

## Meeting Minutes

### Continuum of Care Meeting

Monday, May 24, 2021

10:30am – 12:30pm

Virtual Meeting

### Attendees

Continuum of Care (CoC) Members: Andy Keller, Buck Bramlish, Carl Landry, Scott Scharlach, Tina Rutherford, Debbie Donahey, Emily Savors, Kythryn Carr Harris, Felisha Lyons, Frank Beel, Geoff Stobart, Hannah Estabrook, Jeff Pattison, Jon Cardi, Keith McCormish, Kelsey Strausbaugh, Kim Stands, Michael Wilkos, Lisa Patt-McDaniel, Mason Laurie, Michelle Heritage, Nancy Case, Orvell Johns, Christopher Maitland, Sheila Prillerman, Sonya Thesing, Steve Gladman, Sue Darby, Sue Villilo, Terri Power

Community Shelter Board (CSB) staff: Lianna Barbu, Steve Skovensky, Hannah King Boyles

Continuum of Care (CoC) Members (not in attendance): Tatyanna Lucas (Youth Action Board), Dennis Jeffrey (Columbus Police Department), Dion Robinson (Citizens Advisory Council), Donna Mayer (Legal Aid Society of Columbus), Emerald Hernandez-Parra (City of Columbus), Jerome Johnson (Citizens Advisory Council), Mark Paxson (Franklin County), John Edgar (Church and Community Development for All People), Jonathan Welty (Ohio Capital Corporation for Housing), Lisa Defendiefer (Capital Crossroads and Discovery SID)

Guests: Kat Weathers (Center for Family Safety & Healing)

### Administrative Issues

Keith welcomed the group and asked for any additions to agenda. Kythryn moved to approve the agenda, Sue Villilo seconded, and the CoC agreed.

### Minutes

Keith asked for any corrections to or comments on the minutes from the December 15, 2020 CoC meeting. Sheila moved to approve the minutes, Kythryn seconded, and the CoC agreed.

### FY22 CoC Membership

Lianna presented minor revisions to the CoC membership categories to better align them with HUD's recommended categories. Keith reviewed the CoC Board's recommendations for FY22 CoC membership. The CoC Board did not recommend replacing any members who have only served one year on the CoC. They did recommend some replacements for seats that have been filled by the same organization for several years.

- < The CoC Board recommends that Mount Carmel Health System Street Medicine (Ben Sears) replace Capital Crossroads Special Improvement District (Lisa Defendiefer) in the Street Outreach category.
- < The CoC Board recommends that Homeless Families Foundation (Beth Fetzer-Rice) replace Huckleberry House (Sonya Thesing) in the Youth Homeless Organizations category.
- < The CoC Board recommends that Office of the Columbus City Attorney (Tiara Ross) replace the Franklin County Jail (Geoff Stobart) in the Local Jails/Courts category.

- 〈 The CoC Board recommends that Tatyanna Lucas serve as the primary representative and Jennifer Cowen serve as the alternate representative from the Youth Action Board in the Youth Advocates category.

Scott asked whether current members have been notified about their potential replacement. Keith answered that he spoke with Lisa and Sonya.

Sheila moved to approve the CoC Board's recommended membership changes. Lisa Patt-McDaniel seconded and the CoC agreed.

### Governance and Policy Statements and Annual Plan

Lianna explained that CSB proposes updates to the CoC Governance annually. Minor clarifications and updates are being proposed this year. The most substantive changes are:

- 〈 The membership seat titles and designees will be updated per the last resolution.
- 〈 An addition was made to make the membership voting procedures consistent for the CoC Board and the CoC. Carl and Jon Cardi suggested that the membership section of the Governance reference "new replacement members" instead of "new members."
- 〈 A change was made to indicate that "voting shall only occur if a quorum has been achieved during the meeting."
- 〈 Details about Quality Improvement Plans were updated for consistency with the Policy and Procedures for Determining and Monitoring Enhanced-risk Partner Agencies, approved by CoC Board in January 2021. Keith asked for clarification on the appeal process. Lianna confirmed that the CoC makes the final determination if a partner agency appeals a decision made by the CoC Board.
- 〈 The Homelessness Prevention Network Partner Operations Workgroup was added to the list of CoC workgroups.
- 〈 The Annual Plan follows the HUD schedule and the Governance. There are no substantive changes.

Michelle moved to approve the Governance and Policy Statements as presented, to approve the Annual Plan as presented, to reauthorize the CoC Board to act on behalf of the CoC, and to reauthorize CSB as the Collaborative Applicant and Unified Funding Agency. Sheila seconded and the CoC agreed.

### Conflict of Interest Forms

Hannah reminded CoC members to complete their annual [Conflict of Interest disclosure form](#) by July 1, 2021.

### **Strategic Issues**

#### Annual Funding Strategy & Allocations

Lianna explained that HUD requires CoC review and approval of annual CoC and ESG funding allocations. She presented the proposed FY22 CoC budget which draws from partner agencies' Gateway budgets.

- 〈 Sources of funds are compiled from partner agencies' FY22 budgets. In total, \$66.2 million will be allocated to homeless programs, of which \$21.2 million will be leveraged by partner agencies. CSB and CoC funding makes up 68% of FY22 funding. \$10.6 million is listed in the "Other (includes COVID-19)" line. Temporary public and private COVID-19 relief funding is

separated out onto this line so that in future years, it does not appear that funders decreased their allocations. CMHA will provide over \$5 million in leveraged funds via Section 8 vouchers for permanent supportive housing (PSH) units.

- < Expenses are also compiled from partner agencies' FY22 budgets, consistent with the revenue sources proposed. Financial assistance for clients is increased overall due to COVID-19 funding, as is Prevention and Diversion funding. FCCS tripled its investment in its prevention program operated through Gladden Community House.
- < The social distancing shelter for men is budgeted to operate through FY22. CSB plans to return to a normal seasonal overflow schedule by 6/30/22 as COVID-19 funding is temporary. The Shelter for Isolation and Quarantine is budgeted to operate through 12/31/21 but will close earlier if demand allows. The State of Ohio has provided temporary COVID-19 funding to emergency shelters.
- < Funding levels for rapid re-housing (RRH) programs are consistent with FY21, with the exception of two new programs: Homeless Families Foundation(HFF)/Celebrate One Pregnant Women Housing (RRH and Prevention) and YMCA Single Adult RRH Expansion. Both programs are receiving temporary funding and will operate through FY22.
- < Funding levels for PSH programs are consistent with FY21. Community Housing Network (CHN) Creekside Place will open in FY22 and is funded by ADAMH.
- < Starting in FY22, Youth Homelessness Demonstration Program (YHDP) funding will renew for one-year terms, as opposed to the initial two-year term.
- < Terri asked about CSB's strategy for managing end dates of temporary COVID-19 funding. Lianna explained that CSB's COVID-19 funds expire 9/30/22. HFF will enroll families until 9/30/21, allowing them to access at least a full year of services. CSB is planning to close shelters for social distancing, isolation, and quarantine before funds expire. For RRH for single adults, CSB is requesting a waiver from HUD that would allow for pre-payment of rent at the end of the funding term. If the request is not approved, enrollments will be tapered off prior to 9/30/22 to ensure program participants receive enough support to regain stability before exit.
- < Sue Villilo reported that Lutheran Social Services (LSS) Faith Mission shelters are projecting a \$770,000 deficit for FY22. She noted that Faith Mission's CSB funding allocation is less than that of some other shelters. If Faith Mission is not able to raise enough additional funding, some services and/or capacity may be reduced.
  - o Keith asked whether any COVID-19 funding could be redirected to Faith Mission. Lianna reported that CSB was awarded additional ODSA funding for shelters. CSB applied for a second allocation but was denied because partner agencies had not sufficiently spent down the first allocation. CSB may be able to secure a second allocation once the first is spent down.
  - o Jon Cardi asked whether CSB issued a call to action to partners about spend-down. Michelle answered affirmatively. CSB staff is in constant communication with partner agencies about funding sources and spend-down. The complications of the last year have made it more challenging for partners to manage the spend-down of multiple funding streams. Michelle confirmed that CSB plans to request an additional allocation from ODSA once the request is viable for serious consideration.
  - o Felisha asked whether ODSA funding could be reallocated from partner agencies who are spending slowly to others who can spend down faster. Lianna confirmed this is an option. CSB checks in with current subrecipients to determine whether they will be

- able to spend down their allocations before the end of the grant term. If they answer no, CSB reallocates the funds.
- Sue thanked CSB for monitoring shelters' spending and for being prepared to make a second request to ODSA.

Steve Gladman moved to approve the FY22 funding strategy as presented. Michael seconded and the CoC agreed. Sheila moved to approve the FY22 funding awards as presented. Terri seconded and the CoC agreed. Sue Darby, Sue Villilo, Sonya Thesing, and Kelsey Strausbaugh abstained from these two votes.

#### Affordable housing acquisition and rehabilitation through ARP

Lianna gave an update on efforts to secure a set-aside of \$12 million in American Rescue Plan Act funding from the City and County to acquire and renovate hotels and/or motels for PSH. The County has provided positive feedback on the request and the City is interested in continued conversations.

- < Communities have had success using motels and hotels as shelters during COVID-19 and then converting those properties into PSH. One example is California's [Homekey project](#). CSB received expressions of interest from Homefull and CHN to develop projects of this nature.
- < Developing new PSH units is costly (\$220,000 per unit on average), requires detailed compliance and financing work, and usually takes at least three years. This is a unique opportunity to quickly add PSH units to our system at a low cost (likely \$60,000 - \$80,000 per unit).
- < Keith asked whether there are properties available to purchase. Lianna answered that there are underutilized motels available in the community. CHN and HFL are doing their due diligence in researching properties to acquire should the funds become available.
- < Jon Cardi noted that he has voted not to approve PSH project plans in the past due to their high cost per unit. He recommended that CoC members support this more cost-effective solution for adding PSH units to the community.
- < Carl asked whether community acceptance work will be done for hotel/motel projects like it is for new developments. Lianna answered affirmatively. Carl asked whether a low-barrier "transition in place" model would be considered for the projects. Michelle explained that CSB and partners are in the early planning stages of these projects and recommended Carl connect with Steve Skovensky to discuss possible service models.

#### Emergency Housing Vouchers

Lianna explained that HUD is releasing 70,000 Emergency Housing Vouchers (EHVs) to public housing authorities (PHAs) nationwide. PHAs must coordinate implementation of the vouchers with CoCs and receive referrals through the CoC's coordinated entry system. CMHA has accepted 298 EHVs from HUD and is willing to accept up to an additional 500 vouchers if available. This is another unique opportunity to quickly achieve a large increase in PSH capacity without the expense of a new development.

- < The EHVs are tenant-based, scattered-site vouchers. Referrals will come through the Unified Supportive Housing System. The CoC and CMHA will enter into a Memorandum of Understanding by July 1 and will identify a partner agency to work with EHV recipients.
- < The EHVs come with limited services funding. Coincidentally, the CoC has additional services funding available to pair with the EHVs. In April, CMHA issued an RFP to allocate new project-

based vouchers (PBVs) and prioritized PSH projects for the vouchers. CHN applied to replace CoC rental assistance subsidies with PBVs, thereby freeing up about \$1 million in CoC funds from about 120 units. CSB issued an RFP to identify a current CoC subrecipient who will receive the CoC services funds and the 298 EHV.

- < Keith asked what the anticipated challenges are for this program. Lianna answered that the biggest challenge will be finding units to rent in the community. HUD is allowing PHAs to offer some incentives to landlords, including paying up to 120% of fair market rent.
- < Carl noted that finding funding for security deposits and utilities may also be a challenge. Lianna responded that HUD will pay PHAs \$3,500 per unit in administrative costs which include security deposits, utilities, moving costs, and housing location services. Scott reported that CMHA has started offering landlord incentives in its existing voucher programs, including security deposits and vacancy payments.
- < Carl asked when the units need to be leased up. Lianna answered that the deadline to issue the EHV is 9/30/23, but PHAs are incentivized to issue them within a four-month period of 7/1/21.
- < Kim ask what the target population will be for EHV. Lianna answered that people with a disability experiencing literal homeless will be prioritized for EHV.
- < Keith thanked CMHA for their partnership on this project.

#### Mental Health/Crisis Services funding proposals

Michelle reported that over the past year, CSB has seen a system-wide increase in crisis situations like mental health and substance abuse episodes, police calls, and psychiatric hospitalizations. Deaths in PSH programs are up 92% compared to last year. System-wide, violent incidents are up 39% and mental health incidents are up 35% compared to last year. CSB has worked with partners to determine what kind of support is needed and is pursuing American Rescue Plan Act funding to embed crisis intervention specialists within homeless programs. ADAMH is supportive of the proposal and will review it prior to submission to the City and County. The goals are to better support clients and partner agency staff, and to reduce police and EMS runs to housing and shelter locations. Due to behavioral health staffing shortages, CSB is also exploring developing a pipeline program with Columbus State Community College to train crisis intervention staff.

- < Debbie asked whether there is an immediate need for staff support among partner agencies. Michelle answered affirmatively. CSB has offered some resources to partner agency staff and welcomes additional resources to share.
- < Sheila asked what the prerequisites would be for the training program. Michelle answered that this hasn't been determined yet. CSB plans to consult with partner agencies and Columbus State Community College to develop the program.
- < Kim suggested also training staff who work in other systems. Michelle responded that CSB is keeping ADAMH informed of these efforts and agreed that partnerships could exist to train other systems' staff.
- < Terri recommended planning for ways to support crisis intervention specialists once they are hired. Michelle agreed this is important. Kythryn noted that ADAMH is considering convening learning communities that could address this need. Terri asked about the sustainability of the available funding. Michelle explained that American Rescue Plan Act funding is available through 2024. ADAMH is engaged in strategic planning for initiatives like a new crisis center that could close the gap going forward and be implemented beginning in 2025.
- < Michelle welcomed continued ideas and feedback from the CoC.

### Prioritization of new projects for 2021 CoC Competition

Lianna reminded the group that due to COVID-19, HUD did not hold a competitive renewal process for CoC funds in 2020. As a result, there was not an opportunity to apply for new funding. CSB is anticipating a return to the normal competition cycle this year and an opportunity to compete for bonus funds. CoC applications are scored competitively and the highest-scoring CoCs receive bonus funding. Lianna reviewed the project plans that have already been approved by the CoC. CHN Poplar Fen Place is not requesting prioritization for bonus funds in the 2021 CoC competition. The three projects requesting prioritization are:

- < CHN Touchstone Field Place – Phase 2: \$500,000 in capital funding and potentially \$33,081 in services funding if no other funding source is secured. CHN’s Project Plan for Touchstone Field Place – Phase 2 was approved by the CoC in December 2020. The project has a \$500,000 gap in capital funds. CHN has submitted a revised concept paper and is requesting prioritization in the 2021 CoC competition to fill this gap. There are no other changes to the project details.
- < CHN Parsons Place: \$74,847 in additional services funding due to the project’s unit expansion.
- < National Church Residences (N^^) Berwyn East Place: \$200,000 in capital funding and \$100,000 in services funding.

The CoC Board is recommending the following prioritization: CHN Parsons Place, CHN Touchstone Field Place – Phase 2, N^^ Berwyn East Place. Lianna reported that neither Touchstone Field Place – Phase 2 nor Berwyn East Place received 2021 OHFA tax credits, which are needed for the projects to move forward. The projects will likely request OHFA prioritization for 2022 tax credits. CoC capital funding expires after three years, so if a project receives CoC bonus funds for capital expenses in the upcoming competition, it can wait to spend the funds while reapplying for a tax credit award.

Michelle asked for Steve Gladman’s thoughts on why these projects did not receive OHFA tax credit awards. Steve suggested that perhaps OHFA is shifting funding sources and allocations around to maximize funding. Additionally, rising construction costs may be prompting OHFA to revisit past allocations and make adjustments.

Lisa Patt-McDaniel moved to approve the CoC Board’s recommended prioritization for the 2021 CoC competition: CHN Parsons Place, CHN Touchstone Field Place – Phase 2, N^^ Berwyn East Place. Sheila seconded and the CoC agreed. Sue Darby, Steve Gladman, and Keith abstained.

### **System & Community Framework Updates**

#### COVID-19 & Vaccination Campaign Update

Michelle reported that mobile COVID-19 vaccine clinics are being offered at housing and shelter sites. Uptake among clients is still slow. CSB’s vaccine campaign efforts include on-site Q&A coffee hours, town hall discussions, trusted messengers, videos, and thank you gifts. More information is available on the [website](#). CSB would like to increase uptake among clients and staff and is considering offering incentives to people who receive the vaccine.

#### Homelessness Prevention Network Update

Steve reminded the group that the Homelessness Prevention Network (HPN) is a three-year demonstration project that launched last fall based on recommendations from the Prevent Family

Homelessness Collaborative. The HPN serves families and pregnant people who fall into Risk Level 3 (at risk of experiencing homelessness within 14 days). The six HPN partner agencies are Homeless Families Foundation, Gladden Community House, St. Stephen's Community House, Physicians CareConnection, IMPACT Community Action, and Compass at Broad Street.

- < Steve Skovensky reviewed the HPN's typology of risk and associated interventions. Since data collection started in February, 114 households have been screened using an initial screening question embedded in partners' operations. 72 of those households have been offered prioritized assistance such as rental assistance, food pantry access, and childcare.
- < Early results are showing that after assistance is provided, some households are rescreened at a lower risk level. In year one of the demonstration project, the goal is that 50% of households who receive HPN assistance will not enter shelter within three years. In years two and three, the goal will increase to 75%.
- < The HPN will add two access points this year: Franklin County Municipal Court Self-Help Resource Center and Vineyard Church. These organizations will attempt to stabilize households using housing problem solving. If that fails, they will make referrals to HPN partner agencies.
- < Jon Cardi asked how many households the HPN expects to serve annually. Steve Skovensky explained that it is difficult to estimate the need right now due to eviction prevention efforts that are keeping many households in Risk Level 2. The HPN is planning to serve 200-300 families per year and the addition of more access points will expand capacity. Jon noted that it would be helpful to know how many households need prevention services in order to plan for funding requests.
- < Michelle noted that CSB hopes to develop an HPN that is as robust as the homeless crisis response system. Due to resource constraints, there are virtually no prevention services available for single adults at this time.
- < Steve Skovensky added that the Homeless Hotline is often the first resource given to people in need of housing support, but it is not always the best resource for their situation. Ideally, the Homeless Hotline will become the last resource referral people receive.
- < Carl commended the strengths-based model of the HPN and noted that it leverages the resiliency of family members and the strengths of partners. This is a less paternalistic method of service provision than is traditionally offered.

Keith thanked Steve for the updates and thanked CSB for its work on prevention services. He thanked the CoC membership for their attendance and good work on behalf of people experiencing homelessness.

**Meeting Adjourned.**