast is working with approximately 115 clients.

Michelle commended the effective partnership between ADAMH and CSB in addressing the needs of these previously unlinked clients. She stated the partnership could become a model across the nation as it brings specific strengths to the table.

In response to a question, Michelle stated the Van Buren Village program will go through the Unified Supportive Housing System. She stated the program will focus on chronically homeless individuals as long as we have chronically homeless individuals in our housing pools.

In response to a question, Amy noted that families experiencing homelessness, just like single adults, will have to call a phone number rather than present at a specific location.

Michelle made note of a family research project conducted by Abt Associates and funded by The Columbus Foundation related to causes of increased family homelessness.

## **Strategic Issues**

### Review April 2015 Program Occupancy Report

Lianna reviewed the 2015 Program Occupancy Report with the group. The report looks at all occupancy rates for permanent supportive housing programs. Lianna directed members to page 42 of the packet. She said the goal is to efficiently use resources and identify patterns of concern regarding occupancy. She noted no pattern of concern since the RLFC last met.

She stated that two former shelter plus care programs are now on track, both measuring above 100%. This is especially good as funds from HUD can be better used at higher occupancy.

Lianna noted Faith Mission's Shelter Plus Care program closed as of March 31, 2015.

In response to a question, Michelle explained that over-leasing occurs because of fair market rent and actual rent differences.

Ron Lebsock explained the HUD budget is based on fair market rent rates for a minimum number of units. When actual rental rates are lower than fair market rent, excess funds allow additional units to be added. CMHA meets with sponsors monthly to calibrate and monitor these numbers.

Lianna stated natural turnover of units and household composition also impact these numbers.

### Review 2014 HUD Funding Awards

Lianna reviewed the 2014 funding awards issued by HUD for the term beginning July 1, 2015. She stated the funding award was approximately \$1.5M higher than last year, a significant increase. She noted that RLFC applied for the maximum amount and received funding beyond that amount. Some of this money will fund new leasing programs such as 184 new permanent supportive housing units by Columbus Area Integrated Health Services.

Regarding the HUD funding year beginning July 2016, Lianna stated that HUD has not issued its annual Notice of Funding Availability yet. The RLFC will reconvene in approximately 45 days to decide on that funding allocation.

### Review FY15 Q3 System & Program Indicator Report

Michelle directed members to page 47 of the packet for three programs being featured as Programs of Excellence—Homeless Families Foundation, The Salvation Army, and Volunteers of America. She stated that the goal is to lift up providers who are doing a great job. She acknowledged these providers for devising and implementing an entirely new referral process focused on ending families' homeless crisis quickly and stabilizing families in housing.

Lianna reviewed the FY15 3<sup>rd</sup> Quarter (1/1/15 – 3/31/15) System and Program Indicator Report with the group. The following highlights were noted:

- Family Emergency Shelter System
  - Overall households served decreased 25% compared to families served in the same period the previous year
  - The percentage of successful housing outcomes achieved was 57%, lower than the goal of 70%
  - Average length of shelter stay was 22 days
  - The number of families new to homelessness was 60%

Michelle stated a concern about the family emergency shelter system as other communities are not seeing similar numbers. She expressed a concern whether the family system may have become a default solution for long-term challenges families are facing, rather than the “emergency room” it is meant to be for family homelessness crisis. She said the Abt Associates’ report will help to answer the question of whether the family emergency shelter system is the best place to handle this community need.

In response to a question, Michelle said Abt Associates are collecting numbers and HMIS data currently and the report should be ready approximately mid-July. She also stated the research is focused on both newly homeless families and those experiencing repeat occurrences of homelessness.

- Men’s Emergency Shelter System
  - Overall individuals served did not change much compared to the number of individuals served during the same period the previous year
  - The percentage of successful housing outcomes achieved was 13%, significantly lower than desired
  - Average length of stay significantly increased and is at its highest rate since monitoring began

Lianna stated the navigators are learning a new program including what is required to successfully exit a client. She noted the goal is to significantly decrease length of stay in shelter and increase successful housing outcomes by FY2016 Q1.

In response to a question, Lianna stated clients who are not exiting successfully are either not exiting because they are staying longer in shelter, going to another shelter, or exiting to the street. She said the system is limited by a fixed capacity at the current time.

In response to a question, Lianna said the goals are based on a 10-year modeling report that shows improving outcomes over this timeframe.

- Women’s Emergency Shelter System
  - Overall individuals served increased 56% compared to the same period the previous year
  - Average length of stay was 53 days, higher than desired
  - The percentage of successful housing outcomes achieved was 17%, lower than desired

- The percentage of newly homeless single women entering the shelter system was 69%, the highest we have ever measured, reflective of the expanded capacity

Lianna stated new shelter capacity for women of 20 new beds for the “first time homeless” shelter and a minimum of 142 flexible capacity beds opened in August 2014. She said the significant increase in women experiencing homelessness has delayed the opening of the shelter for single men. In response to a question, Lianna stated the rate of women experiencing homelessness for the first time is usually around 50% (compared to the current 69%).

Terri Power stated she does not remember seeing a quarterly report with so many outcomes not met. She asked if the low outcome numbers were due to implementing the new system. Lianna stated yes. Michelle said it was also due to the sheer volume of persons experiencing homelessness.

In response to a question, Lianna said for single women’s waiting list was trending at 35-45 before additional capacity opened, and definitely the system sheltered everyone on the wait list and a lot more. She stated the waiting list was reinstated two weeks ago because of the increased number of families experiencing homelessness and the need to use shelter space at Van Buren previously occupied by women.

In response to a question, Michelle said the 79% increase in families experiencing homelessness is not a trend seen in other cities in Ohio or in other states. She stated this unique increase is what triggered CSB to ask The Columbus Foundation to fund the research project.

In response to a question, Michelle reported the Navigator system is new, and therefore the technical assistance provided is more intensive, but also the partnerships between providers are new as well. Amy noted the RLFC is looking at program outcomes for a new program in its 4-6<sup>th</sup> month timeframe. With that said, she stated the outcomes need to be higher and are expected steadily increase.

Lianna referred members to page 54 of the packet for a new dashboard which tracks the impact of the navigator program on the crisis response system for single adults.

- First-time Shelter for Single Adults
  - The first-time homeless shelter (or front door shelter) reflects only numbers for single women at this time
  - The percentage of successful outcomes was 41%, lower than the goal of 60%
  - The average length of stay was 14 days, higher than the goal of 7 days
  - The percentage of individuals who were newly homeless was 94%, which indicates the shelter is serving the needs of the population it was meant to serve
- Single Adult Tier 2 Shelter System
  - Represents all shelters where navigators currently offer services
  - The percentage of successful housing outcomes was 19%, which needs to substantially increase
  - The average length of stay was 53 days, higher than desired
- Navigator Program

- The Navigator Program numbers include services provided after individuals exit shelter
- The percentage of successful housing outcomes was 41%
- The average engagement time was 14 days, which represents the length of time, on average, for a navigator to get in touch with a client in shelter, higher than the desired goal of 7 days
- The average length of shelter stay was 29 days
- The overall length of participation in the program was 75 days; the program is too new to define a good goal
- Navigator Program pathways were identified by the adult crisis response system workgroups and outcomes are different based on the five pathways; the physical and behavioral barrier category should be higher than indicated

In response to a question, Michelle said the pathways are mutually exclusive. Amy noted that 30-, 60-, and 90-day reviews are happening to ensure that clients are receiving the correct level of services. Lianna stated the different pathways allow targeting outcomes, such as clients with military service which shows 6 households served and a high successful housing outcome percentage but very high average length of stay in shelter. Amy provided a handout for interested members which described the make-up of the pathways.

In response to a question, Lianna stated the possible goal of aiming for higher overall length of participation in the Navigator Program comes from statistics that show families who receive services for 90-100 days in similar programs show more stability over time.

Mary Vail noted the 10 year goal for successful housing outcomes is 40% and expressed surprise that the measure was not higher. Lianna shared the example of the men's system, in which the successful housing outcome measure is currently at 13%. She stated the goal was 25% in the old system.

Michelle stated that when CSB created the cost modeling for the new crisis response system, they offered aggressive, moderate, and non-aggressive 10-year scenarios for system improvement to stakeholders and asked them to identify the most likely scenario. The majority selected the moderate scenario as the most likely. The ten year goals for the system are based on this scenario.

Lianna reviewed the permanent supportive housing dashboards and the following highlights were noted:

- Total Permanent Supportive Housing System – Rebuilding Lives and non-Rebuilding Lives units
  - The system is performing well with good occupancy rates and all measures trending in the right direction
  - Currently there are 1,716 permanent supportive housing units with an additional 289 VASH vouchers for veterans
- Permanent Supportive Housing System – Rebuilding Lives units only
  - Currently there are 1,172 Rebuilding Lives permanent supportive housing units in the system

In response to a question regarding benchmarks with other cities, Michelle stated there is a lack of good data on crisis response systems. For example, she stated CSB's definition of a successful housing outcome equals a lease in the client's own name which is not the case in some other communities. She said an effort was made last year to benchmark the permanent supportive housing system and the data was too varied to glean useful benchmark information.

#### Review Program Evaluation Results

Lianna shared an overview of the FY15 program evaluation results with the group. She explained that results were determined based upon outcomes for 76 programs, an increase over the previous year, achieved during the 7/1/14 – 12/31/14 time period. She stated a link to the report would be provided to members. She explained that PSH projects are ranked for funding purposes and these ratings will be part of scoring for federal funding decisions.

#### Review Semi-Annual Financial Report

Lianna introduced the semi-annual financial reports to the group, referring members to page 66 of the packet. She explained the report's purpose, to provide the RLFC with an accurate comparison of budgeted versus actual revenues/expenses as approved for the previous year. She stated that May or June of every year the RLFC approves the budget beginning July 1.

She reviewed CSB revenues and expenses for the 7/1/14 – 12/31/14 time period. She stated that revenue variances are expected to be around 50% and that, as expected, actual revenue for the period is at 47% compared to budget. She explained that a measure of cost per household served, or per unit for permanent supportive housing, was included in the report. She noted the goal is not to compare programs to each other, but rather to look at trends going forward.

#### Review and Approve Annual Funding Strategy

Michelle introduced a resolution to approve the FY16 funding strategy and processes on page 68 of the packet. Marissa Michaels made a motion to approve the recommendation. Susan Lewis Kaylor seconded the motion. The motion was approved, without any abstentions.

#### Review and Approve Annual Funding Allocations

Lianna reviewed the FY2016 CSB program funding budget with the group on page 73. Lianna noted that, in total, over \$26 million was being allocated to fund homeless and housing programs in Columbus and Franklin County during FY2016.

Michelle introduced a resolution to approve FY16 program investment funding allocations totaling \$26,029,068. Terri Power made a motion to approve the resolution. Susan Lewis Kaylor seconded the motion. The motion was approved, with Ron Lebsack and Mary Vail abstaining from the vote.

In response to a question from Carl Landry, Lianna noted that all CSB funded programs received a funding cut compared to the current year, due to need outstripping current resources.

#### Review Permanent Supportive Housing Funding Matrix

Lianna reviewed the FY2016 Permanent Supportive Housing Funding Matrix with the group. She explained that the document was used to provide cost analysis for permanent supportive housing programs.

She reviewed the total cost of permanent supportive housing as provided by partners. The following highlights were noted:

- a mean total cost of \$12,241/unit
- a mean front desk cost of \$2,535/unit
- a mean service cost of \$5,591/service unit
- a mean operations cost for all units of \$6,139/unit

Lianna stated that measures also include information reported by each project, including tenant attributes, type of services, and how the project is built or designed. Lianna explained single site projects cost more than scattered site projects, because they have front door operations. The following highlights of these measures were noted:

- providing intensive services costs more; the limited staff availability mean was \$1,911/services/unit compared to intensive staff availability of \$6,299/services/unit cost
- tenants with high vulnerability and high needs cost more; the high vulnerability/needs means was \$6,176/services/unit compared to medium vulnerability/needs of \$5,007/services/unit
- a similar pattern was reflected in operations costs

Lianna stated the averages of these measures make sense based on the level of care and services and operations costs.

#### Review Annual Point in Time Count Data

Lianna reviewed the 2015 Point in Time Count data with the group. The 2015 Point in Time count data represents an attempt to get an accurate count of all sheltered and unsheltered persons residing in Columbus and Franklin County on January 29, 2015.

A total of 1,721 homeless persons were counted, an increase of 107 persons from 2014. A total of 1,523 of these individuals were sheltered (an increase of 142 persons) and 198 individuals were unsheltered (a decrease of 35 persons). Lianna expressed her hope that the latter number indicates a real decrease in unsheltered individuals.

Michelle noted that the day of the count was very cold and icy, and there were many individuals outside despite the great efforts made by providers.

Lianna directed members to page 77 of the packet and noted the following highlights:

- a 10.8% increase in the number of individuals in emergency shelter
- a 5.4% increase in the number of individuals in transitional housing
- a 19.5% decrease in chronically homeless individuals, the best news in the 2015 PIT count
- a decrease in veterans served, in line with efforts from the Mayor's Challenge to End Veteran Homelessness to achieve a functional zero of currently homeless veterans

Lianna stated CSB is reviewing all data to avoid under-counting chronically homeless individuals.

In response to a question, Lianna said 82 unsheltered individuals self-reported mental health issues.

Michelle stated that right after the PIT Count, planning for the following year's count begins. She noted that CSB has tried many formats over the years in an effort to get the most accurate count. She recognized the Coalition for the Homeless because one of their members, Angie Weber, is working on her Master's thesis to determine the best way to operate a PIT count.

## **PSH Project Updates**

Update reports from project developers were included in the meeting packet.

Stephanie Lunceford gave an update on Columbus Area Integrated Health Services' Leasing 1, 2 and Scattered Sites. She stated that Leasing 1 & 2 programs will provide rental assistance to 184 chronically homeless individuals by year-end, beginning with the initial units being leased in July 2015. They are currently identifying landlords, the Q.A. Data Coordinator has been hired, and most staff will be identified by June 8. Between June and November, inspections will take place and USHS referrals will be requested for chronically homeless single adults who meet the prioritization policies of USHS and HUD.

Lianna noted that CAIHS also took over 120 permanent supportive housing units from Southeast. Stephanie said that staff will be hired by June 8.

Stephanie stated the Scattered Sites HUD Rebuilding Lives will service 36 units that will require master leasing.

In response to a question, Stephanie said town hall meetings will take place after staff comes on board. She stated she will ask Thomas Teague on timing and send the answer to Carol Patzkowsky who will forward to Jeff Cutlip.

Kim Eberst gave an update on Volunteers of America of Greater Ohio's Van Buren Village. She said supportive services will be offered on-site by National Church Residences and property management will be performed by CPO. Van Buren Village will have 100 single bedroom units serving single adults with disabilities, with 60 of those units designated for Rebuilding Lives and the remaining 40 for ADAMH consumers. The majority of site work construction has been completed with 35-40% of the overall work complete. Kim said the project is due to be completed in October 2015.

Julie Wagar gave an update on YWCA's WINGS renovation. She stated YWCA closed on the project in April 2015 and the renovation will provide 91 efficiency and one-bedroom apartments to house single adult women who qualify for Rebuilding Lives. The administration offices have been relocated. The residency team will move on June 15 and residents will move beginning that time in groups of 10-12 women, with all to be moved in approximately one week. They will be double-staffed at both locations to ensure no break in services occurs during this time.

Julie praised community partners who are feeding the clients and staff nightly. She reported that 69 women will move back into the Griswold location in a year or less.

Ryan Castle gave an update on Community Housing Network's Terrace Place. He stated Terrace Place will be a 60-unit (one-bedroom/unit) permanent supportive housing development on the south side of OSU campus. He noted they are waiting for OHFA to announce tax credit awards on June 17. CHN is hopeful to receive the tax credit award as OHFA's pool was undersubscribed. They expect to work with Campus Partners and hope to submit requests for permits June 24, with an anticipated closing at the end of July. The goal is to finish the development by August 2016.

Meeting adjourned.