

# AGENDA

## Rebuilding Lives Funder Collaborative Meeting

February 23, 2012

11:30 am – 2:00 pm

Community Shelter Board

Time	Item	Presenter	Action
11:30 am	<b>Welcome, Introductions &amp; Agenda Review</b> <ul style="list-style-type: none"> <li>• Introductions – Members &amp; Guests</li> </ul>	Michelle Heritage	
11:35 am	<b>Administrative Issues</b> <ul style="list-style-type: none"> <li>• Approve Meeting Notes from 11.9.11 (A)</li> </ul>	Michelle Heritage	✓
11:45 am	<b>Strategic Issues</b> <ul style="list-style-type: none"> <li>• HEARTH Update</li> <li>• Ad hoc Committee on RLFC/Continuum of Care Structure</li> <li>• Out of County Ad Hoc Committee Update (A)</li> <li>• New PSH Project Selection Process (A)</li> <li>• CMHA Vouchers for PSH &amp; Current PSH Pipeline</li> </ul>	Michelle Heritage	
1:30 pm	<b>Rebuilding Lives Report Card (A)</b> <ul style="list-style-type: none"> <li>• Additional Updates on Strategy Progress</li> </ul>	Lianna Barbu Strategy Conveners	
2:00 pm	<b>Adjourn</b>		

**Next RLFC Meeting: 11:30 am – 2:00 pm, Thursday, May 17, 2012**

(A) = Attachment (H) = Handout (P) = Previously Distributed (R) = Resolution

# Meeting Minutes

## Rebuilding Lives Funder Collaborative Meeting

Wednesday, November 9, 2011

1:00 pm – 2:00 pm

Community Shelter Board

**Meeting Purpose:** Special meeting of the Rebuilding Lives Funder Collaborative to consider projects for the 2012 Ohio Housing Finance Agency Tax Credits priority designation

### **Attendees:**

*Rebuilding Lives Funder Collaborative Members:* Michelle Heritage, Aimee Bowie (for Anthony Trotman), Susan Lewis Kaylor (for David Royer), Tracy Rudy (for Charles Hillman), Emily Savors, Megan Stevens, Jeff Pattison, Matt Kosanovich, Adam Ruege (for John Glacken), Jon Welty, Kathy Werkmeister, Kim Stands, Rollin Seward, Sally Luken and Steve Gladman

*Community Shelter Board staff:* Lianna Barbu, Tiffany Nobles and Amy Price

*Guests:* Tom Dobies, Ron Kadylak, Dave Kayuha, Colleen Bain and Susan Weaver

### **Welcome & Introductions**

Michelle Heritage welcomed the group and all gave name and affiliation introductions.

### **Review National Church Residences response to HUD Technical Review Committee Recommendations**

Susan Lewis Kaylor presented the HUD Technical Review Committee's recommendations regarding National Church Residences (NCR) Commons at Livingston Phase II project and outlined NCR's response to the recommendations.

It was noted that the Continuum of Care Steering Committee met just before this meeting and the phrase "due to discharge status" was removed from the end of the statement "Up to 25 of the 35 Rebuilding Lives units will be available to veterans who are not eligible for VA services" in NCR's response to condition #2 around the target population. The revised version of the recommendations was distributed as a handout.

A question was asked whether individuals in the program would receive Veterans Affairs Supportive Housing (VASH) vouchers or Columbus Metropolitan Housing Authority (CMHA) Section 8 vouchers. It was noted that CMHA Section 8 vouchers will be used.

Sally Luken asked if any of the frequent users identified by the Re-entry Strategy data match would be eligible for this project, specifically in the units designated for ADAMH clients. Susan Lewis Kaylor noted that data sharing will be completed to check this but the project will not open until

2014 and hopefully those individuals identified by the Re-entry Strategy research will have been housed long before then.

### **Review Capital/Operations/Services Request**

Lianna Barbu presented the capital, operations and services funding requests for NCR Commons at Livingston Phase II. Several handouts outlining the information were distributed.

It was noted that the VA will provide services for VA-eligible individuals at the project.

It was noted that the annual operations costs and the development/capital costs are for all 50 units of the project.

Clarification was made that Phase II is the addition of 50 one-bedroom units only. All of the common spaces were included in the construction of Commons at Livingston Phase I.

It was noted that the development timeline of being fully leased up by January 2014 was very aggressive timing. A more accurate expectation is spring 2014.

Capital funding requested was presented in comparison to other recent projects – Community Housing Network Inglewood Court, NCR Commons at Livingston Phase I and NCR Commons at Third.

It was noted that NCR is also requesting \$344,000 of HUD Supportive Housing Program (SHP) capital funding and \$1 million of Rebuilding Lives capital funding.

It was also noted that no use of Medicaid for services costs has been proposed and the CMHA vouchers have been secured. Lianna noted that during the Continuum of Care Steering Committee meeting Colleen Bain mentioned that NCR is hopeful that Medicaid would be a revenue source but they do not think it will be a reliable source because many veterans are not eligible for Medicaid.

Clarification was made that NCR is requesting services funding from the RLFC and HUD SHP for the non-VA eligible individuals.

### **Future Demand for Permanent Supportive Housing for Veterans**

Lianna presented projections for demand of permanent supportive housing by homeless and disable veterans. Michelle noted that this data is being presented to ensure that the RLFC has sufficient information to make a decision on the project.

It was noted that the data reported comes from the Homeless Management Information System (HMIS) and is based on self-reported veteran status.

From calendar year 2005 through calendar year 2010, the number of veterans served as a percentage of the emergency shelter and outreach population decreased from year to year. The most significant percentage decrease was from 2009 to 2010 when it was 21%.

From calendar year 2005 through calendar year 2010, the projections on the number of veterans who would be eligible for permanent supportive housing decreased from year to year. The most significant percentage decrease was from 2009 to 2010 when it was 19%.

Clarification was made that the projections of eligible veterans are not for the available units but for the number of individuals in the system.

Adam Ruege noted that the VASH vouchers are for a 13-county area, not just Franklin County. He also noted that he is not sure if all of the data is incorporated since the VA outreach and grant per diem programs are not in HMIS. Those served by these programs do not access shelter but are moved by outreach staff directly to transitional housing or permanent housing.

### **Vote on Priority Designation for 2012 Ohio Housing Finance Agency Tax Credits**

The group reviewed the resolution regarding the priority designation for 2012 Ohio Housing Finance Agency Tax Credits. Susan Lewis Kaylor made a motion and Sally Luken seconded to approve the resolution stating that National Church Residences Commons at Livingston II be awarded the priority designation for the 2012 Ohio Housing Finance Agency Tax Credit Selection Process. Pending designation by the Continuum of Care Steering Committee as the priority project for the 2012 HUD Permanent Housing Bonus, NCR Commons at Livingston II will receive the requested capital funding of \$1,000,000 and services funding of \$32,000 from the RLFC.

The resolution was unanimously approved with 2 abstentions – Adam Ruege and Steve Gladman.

### **Closing**

Kim Stands announced that there will be a Community Development Summit held on January 24, 2012. Tiffany will issue the flyer via email.

Sally Luken mentioned that Corporation for Supportive Housing (CSH) will be issuing a press release soon regarding social innovations funding. The local CSH office has been working with ADAMH and other agencies to identify potential applicants.

### **Next Meeting:**

The next regularly scheduled RLFC meeting is set for next week on November 17 but there are no high priority agenda items to discuss. The group agreed to cancel the meeting and receive the Rebuilding Lives Report Card via email.

# Meeting Minutes

## Ad Hoc Committee: Out of County Residents in Shelters

Monday, August 8, 2011

1:00 – 2:30 p.m.

Community Shelter Board

111 Liberty Street, Suite 150

Meeting Purpose: Discuss out of county residents in shelters.

Facilitator: Michelle Heritage

Note taker: Erin Maus

Attendees:

Carl Landry – Southeast

Douglas Lay – Veterans Service Commission

Keith McCloud – ADAMH

Rollin Seward – Franklin County

Erika Clark Jones – Mayor's Office

Lianna Barbu, Michelle Heritage, Erin Maus – CSB

### Welcome

Michelle welcomes the group. The group reviewed the agenda.

### Review current issue

Michelle noted that this group has a goal to come up with recommendations for the next RLFC meeting. The recommendation could even be to not do anything at this time. However, the topic will need to be addressed with the RLFC.

### Review 2-year study

Lianna reviewed the Study of Non-Franklin County Residents Accessing Emergency Shelters within Franklin County. The highlighted findings are as follows:

- The number of clients within Ohio, but outside of Franklin County almost tripled.
- The number of clients from outside of Ohio stayed stable, no large influx.
- The top 6 zip code (out of 10) that clients came from are all towns that have (or recently have had) prisons/jails.
- Out of county residents are more likely to be unemployed than in county residents.
- The primary reason for homelessness for Outside of Franklin County residents were: "Unemployment" and "Moved to Seek Work".
- Out of county residents had a lower average length of stay than inside Franklin County residents.

## **Do we need additional information?**

### **What are the recommendations we would like to make?**

It would be interesting to look closer at the discharge policies of the prisons. Do they return the client to their county of origin or do they send them to Franklin County for the available services? Carl stated we could develop a strategy to work with social workers that are completing the discharge planning by contacting each facility to see what the process is. The jail/prison option for primary reason for homelessness is not significantly higher in the out of county residents. Carl pointed out that it is self-report and many people experiencing homelessness may not consider that the reason for homelessness.

Carl noted that there has always been some sensitivity to out of county residents. When we look at the current cost of out of county residents, it does not take into account the tolerance for out of county residents the system already had.

The Family System has a much higher diversion rate. When an out of county resident presents for shelter in the Family System, the intake worker looks for alternative housing options for the family within the client's home county. They will also pay to transport the family back to their home county. Could we give different options to individuals coming from out of county? Lianna pointed out that clients present differently in the Family System than in the Adult System. The majority of diversion is completed over the phone in the Family System. In the Adult System clients physically come to CPOA seeking shelter. It is much harder to divert at that point.

Several things that we need to take a look at as a system when addressing out-of-county residents:

- The Adult System needs to decrease the overall length of stay.
- The Adult System needs to fully utilize capacity.
- We need to look at the overall system efficiencies and how CPOA is structured.
- Who is a non-county resident? Who do we consider as a Franklin County resident?
- Due to the self-reporting intake, clients attempting to access shelter will soon learn to state their last zip code was a Franklin County zip code.
- What would be the unintended consequences if something changes in the policy? What are the political ramifications?

Michelle asked if there is any concern from the Commissioners surrounding out-of-county residents in shelter. Rollin stated they had not shared any with him; however he would like to know if there are any best practices surrounding the issues. Michelle stated that not many places have a county policy, more of a regional policy or they are not structured like Columbus's homeless system.

Do we need to look at this as a diversion/system issue instead of an out-of-county issue?

### **Next Steps/Takeaways**

Michelle will be reporting to the RLFC in October. As we move closer to the meeting time Michelle will send out her talking points.

Diversion is extremely important.

We need to look deeper into the prison discharge planning. Erin will contact the prisons to gather information.

This is not about residency as much as it is about the opportunity to divert.

We need to decrease the overall length of stay and system inefficiencies.

**Meeting Adjourned**

**STUDY OF NON-FRANKLIN COUNTY RESIDENTS  
ACCESSING EMERGENCY SHELTERS  
WITHIN FRANKLIN COUNTY**

CY2008-2010  
1/1/08 – 12/31/10



### **Our Mission**

To end homelessness, CSB innovates solutions, creates collaborations, and invests in quality programs.

We thank our Partner Agencies for their assistance in collecting data and ensuring data accuracy for our community reports.

## Study of non-Franklin County Residents Accessing Emergency Shelters within Franklin County

### Study for the 2008 – 2010 period

#### OVERVIEW

The Out of County study was prepared to assess the impact of the non-Franklin County single adults accessing emergency shelters within Franklin County. Community Shelter Board (CSB) observed an increasing trend of non-Franklin County single adults accessing emergency shelters for the past couple of years while the emergency shelter system experienced a significant wait list for shelter beds in 2010.

The Ad-Hoc committee that was charged with proposing a solution for treatment or a policy for non-county residents asked for additional data to be prepared and analyzed so a better decision can be made. The data analyzed below was extracted from the community homeless management information system, Columbus ServicePoint (CSP).

The extracted data spans over 3 calendar years, between 2008 – 2010 and includes all single adults served in all emergency shelters in Franklin County entering data in CSP. The extracted data was divided in two cohorts, based on the data field “General Area Location of Previous Residence”.

The first cohort contains data that was identified by the following response options and defines the Franklin County residents as “In Franklin County”:

*Within Franklin County (within city - Columbus)*  
*Within Franklin County (outside city - Columbus)*  
*Outside Franklin County (within city - Columbus)*

The second cohort contains data that was identified by the following response options and defines the non-Franklin County residents as “Outside Franklin County”:

*Outside of Ohio*  
*Outside Franklin County (outside city - Columbus)*

The study below focuses on a comparative analysis of the “In Franklin County” versus the “Outside Franklin County” cohorts. The following questions are answered below:

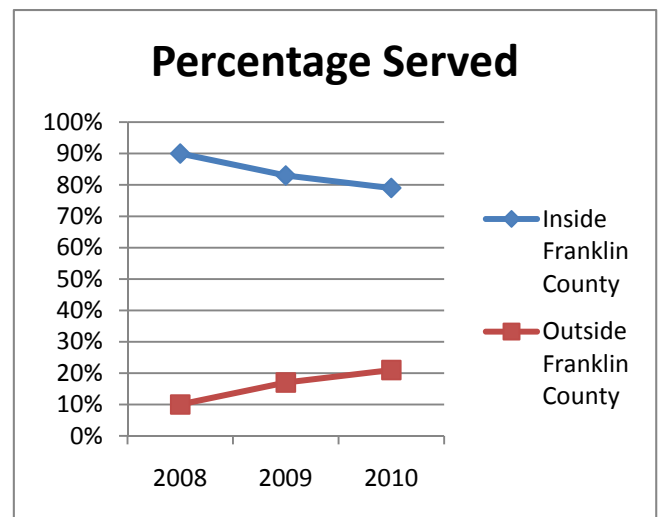
- What is the trending regarding Franklin County residents versus the non-Franklin County residents?
- What is the demographic of Franklin County residents versus the non-Franklin County residents?

- Why did the non-Franklin County residents become homeless as shown by their “primary reason for crisis” data field?
- What are the top zip codes the non-Franklin County residents are coming from?
- How is the average length of stay in shelter of Franklin County residents compare with the non-Franklin County residents?
- At exit what is the destination of Franklin County residents versus the non-Franklin County residents?
- At exit, how are the successful exits of Franklin County residents compare with the non-Franklin County residents?
- Is there any seasonality regarding the non-Franklin County residents accessing shelter as shown by monthly entries into shelter by non-residents during the analyzed period?

### DATA ANALYSIS

During the three calendar years that were analyzed the outside Franklin County population experienced a significant growth, from 10% in 2008 to 17% in 2009 and 21% in 2010.

Within the three years of our analysis the out of county population almost doubled in size.



Number Served						
	2008		2009		2010	
	Clients	%	Clients	%	Clients	%
<b><u>In Franklin County</u></b>						
Within Franklin County (outside city - Columbus)	178	4%	284	6%	281	8%
Within Franklin County (within city - Columbus)	3,621	90%	3,316	76%	3,148	92%
Outside Franklin County (within city - Columbus)	219	5%	17	0%	4	0%
<b>Totals</b>	<b>4,018</b>	<b>90%</b>	<b>3,617</b>	<b>83%</b>	<b>3,433</b>	<b>79%</b>
<b><u>Outside Franklin County</u></b>						
Outside Franklin County (outside city - Columbus)	161	4%	441	10%	473	11%
Outside of Ohio	305	7%	307	7%	421	10%
<b>Totals</b>	<b>466</b>	<b>10%</b>	<b>748</b>	<b>17%</b>	<b>894</b>	<b>21%</b>
Don't Know (HUD)	5	0%	7	0%	1	0%
<b>Grand Total</b>	<b>4,489</b>	<b>100%</b>	<b>4,372</b>	<b>100%</b>	<b>4,328</b>	<b>100%</b>

The highest increase was experienced by the population identified as outside Franklin County but within Ohio, this population almost tripled in size. The top ten zip codes of residence and corresponding cities identified for this group are below:

<b>Top 10 Zip Codes</b>			
<b>Top 10</b>	Outside Franklin County (outside city - Columbus)		
	<b>Zip Code</b>	<b>Zip Count</b>	<b>City</b>
<b>1</b>	Other zip code not listed	71	
<b>2</b>	43055	24	Newark
<b>3</b>	43146	24	Orient
<b>4</b>	45601	20	Chillicothe
<b>5</b>	43130	18	Lancaster
<b>6</b>	43140	18	London
<b>7</b>	44903	17	Mansfield
<b>8</b>	45202	16	Cincinnati
<b>9</b>	43015	16	Delaware
<b>10</b>	43119	14	Galloway

The main demographics of the out of county population compared to the population within Franklin County are detailed below.

	2008		2009		2010	
	<b>Inside Franklin County</b>	<b>Outside Franklin County</b>	<b>Inside Franklin County</b>	<b>Outside Franklin County</b>	<b>Inside Franklin County</b>	<b>Outside Franklin County</b>
<b>Gender</b>						
Male	90%	89%	85%	82%	82%	78%
Female	10%	11%	15%	18%	18%	21%

The female out of county population increased following the same trend as the general out of county population. However, this trending is consistent with the trending in the Franklin County population so there are no conclusions to be drawn specific to the out of county population. In general, the percent of female homeless population is on an increasing trend.

	2008		2009		2010	
	<b>Inside Franklin</b>	<b>Outside Franklin</b>	<b>Inside Franklin</b>	<b>Outside Franklin</b>	<b>Inside Franklin</b>	<b>Outside Franklin</b>
<b>Race</b>						
Black or African American	62%	51%	60%	48%	60%	48%
White	36%	45%	38%	49%	39%	49%
American Indian or Alaska Native	2%	3%	1%	2%	1%	3%
Asian	0%	1%	0%	0%	1%	0%
Other	0%	0%	0%	1%	0%	0%

As it relates to race, the out of county individuals tend to be of white race in a higher proportion than the Franklin County population.

	2008		2009		2010	
	Inside Franklin County	Outside Franklin County	Inside Franklin County	Outside Franklin County	Inside Franklin County	Outside Franklin County
<b>Ethnicity</b>						
Non-Hispanic/Non-Latino	97%	95%	98%	98%	98%	97%
Hispanic/Latino	3%	5%	2%	2%	2%	3%

The ethnicity of the out of county population is similar to the ethnicity of the in-county residents, no significant differences are observed.

Next, we looked at any other type of differences between the two populations analyzed.

	2008		2009		2010	
	Inside Franklin County	Outside Franklin County	Inside Franklin County	Outside Franklin County	Inside Franklin County	Outside Franklin County
<b>Employed At Entry</b>						
No	86%	91%	87%	91%	87%	92%
Yes	14%	9%	13%	9%	13%	8%

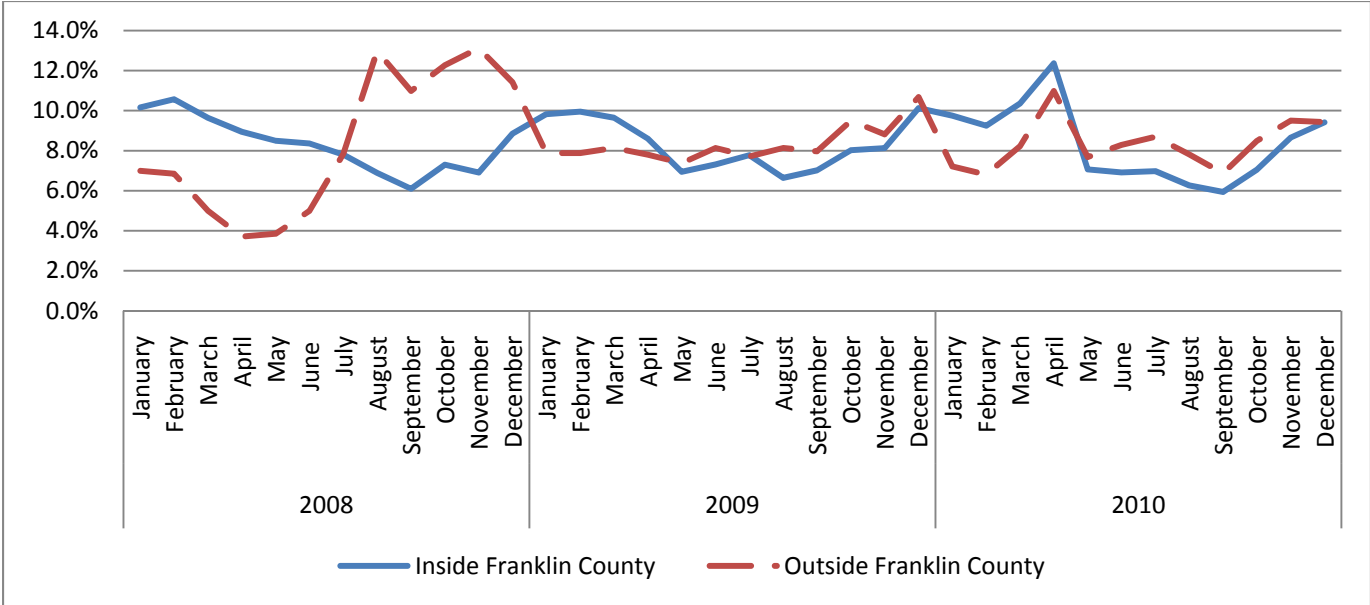
At the point of entry into the emergency shelter, the percent of out of county individuals that were employed is smaller than the percent of in-county residents. This finding point to the fact that the out of county individuals may have exhausted all resources available and they do not have local social supports to sustain them while unemployed.

We also looked at the primary reason for homelessness for the two population cohorts.

	2008		2009		2010	
	Inside Franklin County	Outside Franklin County	Inside Franklin County	Outside Franklin County	Inside Franklin County	Outside Franklin County
<b>Homelessness Primary Reason</b>						
Addiction	29.7%	16.7%	28.5%	19.3%	28.3%	17.3%
Unemployment	21.9%	18.0%	17.6%	17.9%	21.9%	21.5%
Relationship Problems	17.9%	13.3%	16.9%	14.0%	17.6%	15.5%
Other	7.3%	7.3%	7.9%	7.0%	3.9%	7.4%
Jail/Prison	6.3%	7.3%	5.6%	9.5%	5.9%	8.4%
Physical/Mental Disabilities	3.7%	2.4%	0.3%	0.0%	0.0%	0.0%
Unable to Pay Rent/Mortgage	2.8%	4.9%	4.5%	4.0%	5.4%	2.8%
Substandard Housing	2.5%	1.3%	1.7%	0.9%	1.7%	1.0%
Moved to Seek Work	3.0%	21.9%	2.5%	17.1%	2.1%	16.8%
Family/Personal Illness	2.2%	3.2%	6.2%	6.0%	5.8%	4.7%
Evicted	1.6%	0.6%	5.6%	2.3%	5.4%	2.9%
Domestic Violence	0.9%	1.9%	1.7%	1.3%	1.4%	1.0%
Divorce	0.1%	0.9%	0.7%	0.5%	0.3%	0.4%
Fire	0.0%	0.2%	0.2%	0.1%	0.2%	0.2%

For the non-county residents the percent of individuals that moved in Franklin County to look for work is significant. Combined with high rates of unemployment for this population this table supports the fact that some of the non-Franklin County residents moved here in hopes of finding jobs, maybe from areas that were hit even harder by the recession to either become unemployed or continue to be unemployed.

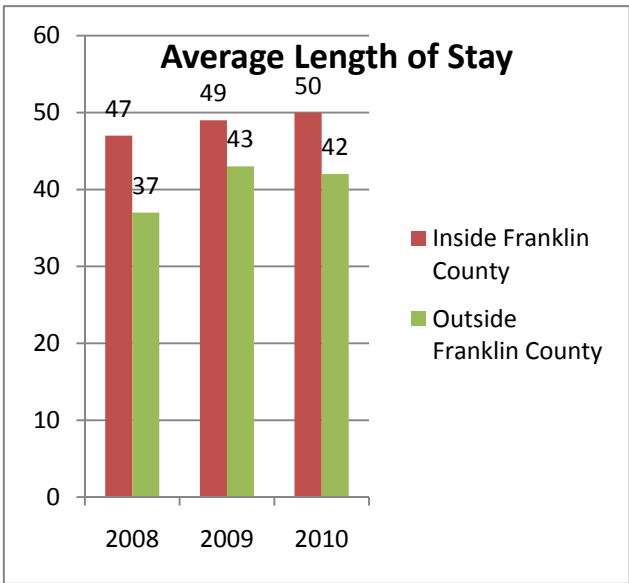
Once in shelter, the question that we answered below had to do with the seasonality of the shelter usage for the non-county residents. The graph below shows the monthly entries into shelter by non-county residents vs. the Franklin county residents, for the three years in question.



It must be noted that besides an inconsistency in 2008, **the out of county individuals access shelter in the same manner and pattern** as the Franklin County residents and their demand for shelter cannot be isolated either to the summer months or the winter season.

While the two populations were served in shelter, it was also important to look at the length of stay for the two cohorts, comparatively. As you can see from the graph, **the number of days the out of county residents spent in emergency shelter was less** than the Franklin County residents, but it was significant, nonetheless.

In CY2010, at 42 days of average length of stay the cost to CSB for each non-county resident was \$630 and the cost to the community was \$1,134.



Altogether, the total cost in CY2010, for the non-county residents served, can be estimated at \$563,220 for CSB and at \$1,013,796 for the community. These amounts exceed by far the cost for CSB's overflow operations in FY2010.

Average Length of Stay									
	2008			2009			2010		
	Clients	Nights of Shelter	ALOS	Clients	Nights of Shelter	ALOS	Clients	Nights of Shelter	ALOS
In Franklin County	4,018	187,449	47	3,617	178,389	49	3,433	171,436	50
Outside Franklin County	466	17,159	37	748	31,824	43	894	37,230	42
Don't Know (HUD)	5	264	52.8	7	645	92	1	8	8
<b>Grand Total</b>	<b>4,489</b>	<b>204,872</b>	<b>46</b>	<b>4,372</b>	<b>210,858</b>	<b>48</b>	<b>4,328</b>	<b>208,674</b>	<b>48</b>

The exit pattern of the non-county vs. Franklin County residents is presented below.

Successful Housing Outcomes (% and #)									
Data Labels	2008			2009			2010		
	Clients	Success. Outcom	%	Clients	Success. Outcome	%	Clients	Success. Outcome	%
In Franklin County	4,016	800	20%	3,616	791	22%	3,432	759	22%
Outside Franklin County	465	79	17%	748	176	24%	894	226	25%

The non-county cohort seems to experience a somewhat higher success at exit, on a percentage basis. However, the differences in size of the two cohorts make this finding irrelevant. The destination at exit is shown below.

Exit Destination	2008		2009		2010	
	Inside Franklin County	Outside Franklin County	Inside Franklin County	Outside Franklin County	Inside Franklin County	Outside Franklin County
Don't know	41%	49%	39%	45%	41%	49%
Other: Places not meant for habitation	18%	14%	15%	9%	11%	6%
Permanent: Rental house/apartment (no subsidy)	14%	13%	16%	18%	15%	19%
Emergency shelter	6%	4%	6%	4%	8%	7%
Transitional: Moved in with family/friends	5%	7%	6%	7%	5%	5%
Transitional: Transitional housing for homeless	4%	3%	5%	5%	4%	2%
Permanent: Other subsidized house/apartment	3%	2%	3%	2%	4%	2%
Institution: Inpatient alcohol/drug facility	2%	1%	2%	2%	2%	2%
Other	2%	2%	2%	2%	2%	2%
Permanent: HOME subsidized house/apartment	2%	1%	1%	1%	2%	3%
Institution: Jail/prison/juvenile detention	1%	0%	1%	1%	1%	0%

Institution: Hospital (non-psychiatric)	1%	1%	2%	1%	2%	1%
Institution: Psychiatric hospital	1%	1%	1%	0%	1%	0%
Permanent: Public Housing	1%	1%	0%	1%	0%	0%
Permanent: Section 8	1%	0%	1%	1%	0%	0%
Permanent: Shelter Plus Care	0%	0%	1%	0%	0%	0%
Refused	0%	0%	0%	0%	1%	0%

The out of county population seem to disappear in a higher percentage than the in-county residents but a lesser percent exits to street homelessness. They also tend to exit to permanent rental destinations in higher percentages than the in-county residents. The conclusion that may be drawn is that the non-county individuals tend to be more transient in nature and after a somewhat shorter stay in shelter they maybe return to their original residence.

**CONCLUSIONS**

- During the past three calendar years, the percent of non-Franklin County residents out of the general shelter population more than doubled, with the greatest increase noted in the Ohio population;
- The reason for this increase may be related mostly to the economic environment, and due to this population coming to Franklin County to look for employment;
- The average length of stay in emergency shelter is around 40 days, shorter than for the Franklin County residents, but still significant and impactful;
- The shelter access of the non-county residents is similar to Franklin County residents, there are no observed difference related to seasonality;
- **The total cost in CY2010, for the non-Franklin residents served, can be estimated at \$563,220 for CSB and at \$1,013,796 for the entire community.**
- The non-county population, at exit from shelter, seem to disappear in a higher percentage than the Franklin County residents but a lesser percent exits to street homelessness.





communityshelterboard

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# **Community Shelter Board**

## **Permanent Supportive Housing Project Development Process INFORMATION PACKET**

**Guidelines, Requirements & Conditions**

February 2012

# PERMANENT SUPPORTIVE HOUSING PROJECT DEVELOPMENT PROCESS

## Introduction, Purpose & Overview:

The Community Shelter Board (CSB) and the Rebuilding Lives Funder Collaborative (RLFC) has two funding goals:

- To provide capital and development support to agencies seeking to create new permanent supportive housing projects for long-term homeless and disabled adults in Franklin County.
- To provide annual support to permanent supportive housing projects for formerly homeless individuals within the City of Columbus and Franklin County. The purpose is to assure that homeless individuals have a means to end their homelessness under the Rebuilding Lives plan.

Funding is provided by members of the RLFC, as well as through other local, state and federal sources. These sources include:

- City and County HOME/CDBG and Rebuilding Lives RETF
- CMHA vouchers and public housing
- Continuum of Care HUD SHP and SPC
- United Way of Central Ohio
- ADAMH services grants
- Affordable Housing Trust Loans
- Other RLFC member funding

As the fiscal administrator of the RLFC, CSB is responsible for reviewing potential projects for viability and serving as the liaison between potential applicants and the RLFC approval process.

CSB may also serve as the administrator of project funding, once it becomes operational. The following funders provide support for services and certain other costs associated with operating permanent supportive housing through CSB:

- City of Columbus
- Franklin County
- United Way of Central Ohio
- Other private donors

While funding is typically administered on a July 1 funding cycle with a single request for proposal process, CSB and the RLFC recognizes that the time needed to develop a project can span up to two to three years. Agencies interested in developing new supportive housing must work within the parameters established by the RLFC during the development and funding process – from the concept stage to project opening.

**Application Process:** Concept Paper, Project Plan, Quarterly Updates & Project Plan Updates, CSB Funding and/or other RLFC Funding, CSB Renewal.

**Concept Paper and Project Plan Definitions:**

1. **Project Sponsor** – Lead applicant organization which has principal responsibility for development, operations, and services.
2. **Rebuilding Lives Funder Collaborative Funds** – These are funds that your agency has either been awarded, intends to apply for or has pending. These funds come from Rebuilding Lives Funder Collaborative members.
3. **Co-Applicant** – Any organization committing resources which are essential to project development, services and/or operations, or which is directly providing development, services, housing and/or operations.
4. **Project Partner** – Any organization which is providing resources which are helpful, but not essential to a project for development, services, housing and/or operations.

**New Project Submission**

New projects may be considered at any time during the calendar year. While start-up funding may be granted in the middle of a funding cycle, renewal funding will be aligned within the designated funder’s fiscal year. New projects must first submit a Concept Paper that outlines the general project concept being proposed, projected RLFC capital and services funding request, as well as basic information about the proposing agency’s organizational capacity. The concept paper must be endorsed by the Rebuilding Lives Funder Collaborative (RLFC).

A Project Plan, which includes detailed information about the development, operations and supportive services plan as well as development, capital and services costs, must be submitted to CSB for review and approval by the Rebuilding Lives Funder Collaborative. The RLFC requires agencies to develop a Project Plan which includes specific information about service modalities, target population, service partners, community acceptance plan, and other details related to operations. The initial submission should be as complete as possible, but may be incomplete if the project is not yet fully developed. This prerequisite is to make sure that the project is consistent with Rebuilding Lives criteria and requirements throughout the development process.

Once the Project Plan is approved, submission of quarterly updates for review and approval by the RLFC is required. Quarterly updates allow collaborative members to stay abreast of new developments for the purposes of long-range planning. Periodic Project Plan updates may also be required so that the RLFC can plan for the project’s funding needs and work with the agency to secure matching funds as well. It is expected that projected service costs will not substantially increase as implementation draws near. Quarterly updates provide a venue for agencies to communicate its funding needs to the RLFC throughout the development process.

If there are any substantial changes that have modified the service modalities, target population, service partners, community acceptance plan, and other details related to operations before project implementation, the RLFC will require a final Project Plan to be submitted. The final Project Plan should provide the final detailed information about the project and should reflect all changes or new information which is usually provided in the quarterly updates. The final Project Plan should be submitted to CSB six (6) to nine (9) months before the lease-up of the proposed project.

Detailed information about the Concept Paper and Project Plan submission packages, as well as related forms and other components of the process can be found under the Permanent Supportive Housing Project Development section on the Community Shelter Board's website, [www.csb.org](http://www.csb.org) under Resources for Our Partners/CSB Gateway/Applying for Funds.

**CSB Renewal Funding** – If an initial funding commitment is made to a project through CSB, it is typically eligible for annual renewal funding. Grants are made in one year (pro-rated if during the fiscal year) commitments based on funding to CSB from its funding sources. Provided that the project has met its performance goals, achieved compliance with CSB's Administrative and Program standards and remains an agency in good standing, it will be eligible to receive renewal funding. The availability of funds is set by CSB's funders and there is no firm assurance of agency funding. The application process for renewal funding is more streamlined than the process for obtaining initial funding. Information about renewal funding is available under the Applying for Funding section at [www.csb.org](http://www.csb.org) under Resources for Our Partners/CSB Gateway/Applying for Funds. Currently funded agencies receive notice of the annual request for proposal process.

## Eligible Applicants:

In order to be considered for funding by the RLFC, agencies must meet the following criteria:

### Required Documentation

- The agency must be a registered non-profit
- The agency must operate within Franklin County
- If the agency is applying for CSB funding the agency must be able to submit the following documents at the time of application:
  - IRS non-profit determination letter
  - Current roster of Board of Trustees
  - Most recent audited financial statement and management letter
  - City of Columbus Solicitation Permit
  - Registration as a Non-profit with the City of Columbus
  - Secretary of State Registration as Ohio Not-For-Profit (statement of continued existence)
  - Initial Registration with the Ohio Attorney General's Charitable Foundations Section
  - Annual Financial Filing with the Ohio Attorney General (copy of check)
  - Most recent 990

### Additional Requirements

The projects must propose to serve an eligible population under the Rebuilding Lives plan. Once a project is operational it must verify that its tenants are eligible at the time of acceptance and move-in. It is advisable to review the client eligibility and documentation requirements.

As part of the development process, applicants will be required to complete A Community Acceptance Plan. Prior to submitting a concept paper, it is recommended that the agency review the community acceptance materials to ensure that it will be able to comply with the requirements.

### RLFC Funding - Rebuilding Lives Agreement

If your project is funded with RLFC funds from any RLFC member your agency will enter into an Agreement with CSB which requires:

- 1) Data Entry into Columbus ServicePoint (CSP) our community's Homeless Management Information System (HMIS)
- 2) Submission of annual budgets for supportive services and operations
- 3) Submission and reporting of semi-annual financial information
- 4) Acceptance of annual program outcome plans (POP) and submission of a program description form, and
- 5) Compliance with CSB Administrative and Program Standards for supportive housing.
- 6) Participation in the community's Unified Supportive Housing System.

Details around the items above can be found on CSB's website under Resources for Our Partners/CSB Gateway.

New applicants should also become familiar with the CSB Ends Policies, which can be found on-line under the Board of Trustees section at [www.csb.org](http://www.csb.org) under About Us/Board of Trustees. These policies include outcomes approved by the CSB Board of Trustees for funded agencies under which all funded programs must operate. Funding proposals must comply with the Ends Policies.

### Note to New Applicants:

CSB recognizes that the administrative burden of becoming a funded partner can seem overwhelming to new applicants. CSB's administrative requirements are driven by its funders' requirements, as well as the drive to achieve and maintain a high level of accountability to the community. Applicants should assess whether or not they would be able to achieve certification under the Administrative and Program Review Standards and be able to operate in conformance with the Ends Policies. If the answer to either of these questions is no, please do not proceed with the application.

## **General Considerations:**

The application process is driven by the following assumptions:

- **Competitive** – Agencies should examine the program design and costs to assure that programs are high quality and cost effective. Requests for funding are evaluated against existing projects, as well as other proposed projects for cost-effectiveness and ability to meet program expectations. Only programs that

demonstrate efficiency, accountability and sustainability will be selected to receive funding.

- **Efficiency** – The goal is to create efficiencies not just for CSB and its partner agencies, but for the system as a whole. Programs are reviewed on cost per unit basis that examines the overall cost to serve clients and achieve positive outcomes. The RLFC has compiled unit cost data for the various types of supportive housing models and client populations within the overall Rebuilding Lives population. Projects that are not within the established cost parameters may be more closely examined to identify cost efficiencies. If projects cannot establish acceptable cost efficiencies, the RLFC reserves the right to deny funding.
- **Accountability** – Accountability is a core value, particularly in times of tighter resources. As a system the RLFC and its partners must provide increased accountability to its funders and the community to demonstrate that best use is being made of funds provided, serving the maximum number of households possible, and providing quality services and safe environments for homeless persons in our community.
- **Sustainability** – The goal of permanent supportive housing is to provide long-term housing with tailored support services to long-term homeless and disabled individuals who may have had trouble sustaining housing on their own in the past. Therefore CSB and the RLFC recognize that permanent supportive housing requires a long-term funding commitment in order to assure that agencies can continue operating housing at an affordable rate to tenants. Again, the established unit cost matrix is designed to contain costs and predict long-term sustainability of projects. While funding is administered on an annually renewable basis, staying within the cost parameters allow funders to budget for the long-term housing needs of the community.

## Funding Categories:

### 1) Capital Costs

While CSB does not provide direct financial support for capital costs, it serves as the liaison to the RLFC. Information regarding capital funding, such as project budgets and anticipated sources of funding, must be included as part of the Project Plan that is submitted to CSB.

### 2) Development Costs

While CSB does not provide direct financial support for development costs, it serves as the liaison to the RLFC. Information regarding development costs, such as project budgets and anticipated sources of funding, must be included as part of the Project Plan that is submitted to CSB.

Initial projections for Capital and Development funding requests from the RLFC should be included with the initial Concept Paper.

### 3) **Operations and Services Costs**

Sponsors of Rebuilding Lives projects that receive approval throughout the development process will be eligible for supportive services grants from a pool of funds administered by CSB and used primarily for supportive services costs.

Eligible costs include support service and direct client assistance costs associated with operating a supportive housing project. Please note that Medicaid eligible services provided to Medicaid eligible clients are not considered eligible costs (e.g. mental health diagnostic and individual treatment services).

Initial projections for Services funding requests from the RLFC should be included with the initial Concept Paper.

## **Cost Categories for the Project Plan Budgets**

### 1) **Capital and Development Expenses**

A pro forma is a required part of the Project Plan submission. This category includes costs associated with capital and development outlays for building the supportive housing project.

### 2) **Operations Expenses**

A ten year pro forma is a required part of the Project Plan submission. This category includes costs to operate a program that are not specifically related to the provision of supportive services to consumers. Costs include utilities, rent or mortgage expenses, maintenance costs, marketing and leasing costs, insurance and other fees related to operating a facility. Other costs can include staff required for basic program operations, such as front desk staff that do not provide services to clients, maintenance staff or property management staff. Administrative costs associated with operations may also be included on this budget.

### 3) **Service Expenses**

A ten year pro forma is a required part of the Project Plan submission. This category includes costs associated with providing services to clients. This includes staff salaries and fringe benefits for social service staff, as well as other related costs. Other costs may include supplies, training, travel reimbursement, etc. This cost category also includes any client assistance funds used to directly benefit consumers, with the exception of rent subsidies, which are considered an operating expense. Contracts with consultants that provide services to consumers are also included in this category.

## **Expectations:**

All RLFC programs must operate within the CSB Administrative and Program Standards established for permanent supportive housing. CSB funding should represent only a portion of the costs necessary to operate the project. Programs should work with other systems to obtain rent subsidies, supportive services and other operating subsidies to the extent possible. CSB funds should not be used for operating costs. In addition to the



program outcome plans required for all programs, supportive housing projects are expected to establish tenants' councils for the purpose of gathering resident input on operations and service delivery. They are also expected to encourage resident participation on the CSB Citizens Advisory Council. Services must be offered on a voluntary basis only.

**Eligible Activities:** Supportive Housing projects should make services available to tenants on a voluntary basis. Eligible activities include case management; peer counseling; linkage and referral to substance abuse treatment and mental health treatment; assistance with obtaining, maintaining or upgrading employment; improving resident self-sufficiency; and other services related to helping residents maintain their housing on a long-term basis. CSB funded activities may not include mental health treatment, alcohol and substance abuse treatment and/or medical services that are otherwise covered by other funding sources.

**Client Admission:** The Rebuilding Lives initiative was designed to create housing for those with the greatest barriers to traditional housing, including traditional low-income housing. Admission criteria and the tenant selection plan must take into account the socio-economic histories of the client population it is designed to serve. Many homeless individuals and families have barriers to housing in the form of poor credit history, poor rental histories with multiple evictions and criminal backgrounds. Entry standards should not exclude those persons with multiple issues, such as those listed above. Nor should persons with other issues such as severe mental disability or alcohol or drug addiction be summarily prohibited entry into housing. In fact, all programs are required both by CSB and by law, to adhere to all fair housing codes, regulations and laws.

**Voluntary Services:** While permanent supportive housing by definition makes social and other supportive services available to its tenants, these services must not be mandatory. Participation in services cannot be a stipulation of tenancy. All participation in services by tenants is on a voluntary basis. Therefore, agencies are encouraged to research programs based on an "irresistible services" model, which makes services so appealing to its client-base that they participate in them voluntarily. Agencies are also encouraged to explore a variety of engagement strategies that can be incorporated into the design of the program services associated with the housing. While tenant participation in services is highly desirable and often a key to long-term success, it cannot be mandated as a condition of continued residency.

**Affordability:** In addition to barriers that prevent homeless individuals from entering housing, there are factors that prevent them from maintaining housing over the long term. One primary barrier is lack of affordability. Rebuilding Lives housing must be affordable to its tenants. While tenants are expected to pay a portion of the cost to occupy the housing, supportive housing is generally subsidized. This means that agencies seeking to create a supportive housing project will need to seek on-going rent subsidy commitments. This funding is available through a variety of sources, including the U.S. Department of Housing and Urban Development, the Columbus Metropolitan Housing Authority, the Ohio Department of Mental Health and other sources. CSB can assist an agency in identifying sources of rent subsidy, though the onus of application lies with the agency. While agencies may charge a \$50 monthly minimum or 30% of the tenant's

income (generally whichever is more), they should not expect that tenants will enter the housing paying fair market rent.

**Landlord – Tenant Relationships:** The relationship between landlord and tenant in a supportive housing project may be more intimate than a typical landlord-tenant relationship due to the nature of the housing. Often staff will have to be in close contact with tenants and have lots of interactions with them. Regardless, the relationship between landlord and tenant is still governed by all applicable landlord-tenant laws and Fair Housing regulations. If this is the first time an agency has developed housing or served as a landlord, CSB strongly encourages sound research into fair housing practices and landlord-tenant law.

### **Target Population:**

The target population for Supportive Housing is single men, women and families with an adult member with identified special needs that are experiencing long-term homelessness. Rebuilding Lives clients must be homeless at the time of admission into the program. They must also meet the criteria for long-term homeless as defined by the Rebuilding Lives eligibility criteria or by the Chronic Homeless eligibility criteria, based on the type of housing unit. These criteria can be found on CSB's website under Resources for Our Partners/CSB Gateway/Guide to CSB

### **Inquiries and Technical Assistance**

Telephone inquiries can be made to the Program Administrator at the Community Shelter Board, at (614) 221-9195.

## Permanent Supportive Housing Project Development Process

### Concept Paper Submission Packet

In the Concept Paper, the applicant is asked to describe the organization(s) that will implement the supportive housing project high level funding objectives, the population to be served by the project and the services that will be provided. The Concept Paper does not need to identify a specific housing site, unless one has already been identified. The required information should be presented in a narrative, which should not exceed seven pages. (Note: The seven page limit does not include the attachments listed below and in Section 9).

Prior to submitting a concept paper, applicants should be sure to review the Information Packet and other related materials at [www.csb.org](http://www.csb.org) under the Applying for Funds and Guide to CSB sections under Resources for Our Partners/CSB Gateway.

**The Concept Paper should be submitted using the forms provided. Do not add additional pages or attachments not specifically requested.**

Applicants are required to submit:

- 1) Submission Cover Sheet and Authorization Form
- 2) Concept Paper
- 3) Other Documentation for New Lead Organization<sup>1</sup> (attachments)
  - 501(c) 3 letter from IRS
  - Registration with Ohio Secretary of State
  - Current roster of Board of Trustees with employers, relevant experience and tenure with the Board
  - Most recent audit and 990

#### Submission Procedure

Project Concepts are accepted year-round. *Applicants should submit one (1) original and three (3) copies of the Concept Paper to Tiffany Nobles, Community Shelter Board, 111 Liberty Street, Suite 150, Columbus, OH 43215.* Proposals can be submitted via mail or hand-delivered. Email and fax submissions will not be accepted.

#### Concept Paper Selection and Approval Process

The staff of the Community Shelter Board will review Concept Papers submitted by project sponsors and make a determination regarding the capacity and track record of the applicant and the eligibility and appropriateness of the project to participate in the Rebuilding Lives Project Development Process. If the project seems viable enough to move forward, the information will be presented for formal approval of the concept.

Organizations that are selected will be informed in writing. Comments and questions regarding the project will generally be included in the letter of acceptance. Once a concept has been approved, the agency has **30 to 90 days** to submit a more detailed project plan.

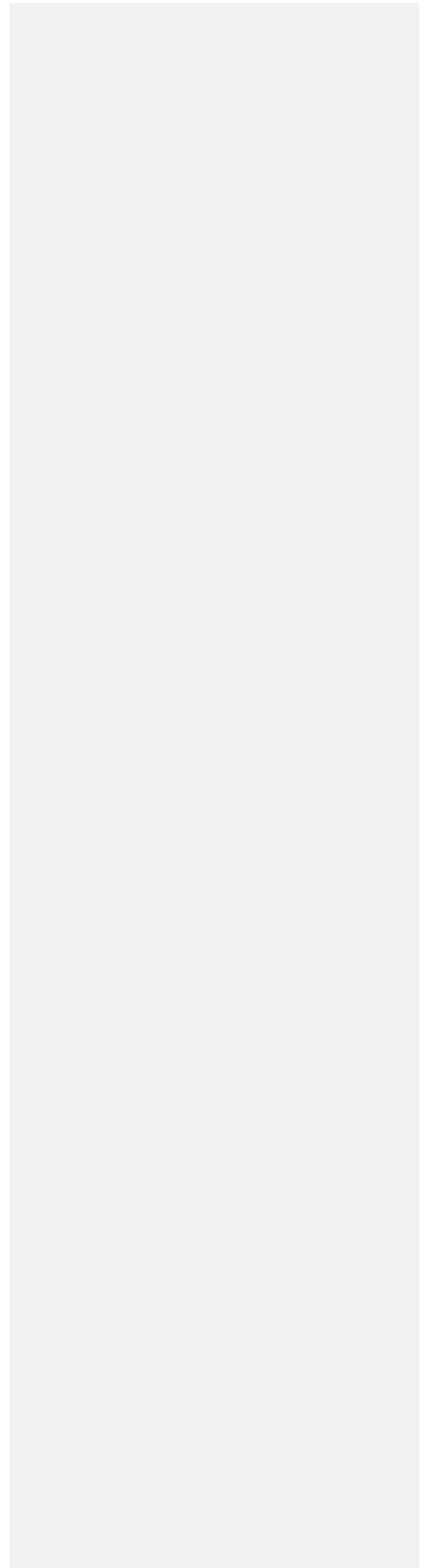
**Comment [tn1]:** This timing needs to be determined by CSB or the RLFC. Project Concepts can be submitted year-round and the RLFC meets quarterly but the OHFA tax credit and CoC Application processes are only once a year.

<sup>1</sup> Existing Rebuilding Lives sponsors do not need to submit.

Organizations not selected to proceed to the Preliminary Project Plan phase will receive the rationale in writing. Selection of an applicant's Concept Paper for further development does not guarantee funding of the final project from Rebuilding Lives Funds or by the individual members of the Collaborative.

**Questions and Technical Assistance**

Please contact Tiffany Nobles, Program Administrator at 221-9195 with requests for information and questions.



**Permanent Supportive Housing**

**Concept Paper Submission**

**Submit one original and three copies to:**

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

**No fax or email copies will be accepted.**

Submission should not exceed 7 pages - excluding required attachments in listed in Section 9

<b>1. Agency and Project Information</b>	
Project Title:	
Name of Lead Organization (project sponsor):	
Mailing Address:	
Contact person:	
Telephone:	Fax:                      E-Mail:
If you are submitting a project on behalf of a group of agencies/organizations. Please list any agencies you intend to propose as sub-recipients or subcontractors, if known:	
<b>2. Authorization</b>	
<i>Acting as a duly authorized representative, I hereby affirm that the governing body of the below named organization has reviewed and accepts all the guidelines, requirements and conditions described in the Permanent Supportive Housing Project Development Process Information Packet, and wishes to be considered for financial assistance.</i>	
Lead Organization:	Date:
Authorized Signature:	
Name/Title:	
Co-Applicant Organization:	Date:
Authorized Signature:	
Name/Title:	
Co-Applicant Organization:	Date:
Authorized Signature:	
Name/Title:	

### 3. Description & Experience of Applicant Organization(s)

Answer each of the questions below. Be sure to answer the questions for all the agencies that will be partnering on this project. *Agencies that have a current contract with the Community Shelter Board do not need to complete this section. However, if the proposed partners are not currently funded by CSB, answers to these questions must be provided for them.*

A) Are you an incorporated non-profit organization and have you received IRS 501(c)3 status?	Yes	No
B) How many years has the lead agency been in existence?		
C) If there are other agencies involved with the project, how many years has each of them been in existence?		
D) List the agency's total annual budget for the current fiscal year.		

If not currently providing Rebuilding Lives Permanent Supportive Housing, please answer the following questions. While the answers may exceed the space provided, the overall application may not exceed the seven-page limit.

E) Describe the agency's mission and purpose and provide an explanation of how the proposed project is consistent with the agency's mission.
F) Describe the agency's principal programs and services.
G) Describe the number and type of staff employed by the agency.
H) Describe the agency's experience working with and providing services for the target population or other special needs populations.
I) Describe the agency's experience providing housing for the target population or other special needs populations.
J) Describe the agency's experience working with neighbors of other developments.
K) List the agency's key accomplishments from the past three years.

#### 4. Proposed Supportive Housing Model

Please check the box that matches the type of housing which funding is being sought.

- Multiple Buildings, Multiple Sites  
 Multiple Buildings, Single Site  
 Single Building  
 Shared Housing

#### 5. Type of Development

Check the box that best describes the type of development being proposed.

- Construction of a new building  
 Rehabilitation of an existing building  
 Leasing an existing building or units

#### 6. Project Description

Please use only the space provided below.

- A. What is the total number of proposed units in the project? How many units will be designated for Rebuilding Lives? How many units will be non-Rebuilding Lives? How many units will be set aside for ADAMH clients?
- B. List the general development timeline.
- C. List key sources of anticipated capital funding, if applicable, and projected capital request funding from the RLFC.
- D. List key sources of anticipated operations funding (including rent subsidies).
- E. List key sources of anticipated services funding and projected services funding from the RLFC.
- F. Describe the Rebuilding Lives target population the project will serve, including the anticipated needs of the population.



- G. For the Rebuilding Lives units, list the projected percentage breakdown between the Rebuilding Lives eligible and chronic homeless eligible units.

### 7. Supportive Service Plan

Answer the following questions. While the answers may exceed the space provided, the overall application may not exceed the seven-page limit. Please note that, at a minimum, services must address service coordination within the community, linkage with benefits, employment and treatment linkages, as well as any other relevant services being proposed by the project.

- A. Describe the supportive services that will be directly provided through the project to address the needs of the target population.
- B. Describe the services that will be provided to tenants by existing community service providers.

### 8. Co-Applicants

- A. If applicable, identify the role of each project partner.
- B. Describe the financial commitment of each co-applicant/ project partner.

### 9. Required Documentation

The lead organization must attach the following documents to the concept paper prior to submission. If the lead agency is an already funded CSB partner agency, this section is not applicable.


501 (c) 3 letter from the IRS

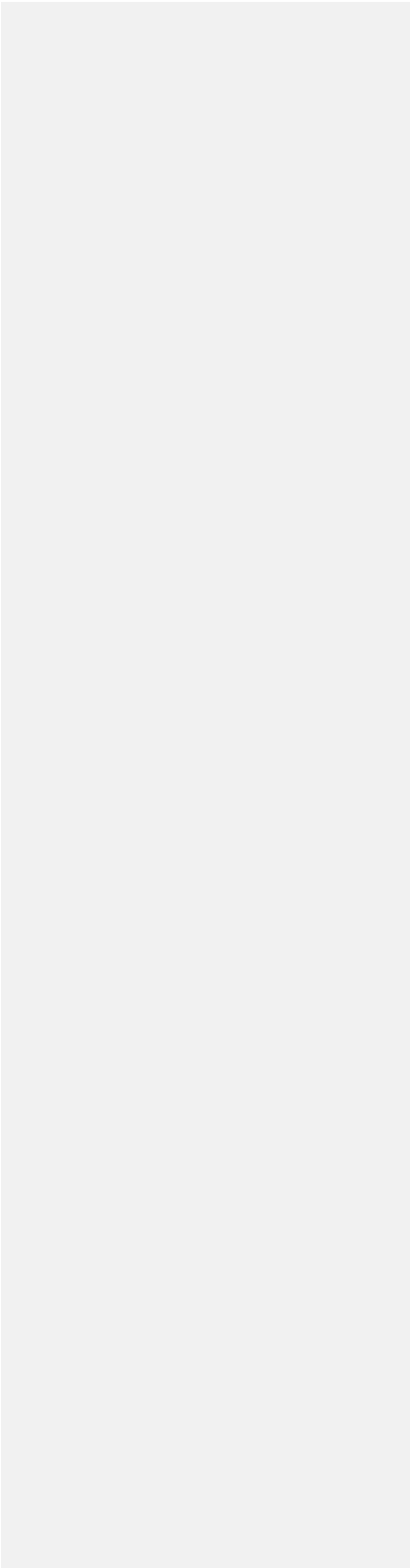
Registration with the Ohio Secretary of State

Current Board roster w/ employers, relevant experience & tenure w/ Board



Most recent audit

Most recent 990



# Rebuilding Lives Funder Collaborative Project Development Process Project Plan Submission Packet

## Project Plan Submission Requirements

The Project Plan is submitted to the Rebuilding Lives Funder Collaborative within 90-days of an agency's concept paper receiving RLFC approval. If the initial project plan is accepted by the RLFC, updates are then submitted on a quarterly basis for review and on-going approval by the RLFC at its quarterly meetings. The Project Plan should be submitted using the forms provided. The application form notes when additional pages can be added. Otherwise, do not submit additional pages or add attachments not specifically requested.

**Comment [tn1]:** This will be changed once the timing is determined.

Prior to submitting a project plan, applicants should review the Information Packet and other related materials at [www.csb.org](http://www.csb.org) under Resources for Our Partners/CSB Gateway/Applying for Funds.

## Project Plan Components

Project Plan submission should include the components listed below:

- 1) Cover sheet and authorization;
- 2) Project overview;
- 3) Development plan
- 4) Operations and tenant selection plan;
- 5) Supportive services plan;
- 6) Program outcomes plan;
- 7) Staff Client Ratio Form, Table of Organization (T.O.) Chart, and Position Descriptions
- 8) Evaluation and HMIS plan;
- 9) Consumer involvement plan;
- 10) Community acceptance plan;
- 11) Implementation timetable;
- 12) Budgets: Capital, annual operating, annual services, operating pro forma, services pro forma
- 13) Status of other funding
- 14) Evidence of funding and partner commitments
- 15) Additional optional documentation.

## Project Plan Review and Approval

The members of the Rebuilding Lives Funder Collaborative will jointly review and approve the Project Plan submission via a formal resolution of the Collaborative. If the plan is approved, the project sponsor will receive a conditional approval letter with the

following information to assist in on-going development of the project as it relates to RLFC funding:

- 1) A statement of support for the project by the Rebuilding Lives Funder Collaborative;
- 2) Preliminary amount of Rebuilding Lives Funds available for the project, including conditions;
- 3) Other sources of funding for the project that should be pursued by the project sponsor;
- 4) Program expectations, project modifications and process requirements to finalize the project and proceed to implementation; and
- 5) Timelines for next submission.

Once conditional approval has been secured, applicants are expected to resubmit the project plans, with relevant updates on a quarterly basis. The Rebuilding Lives Funder Collaborative meets four times a year. At each of these meetings project updates will be given for all projects under development and seeking RLFC support and funding. While CSB and the RLFC do not expect that every section of the application will be updated each quarter, they do expect that sufficient effort will be put into ensuring that all changes, particularly as they relate to budgets, services and other aspects of the project, will be incorporated into the updated project plans. This allows the RLFC, both as a body and as individual members, to include projects in development in its annual strategic planning processes.

Failure to keep the RLFC apprised of changes and current information could result in problems with rent subsidies, service funding and other funding issues contingent upon accurate budget forecasting at the time the project is requesting funding for implementation. The final application, which requests support for services, includes the final project budget and program outcome expectations. If these projections vary significantly from the most recent quarterly update, it could result in an award of funding that is less than requested or higher program expectations than proposed.

Approval of a final application is required for the final commitment of Rebuilding Lives Funds and the execution of a contract with CSB. Submission of the final application for funding should coincide with CSB's general request for proposal (RFP) timeline. However, applications may be considered during the fiscal year to coincide with project development. Information regarding the CSB RFP timeline can be found at [www.csb.org](http://www.csb.org) under Resources for Our Partners/CSB Gateway/Applying for Funds. The members of the Rebuilding Lives Funder Collaborative will jointly review and approve final Project Plan submission and make a recommendation to CSB's Board of Trustees about whether or not it should authorize the Community Shelter Board to enter into a funding agreement with the agency for the proposed project.

The final Project Plan submission should use the current CSB funding application forms that have been disseminated as part of the current year's RFP process, as well as the Rebuilding Lives final project plan. All of these forms can be accessed on-line.

### **Submission Procedure**

Applicants should contact CSB to determine how many copies of the Project Plan must be submitted, as well as to determine the submission date for review and approval that coincides with the quarterly Rebuilding Lives Funder Collaborative meetings.

### **Disapproval of Preliminary or Final Project Plan**

If the Funder Collaborative chooses not to approve a Project Plan or at any time determines that the project no longer meets the criteria established by the RLFC, the applicant will receive notification in writing. The Funder Collaborative may take this action at any time if it is determined that the project is not progressing in a timely manner; the project design does not conform with the priorities, goals and design parameters of *Rebuilding Lives*; or the needs of the population or community have changed since initial submission.

### **Questions and Technical Assistance**

Contact CSB's Program Administrator at 221-9195 with questions or for technical assistance.

**Rebuilding Lives Funder Collaborative  
Project Plan Application**

**Application Checklist**

**Agency Name:** \_\_\_\_\_

**Project Name:** \_\_\_\_\_

- Concept Paper Submitted on** \_\_\_\_\_
- RLFC approval received on** \_\_\_\_\_
- Initial Project Plan**
- Quarterly Update** If quarterly update indicate #: \_\_\_\_\_
- Final Project Plan**

Agency Self Check	CSB Check	Application Requirements & Assembly Order
		Application checklist
		Project Plan Cover Sheet & Authorization
		Project Overview
		Development Plan
		Operations and Tenant Selection Plan
		Supportive Services Plan and Supportive Services Table
		Program Outcomes Plan
		Staff Client Ratio Form, Table of Organization Chart, and Position Descriptions
		Evaluation and HMIS Plan
		Consumer Involvement Plan
		Community Acceptance Plan
		Implementation Timetable
		Capital/Development Budget
		Annual Operating Budget
		10-year Operating Pro Forma
		Annual Services Budget
		10-year Services Pro Forma
		Status of Other Funding Chart
		Evidence of Funding Commitments
		Tenant Selection Plan



**Rebuilding Lives Funder Collaborative  
Community Shelter Board  
Project Plan Application**

**Submit to:**  
Program Administrator  
Community Shelter Board  
111 Liberty Street, Suite 150I  
Columbus, OH 43215

*Contact CSB's Program Administrator at 221-9195 to determine the number of copies to submit.*



**1. Applicant and Project Information**

<b>Date:</b>				
<b>Project Name:</b>				
	<b>Total</b>	<b>Annual Services</b>	<b>Annual Operations</b>	<b>Development/ Capital</b>
<b>RLFC Funds</b>				
<b>Other Funds</b>				
<b>TOTAL PROJECT COST</b>				
<b>Name of Lead Organization (project sponsor):</b>				
<b>Mailing Address:</b>				
<b>Contact Person:</b>				
<b>Telephone:</b>	<b>Fax:</b>	<b>E-mail:</b>		

**Authorization**

Acting as a duly authorized representative, I hereby affirm that the governing body of the below named organization has reviewed and accepts all the guidelines, requirements and conditions described in the Permanent Supportive Housing Project Development Process Information Packet, and wishes to be considered for assistance by the Funder Collaborative.

<b>Lead Organization:</b>	<b>Date:</b>
<b>Authorized Signature:</b>	
<b>Name/Title:</b>	
<b>Co-Applicant Organization:</b>	<b>Date:</b>
<b>Authorized Signature:</b>	
<b>Name/Title:</b>	
<b>Co-Applicant Organization:</b>	<b>Date:</b>
<b>Authorized Signature:</b>	
<b>Name/Title:</b>	

## 2. Project Overview

*(Do not add additional pages to the Project Overview)*

<b>Agency Name:</b>	
<b>Program/ Project Name:</b>	
<b>Proposal Summary:</b>	
<b>Population to be Served:</b>	
<b>Partners &amp; Roles:</b>	
<b>Housing:</b>	
<b>Program and Services:</b>	

<b>Proposed Roll Out:</b>	
<b>Community Acceptance:</b>	

<b>Budget Category</b>	<b>Brief Description of Use of Rebuilding Lives Funds</b>	
<b>Capital Costs</b>		
<b>Operating Costs</b>		
<b>Service Costs</b>		
<b>RLFC/CSB: Capital Cost Per Unit:</b>	<b>Annual Services Cost Per Unit:</b>	<b>Annual Operating Cost Per Unit:</b>
<b>Total: Capital Cost Per Unit:</b>	<b>Annual Services Cost Per Unit:</b>	<b>Annual Operating Cost Per Unit:</b>

### 3. Development Plan

*(Additional pages may be used to complete the narrative for this section)*

Describe the following:

- a) Proposed site(s) or neighborhood(s) where the housing will be located
- b) Relationship of the site(s) to community facilities (transportation, shopping, recreation, employment, services, etc.)
- c) Number, type and configuration of the housing units (this should match sections 6A and 6G from Concept Paper)
- d) On-site amenities (indoor and outdoor recreation areas, social areas, office space, common kitchen and dining areas, common laundry areas, parking etc.)
- e) Development activity to be undertaken (acquisition/rehab; new construction, etc.)

#### **4. Operations & Tenant Selection Plan**

*(Additional pages may be used to complete the narrative for this section)*

Describe the following:

- a) Describe the Rebuilding Lives target population the project will serve, including the anticipated needs of the population.
- b) How the project will be managed and operated, including staffing levels and plans for maintenance and security (attach a table of organization and position descriptions)
- c) Staff structure, including administrative/management, operations and services staffing, as well as any contract staff from other agencies that will be located on site
- d) Admissions policies/procedure and tenant selection plan (attach a copy of the plan). The tenant selection plan must address in detail if there are any exclusions to acceptance into housing (e.g. criminal history, sex offenders, etc.) and rationale for exclusion
- e) Plan for initial rent-up, including publicity materials, presentation/recruitment, and timeline
- f) Rent structure (e.g. What is the minimum monthly rent? How is it calculated? When will it be effective? Will there be a work equity program, etc.?)
- g) Eviction procedures and the basis for initiating an eviction. Also describe eviction prevention procedures.
- h) How will the project work with the community's Unified Supportive Housing System to target, engage, and seek to house clients experiencing significant barriers to permanent supportive housing placement?

## 5. Supportive Services Plan

Describe the following:

- a) Number and characteristic of persons to be served (should match goals proposed in Program Outcomes Plan)
- b) Qualifications of supportive services staff (education, experience, special skills)
- c) In-service and staff training to be provided (must meet CSB' Administrative and Program Standards)
- d) Proposed client-staff ratio for each shift
- e) Overall service delivery plan, including how the services will address each of the following:
  - Eviction prevention and intervention to preserve tenancy
  - Substance abuse issues, including relapse prevention
  - Employment strategies that increase tenant income
  - Coordinated and expedited access to benefits (e.g. SSI, Medicaid, etc.)
  - Educational/vocational services
  - Budgeting and money management
  - Physical and behavioral health care
  - Coordination with the criminal justice system/legal issues
  - Peer support
  - Leisure options
  - Other
- f) How services will be coordinated, including coordination with community-based services that complement on-site services
- g) Engagement strategies
- h) Type and size of space needed to implement the service plan
- i) Complete the supportive services table

**Supportive Services Table**

<b>Type of Service</b>	<b>Provider</b>	<b>Total persons provided with service annually</b>	<b>Typical duration/intensity of the service</b>	<b>Offered on-site yes or no</b>
a)				
b)				
c)				
d)				
e)				
f)				
g)				
h)				
i)				
j)				

**6. Program Outcomes Plan (POP)**

The POP instructions and forms may be found at [www.csb.org](http://www.csb.org) under Resources for Our Partners/CSB Gateway/Applying for Funds/Program Outcomes Plan.

**7. Staff Client Ratio Form, Table of Organization Chart and Position Descriptions**

A sample table of organization may be found at [www.csb.org](http://www.csb.org) under Resources for Our Partners/CSB Gateway/Applying for Funds.

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## 8. Evaluation and HMIS Plan

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Review CSB's Administrative and Program Standards (located at [www.csb.org](http://www.csb.org) under Resources for Our Partners/CSB Gateway/Guide to CSB). Describe the agency's plan for ensuring that it meets the requirements regarding on-going program evaluation. Also describe the agency's plan for meeting the standards regarding HMIS compliance, including timely and accurate data entry. Do not exceed the space provided.



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## 9. Consumer Involvement Plan

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Review CSB's Administrative and Program Standards (located at [www.csb.org](http://www.csb.org) under Resources for Our Partners/CSB Gateway/Guide to CSB). Describe the agency's plan for ensuring that clients are involved in the planning and development process for the program. The plan should also address the agency's strategy for gathering client feedback, particularly as it relates to program improvements, on an on-going basis. Do not exceed the space provided.

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## 10. Community Acceptance Plan

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See [www.csb.org](http://www.csb.org) under Resources for Our Partners/CSB Gateway/Guide to CSB for guidelines for the Community Acceptance Plan. The following constitutes a complete Community Acceptance Plan:

- a) Project Survey
- b) Community Acceptance Strategy
- c) Community Notification Questionnaire
- d) Key Personnel Questionnaire
- e) Real Estate Questionnaire
- f) Other Project fact sheets

### 11. Implementation Timetable

Provide a timeline with major actions steps to move the project from preliminary to final phase and to bring the project on-line. The timeline should include key funding deadlines, development milestones, community acceptance targets, timeframe for rent-up, etc. Use the sample chart provided, customizing it for the project described in this application. Attach more pages if necessary. Also, landscape format may be used if preferred.

Activity	Month 1 (7/04)	Month 2 (8/04)	Month 3 (9/04)	Month 4 (10/04)	Month 5 (11/04)	Month 6 (12/04)	Month 7 (1/05)	Etc.
Pre-development team assembled	X							
Tax credit application due to the City of Columbus			9/15/04					
Tax credit application due to Franklin County			9/15/04					
Tax credit application due to Ohio Housing Finance Agency				9/15/04				
Application due to U.S. Dept of Housing & Urban Development (HUD)					9/15/04			
All capital funding secured					X			
Community acceptance tool kit finalized		X						
Construction begins								X
Building passes life safety inspection								X
Key staff hired						X		
Etc.								

## 12. Budgets and Pro Forma

Complete and submit the following budget forms:

- a) Capital/development budget and budget narrative
- b) Annual operating budget and budget narrative
- c) 10-Year operating pro forma (operating cash flow) and narrative
- d) Annual services budget and budget narrative
- e) 10-year services pro forma (services cash flow) and narrative

Any format is acceptable as long as it provides all the requested information. Required information is as follows: cost categories (line items), amount of each expense, source of funding/financing for each line item, total costs and a budget narrative.

The budget narrative should include a thorough explanation of all the expenses associated with each line item. The explanation should make clear the assumptions involved in determining the budgeted amounts. If the agency has a line item for administrative overhead an indirect cost allocation plan that explains the methodology for calculating the overhead rate must also be submitted with the budget narrative. State whether or not the indirect cost allocation plan has been federally approved (will enable CSB to determine if it is an allowable expense) and provide a rationale for determining the percentage being charged to the RLFC.

The budget narrative should also address revenue. State whether or not the funding has been secured or is pending, as well as time frames for funding and any limitations or funding parameters that are relevant. This could include match fund requirements from other funders, funding that is designated for a particular use or expense such as a staff position, etc.

**13. Status of Other Funding**

Complete the chart below. Please note that this information should also be included in the budget narrative that is attached to each budget required as part of this submission package.

<b>A. Capital and Development Costs</b>			
<b>Funding/Financing Source &amp; Program</b>	<b>Type (1)</b>	<b>Amount</b>	<b>Status</b>
<b>B. Operations</b>			
<b>Funding/Financing Source &amp; Program</b>	<b>Type (1)</b>	<b>Amount</b>	<b>Status</b>
<b>C. Services</b>			
<b>Funding/Financing Source &amp; Program</b>	<b>Type (1)</b>	<b>Amount</b>	<b>Status</b>

(1) Funding type includes: grant, loan, equity, tax credits, etc. For loans, provide rate and term.

**14. Evidence of Funding Commitments**

Attach the following to the Project Plan submission:

- Evidence of co-applicant or partner commitments
- Evidence of funding commitments

This can include copies of signed contracts, loan documents, letters of commitment and other documentation that demonstrate funder and partner guarantees.

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### **15. Additional Optional Documentation**

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**PLEASE DO NOT SUBMIT ADDITIONAL MATERIALS NOT SPECIFICALLY REQUESTED IN THE APPLICATION**

- <OPTIONAL>** A limited number of maps, plans and/or photographs, in 8 ½ x 11 format, that provide additional information about the housing to be provided, may be submitted.