

# AGENDA

## Rebuilding Lives Funder Collaborative Meeting

May 20, 2010

11:30 am – 2:00 pm

Community Shelter Board

Time	Item	Presenter
11:30 am	<b>Welcome</b> <ul style="list-style-type: none"> <li>• Meeting Notes from 2.18.10 (P)</li> <li>• Updated RLFC member list and contact information (A)</li> </ul>	Michelle Heritage Ward
11:35 am	<b>Administrative Issues</b> <ul style="list-style-type: none"> <li>• FY10 Program Evaluation Summary (A)</li> <li>• FY10 Quarter 3 System &amp; Program Indicator Report (H)</li> <li>• Semi-Annual Financial Report (A)</li> <li>• Approve CSB Awards for Supportive Housing &amp; Adopt Funding Strategy (A) (R)</li> <li>• Approve Annual Plan &amp; RLFC Policy Statements (A) (R)</li> </ul>	Lianna Barbu  Michelle Heritage Ward
12:00 pm	<b>Strategic Issues</b> <ul style="list-style-type: none"> <li>• Updates on Strategy Progress to Date               <ul style="list-style-type: none"> <li>○ Unified Supportive Housing System (A)</li> <li>○ Employment Strategy (A)</li> <li>○ Re-entry Housing Advocacy – Incarcerated Populations</li> <li>○ Coordinate Emergency Aid</li> <li>○ Re-entry Housing Advocacy – Mental Health Population</li> <li>○ Affordable Housing Campaign</li> <li>○ Collaborative Outreach</li> <li>○ Access to Benefits Strategy (A)</li> <li>○ Increase Supportive Housing Units (A)</li> <li>○ Centralized Point of Access for Single Adults (A)</li> <li>○ Tier II (A)</li> </ul> </li> </ul>	Lianna Barbu Mary Vail Sally Luken Matt Kosanovich Susan Lewis Kaylor Erika Clark Jones  Dave Davis
1:00 pm	<b>Project Development</b> <ul style="list-style-type: none"> <li>• NCR Commons at Buckingham &amp; Commons at Livingston (A) (R)</li> <li>• CHN Inglewood Court (A)</li> <li>• YMCA Sunshine Terrace Replacement</li> </ul>	Dave Kayuha Susan Weaver TBD
1:30 pm	<b>Adjourn</b>	

**Next RLFC Meeting: 11:30 am – 2:00 pm, Thursday, August 19, 2010**

**Other enclosures:** Stable Families

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



## Rebuilding Lives Funder Collaborative Members

### ORGANIZATION

ADAMH Board  
Affordable Housing Trust Corporation of Columbus/Franklin County  
Central Ohio Workforce Investment Corporation  
City of Columbus, Administration  
Columbus City Council  
The Columbus Foundation  
Columbus Public Health  
Columbus Mayor's Office  
Columbus Medical Association Foundation  
Columbus Metropolitan Housing Authority  
Community Shelter Board  
Community Shelter Board, Board of Trustees  
Corporation for Supportive Housing  
Franklin Co. Administration  
Franklin County Children Services  
Franklin Co. Dept. of Job & Family Services  
Franklin Co. Office on Aging  
Franklin County Board of Developmental Disabilities  
Mid-Ohio Regional Planning Commission  
Ohio Capital Corporation for Housing  
Osteopathic Heritage Foundations  
United Way of Central Ohio  
Veterans Administration  
Veterans Service Commission

### Member

David Royer  
Steve Gladman  
Suzanne Coleman-Tolbert  
Kim Stands  
Charleta B. Tavares  
Emily Savors  
Teresa Long  
Erika Clark Jones  
Phil Cass  
Dennis Guest  
Michelle Heritage Ward  
Jeffrey R. Lyttle  
Sally Luken  
Jim R. Schimmer  
Eric Fenner  
David Migliore  
Antonia Carroll  
Jed Morison  
Kathy Werkmeister  
Hal Keller  
Terri Donlin Huesman  
Janet Jackson  
John Glacken  
Douglas Lay

**Rebuilding Lives Funder Collaborative  
111 Liberty Street, Suite 150  
Columbus, Ohio 43215**

**May 20, 2010**

**Resolution to Approve FY2011 Supportive Housing Funding**

**Resolution 2**

WHEREAS, CSB staff have conducted a fair and open process for Requests for Proposals for funding services related to shelter, housing services and supportive housing, as governed by the CSB Board's Ends Policies and administrative procedures;

WHEREAS, the agencies requesting renewal funding have successfully operated programs in a manner that meets CSB's minimum standards; assist homeless persons to obtain and maintain housing; improve housing stability; increase clients access to resources; and promote housing retention;

WHEREAS, each of the agencies have been found in to be in full compliance with CSB Partner Agency Standards in 2009 and self-certified compliance as of January 31, 2010;

WHEREAS, CSB staff are recommending that Rebuilding Lives supportive housing projects receive FY2011 funding not to exceed the amounts indicated below;

Community Housing Network - 5th Ave	58,459
Community Housing Network - Cassady	49,098
Community Housing Network - Community ACT	74,485
Community Housing Network - N 22nd	55,001
Community Housing Network - N High	146,791
Community Housing Network - Parsons Avenue	61,413
Community Housing Network - RLPTI	40,940
Community Housing Network - Southpoint Place	60,000
Community Housing Network - St. Clair	77,183
Community Housing Network/Southeast Leased SHP	21,853
Maryhaven - Commons at Chantry	36,913
National Church Residences – Commons at Buckingham	115,208
National Church Residences - Commons at Grant	75,763
Southeast – RL Leasing	215,164
Southeast - Scattered Sites	317,797
YMCA - 40 West Long	466,045
YMCA - Sunshine Terrace	373,579
YWCA - WINGS	48,873
<b>Total</b>	<b>\$2,294,565</b>

THEREFORE, be it resolved that the Rebuilding Lives Funder Collaborative agrees to authorize grants not to exceed the amounts listed above, for continued operations to the projects listed above, for funding associated with providing supportive housing to disabled homeless individuals and families, meeting the Rebuilding Lives or HUD chronic homeless eligibility criteria.

**Approved by voice vote.**

Witnessed by:

\_\_\_\_\_  
Michelle Heritage Ward, Chair

\_\_\_\_\_  
Date

## **Rebuilding Lives Funder Collaborative PSH Funding Recommendations**

The Community Shelter Board conducted its FY 2011 request for proposal process for services related to access, crisis response, and transition. CSB partner agencies submitted funding applications for review, in which CSB staff then evaluated each program's proposal for completeness. Once the applications were reviewed for completeness, each program was then evaluated based on the same categories: program compliance, demonstrated need, and program evaluation results and associated ratings of high, medium, or low performer.

As of February 1, 2010, all Rebuilding Lives partner agencies self-certified compliance with CSB's Partner Agency Standards. All Rebuilding Lives partner agencies were rated as medium or high performers for FY10.

**Rebuilding Lives Funder Collaborative  
111 Liberty Street, Suite 150  
Columbus, Ohio 43215**

**Resolution of the Collaborative  
May 20, 2010**

**Acceptance of RLFC Annual Plan, Meeting Schedule for 2010-2011  
& RLFC Policy Statements**

**Resolution 3**

WHEREAS, the Rebuilding Lives Funder Collaborative (RLFC) chair recommends approval of the proposed 2010-2011 RLFC annual plan and meeting schedule;

WHEREAS, the Rebuilding Lives Funder Collaborative (RLFC) chair recommends approval of the proposed RLFC policy statements including processes around a joint committee with the Continuum of Care Steering Committee;

WHEREAS, the RLFC has reviewed the proposed RLFC annual plan, meeting schedule and policy statements;

THEREFORE, be it resolved that the RLFC voted to accept the 2010-2011 RLFC annual plan, meeting schedule and policy statements as presented.

**Approved by voice vote.**

Witnessed by:

\_\_\_\_\_  
Michelle Heritage Ward, Chair

\_\_\_\_\_  
Date

**Rebuilding Lives Funder Collaborative  
Annual Plan  
2010 - 2011**

MEETING DATE	TOPICS
Thursday, August 19, 2010	<ul style="list-style-type: none"> <li>• Quarterly New Project Reports</li> <li>• Endorse Strategy Development Plans</li> </ul>
Thursday, November 18, 2010	<ul style="list-style-type: none"> <li>• Approve Concepts/ Project Plans (as needed)</li> <li>• Semi - Annual Financial Report</li> <li>• Quarterly New Project Reports</li> </ul>
January 2011	<ul style="list-style-type: none"> <li>• Issue Community Report Card</li> </ul>
Thursday, February 17, 2011	<ul style="list-style-type: none"> <li>• Approve Concepts/Project Plans (as needed)</li> <li>• Endorse New CSB Grant Awards (as needed)</li> <li>• Quarterly New Project Reports</li> </ul>
Thursday, May 19, 2011	<ul style="list-style-type: none"> <li>• Approve Funding Strategy</li> <li>• Approve Concepts/Project Plans (as needed)</li> <li>• Endorse New CSB Grant Awards (as needed)</li> <li>• Endorse CSB PSH Funding Awards</li> <li>• Semi- Annual Financial Report</li> <li>• Quarterly New Project Reports</li> </ul>

## Rebuilding Lives Funder Collaborative Meeting Schedule 2010 - 2011

### Regular Meeting Dates

- Thursday, August 19, 2010
- Thursday, November 18, 2010
- Thursday, February 17, 2011
- Thursday, May 19, 2011

Meetings are generally the 3<sup>rd</sup> Thursday of each quarter, 11:30 am – 2:00 pm and take place at the Community Shelter Board.



# Rebuilding Lives Funder Collaborative Policy Statements

## Overview

The Rebuilding Lives Funder Collaborative (RLFC) is a collaborative of local entities that provides stewardship for all strategies developed under the new Rebuilding Lives (RL) Plan. The RLFC provides funding for the capital, services and operations of supportive housing in Columbus & Franklin County, coordinates activities for the new plan, promotes collaboration to achieve goals and strategies, and secures resources for programs and projects.

The policy statements below govern the work of the RLFC. The policies are organized into different areas. The RLFC will meet annually to review and approve its annual plan and policies.

The categories are:

- < **Structure**
- < **RL Plan Activities**
- < **Community Shelter Board Activities**
- < **Provider Activities**
- < **Other Activities**

## Structure

### 1. RLFC Membership

Members are local public and private institutions, which may have one or more designees to the RLFC. Currently there are 23 RLFC members representing the following entities (1 member per institution):

- Alcohol, Drug and Mental Health Board of Franklin County (ADAMH)
- Affordable Housing Trust Corporation of Columbus & Franklin County
- Central Ohio Workforce Investment Corporation
- City of Columbus, Administration
- Columbus City Council
- The Columbus Foundation
- Columbus Public Health
- Columbus Mayor's Office
- Columbus Medical Association Foundation
- Columbus Metropolitan Housing Authority
- Community Shelter Board
- Community Shelter Board, Board of Trustees
- Corporation for Supportive Housing
- Franklin County Administration
- Franklin County Children Services
- Franklin County Department of Job & Family Services
- Franklin County Office on Aging
- Franklin County Board of ~~Mental Retardation and~~ Developmental Disabilities
- Mid-Ohio Regional Planning Commission
- Ohio Capital Corporation for Housing
- Osteopathic Heritage Foundations
- United Way of Central Ohio
- Veterans Service Commission

## 2. Responsibilities of Each Member of the Collaborative

- Provide funding and other resources for implementation of RL Plan strategies.
- Participate actively on the Collaborative.
- Provide leadership in the community in order to assure the success of the Rebuilding Lives plan.
- Accountability for institutional decision follow-through.
- Will take recommendations for decision-making.

## 3. Conflict of Interest

Any individual participating in or influencing RLFC decision making must identify actual or perceived conflicts of interest as they arise and comply with the letter and spirit of this policy. Disclosure should occur at the earliest possible time and if possible, prior to the discussion of any such issue. Individuals with a conflict of interest should abstain from voting on any issue in which they may have a conflict.

## 4. HUD Technical Review Committee

Annually, the HUD Technical Review Committee (HUD TRC)<sup>+</sup> will review new projects and make recommendations to the Collaborative and the Continuum of Care Steering Committee (CoC SC) for its consideration, action and inclusion in the consolidated HUD application. The HUD TRC will also establish the new permanent supportive housing (PSH) priority for consideration by the Ohio Housing Finance Agency. As part of the process, new projects will be presented to the Continuum of Care (CoC) provider group and the Citizens Advisory Council (CAC). Both groups will provide recommendations to the HUD TRC prior to its decision. The project developer will also be asked to make a presentation to the HUD TRC to respond to questions about its proposal.

The HUD TRC will be a joint committee comprised of two RLFC representatives, three CoC SC representatives (at least one must be a provider) and two CAC representatives. One of the RLFC representatives will serve as chair. CoC SC members representing provider agencies who receive HUD funding may participate on the committee, if they do not have program under consideration by the HUD TRC. CSB will provide staff support for the committee.

The HUD TRC will also review ongoing projects that have participated in Quality Improvement Intervention (QII) at the request of the provider and/or CSB. The CoC Steering Committee will act on recommendations from the HUD TRC.

## 5. ODOB Application Processes

To fulfill the ODOB Homeless Assistance Program and Homelessness Prevention and Rapid Re-Housing Program Application Processes, the Collaborative, as the local plan entity, will review applicants/projects and make recommendations to ODOB. CSB will review requests for approval. Agencies that disagree with CSB will appeal to the RLFC via electronic appeals.

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~~<sup>+</sup>The HUD TRC will not need to meet in 2009 as the 2009 Samaritan Bonus project was determined in 2008. All currently funded HUD SHP/SPC projects will be non-competitively renewed. In 2010, HUD TRC may need to meet only if any HUD SHP/SPC projects are referred for phase-out or fund reduction. It will not need to meet to consider a new project as the 2010 Samaritan Bonus project was determined in 2008.~~

**RL Plan Activities**

The RLFC will not serve as the convener for the plan's strategies, but will provide stewardship and oversight for the overall plan.

The role of the Strategy Conveners is as follows:

- Form a planning group
- Identify resources for planning
- Report progress to the RLFC
- May (or may not) serve as lead implementing agency
- Suggest resources for implementation
- Assist RLFC with securing resources.

**Community Shelter Board Activities**

The Community Shelter Board will be the primary organization supporting all of the groups involved with moving the RL Plan forward. Under the new plan, in addition to its roles as a convener of some of the RL Plan strategies, CSB will:

- Chair the Rebuilding Lives Funder Collaborative and serve as the fiscal agent
- Provide program and system level evaluations
- Communicate the plan progress to the community, including an annual Report Card

Throughout the implementation of the RL Plan, evaluation efforts will assess the degree to which the plan is executed and will track the success of each strategy. Columbus ServicePoint (CSP) our community's Homeless Management Information System (HMIS) will be used as the primary data source. CSP will be used for enhancing data collection activities related to the RL Plan. It will also be used as a monitoring, outcomes measurement and performance-based contracting tool across systems and to inform the community about the progress of the RL Plan.

*Quality Improvement Intervention*

CSB will address programs of ongoing concern through a Quality Improvement Intervention (QII) process. The QII process is based on quarterly one-on-one dialogues between CSB and the provider agency and considers agency plans and progress on addressing program issues. CSB and provider agency enter into quarterly QII if a program experiences long-standing and/or serious program issues and/or systemic agency concerns. If the agency and/or CSB find that the QII process is not working, either may refer the concerns/issues to the HUD Technical Review Committee (HUD TRC) for handling. The provider will be given an opportunity to present its case to the HUD TRC before it makes its recommendation to the CoC Steering Committee.

**Provider Activities**

Provider agencies have been the cornerstone of success for the original RL Plan, and are even more important to the success of the updated RL Plan. A collaborative, streamlined system with clear goals and objectives will result in continued success for provider agencies. Provider agency roles will include the following:

- Continue to develop and implement high-quality programs and services
- Work together with conveners, collaborators, and funders to build support for programs
- Share and implement best practices and collaborate with other providers
- Work together with funders to evaluate programs and engage in quality improvement activities

- Participate in advocacy efforts

## **Other Activities**

### **6. Annual Plan**

The RLFC will meet annually to review and approve its annual plan and policies which will govern the work of the RLFC.

### **7. Meeting Support**

CSB will provide meeting support for RLFC and all committee meetings by scheduling meetings, developing agendas, issuing meeting materials and posting all relevant documents to [www.csb.org](http://www.csb.org).

- < RLFC members may suggest agenda items
- < Agenda and meeting materials will be released one week prior to scheduled meetings.
- < The agenda will be reviewed and adopted at the start of the meeting; changes may be offered for consideration.
- < Meeting notes will be produced and distributed within 30 days of the meeting.
- < Materials will be distributed in hard copy format to all RLFC members and posted to [www.csb.org](http://www.csb.org).

## Unified Supportive Housing System Update

1. The second USHS pilot, the Move-Up Pilot, started implementation in January 2010. Provider Agencies (Maryhaven, YWCA, and YMCA) have assessed all potential participants for the Move-Up Pilot and are working with those clients that have the potential to be successful. CMHA's freeze on the vouchers for tenants who desire to move from their project-based units with their voucher continues. This slows down the implementation of the Move-Up pilot and may affect the number of clients that we will be able to move.

The *Move Up Pilot Program* is designed to help residents who are successful in supportive housing *move up* to more independent living. The program provides support services to help participants live on their own, and can help with initial rent, deposits, and moving costs.

2. The RL Leasing project, which provides 30 units of scattered site supportive housing for HUD Chronically Homeless single adults started to accept clients in January 2010. Southeast, Inc. is the service provider for these units. It is anticipated that the lease up of these 30 units will occur over a six month period. As of April 28, 2010, 14 clients had been housed and 11 clients were in the process of being housed.

3. The third USHS pilot project, NCR's Commons at Buckingham (CAB), is scheduled to open July 2010. Lease Up begins May 2010. NCR is actively marketing CAB to the Provider Agencies. Discussions continue with NCR on the lease-up process and with shelters and outreach regarding potential applicant referral and processing.

4. USHS received the electronic Client Documentation Toolkit for use by caseworkers in their work with homeless clients in emergency shelters or living on the streets, newly admitted into permanent supportive housing and any other clients that need documentation that will expedite their access to mainstream benefits or housing. CSB is working to set-up training for all those interested in using the Toolkit.

5. USHS has started work on creating a Vacancy Management System for all the supportive housing units. A central database will be developed encompassing the characteristics of all the different supportive housing units in our community. The goal for the system is to easily match supportive housing vacancies with appropriate clients.

# Rebuilding Lives Employment Strategy

## Planning Collaborative Recommendations March 24, 2010

### Overview

We had 2 paths emerge for this strategy:

- ◆ Getting our community to make this issue of employment for homeless & recently homeless a priority
- ◆ Making the system we currently have work better within our current environment.

### Mission Statement V.2.5

*Our mission is to promote the benefits of a homeless labor pool and galvanize the Central Ohio Community's political will and resources for resulting employment opportunities.*

### Strategic Priorities



### Recommendations

Create three groups to keep this strategy moving forward to create a model that meets the mission and the needs of central Ohio.

- ◆ Core Group – is closest to the mission/purpose and is a catalyst for keeping things moving in the beginning
- ◆ Council – is a group that has energy to put some of their resources into the work that emerges
- ◆ Supporters – is a group that will, whenever possible, bring attention to the work of this group and at times bring their energy into the work.

<b>Core Group</b>	<b>Council</b>	<b>Supporters</b>
<ul style="list-style-type: none"> <li>• Schedule, develop agendas, and facilitate monthly meetings core group meetings and regular council &amp; supporter meetings</li> <li>• Committed to attending meetings</li> <li>• Develop strategies &amp; spearhead initiatives</li> <li>• Identify funding/development opportunities</li> <li>• Communicate to council &amp; supporters</li> <li>• Interact with other influential organizations</li> <li>• Assure accountability to mission</li> <li>• Monitor outcomes</li> <li>• Research existing or previous efforts around employment &amp; workforce development</li> </ul>	<ul style="list-style-type: none"> <li>• Commit to attend meetings</li> <li>• Develop strategic plan</li> <li>• Participate in initiatives</li> <li>• Identify funding opportunities</li> <li>• Commit to mobilize service providers in order to increase buy-in from provider community</li> <li>• Bring resources into the work</li> <li>• Share their learning &amp; experiences with others</li> </ul>	<ul style="list-style-type: none"> <li>• Carry the message &amp; intent of mission statement</li> <li>• Support fund-raising, development opportunities &amp; participate in implementing initiatives</li> <li>• Give money &amp; resources as needed</li> <li>• Mobilize support – political, business figures</li> <li>• Provide insight, ideas, feedback to Core &amp; Council</li> <li>• Show up to events</li> <li>• Offer employment opportunities</li> <li>• Recruit other supporters</li> <li>• Advocate for the program</li> <li>• Keep informed</li> </ul>

<b>Core Group</b>	<b>Council</b>	<b>Supporters</b>
Mary Vail, Goodwill Don Strasser, CCH Tiffany Nobles, CSB	Dean Francis, NCR Steve Albright, Goodwill Carl Landry, FOH/SE Tom McIndoe, Volunteer Sheila Young, Salvation Army Sara R. Dodeci, VOA	Doug Lay, FCUSC Lori Criss, Amethyst Carolyn Rind, YWCA Mike Tynan, CHN Kaiser Jones, CHN Blaine Turner, FOH

Some of the possible work/projects that emerged that these groups will move forward:

- ◆ Development of partnerships & collaborations
- ◆ Finding funding
- ◆ Research
- ◆ Employer Summit
- ◆ Galvanizing political will
- ◆ Encouraging social entrepreneurship
- ◆ Communication

### **Acknowledgements**

The work related to this strategy was financially supported by **COWIC**. The convener was **Goodwill Columbus** and the facilitator of the meetings was **Deb Helber**. The meetings were attended by representatives from the following agencies: **Goodwill Columbus, YMCA, COVA, Amethyst, National Church Residence, Faith Mission, Franklin County Veterans Commission, COWIC, United Way of Central Ohio, Impact Community Action, YWCA, Columbus Coalition for the Homeless, Community Housing Network, Citizens Advisory Council, Community Shelter Board, Columbus Urban League, Volunteers of America, Salvation Army, Ohio Rehabilitation Services Commission, Community Research Partners, Franklin County Dept. of Job and Family Services, SE Mental Health, Friends of the Homeless, Homeless Families Foundation and Columbus Convention Center (employer).**



## **Rebuilding Lives Funder Collaborative: Update 5.20.10**

### **Access to Benefits Strategy – Benefits Partnership Update**

The program has been approved to continue as a host site for Phase 2 of the COHHIO SSI/SSDI Project. This allows for the continuation of the SSI Benefits Specialist that was funded under Phase 1 of the project. There was a small increase in the grant amount for Phase 2 to \$55,100. CSB will continue to partner with the YWCA to provide the benefits service.

This strategy is to provide immediate and systematic access to mainstream benefits and services for persons who are homeless and served by the homeless service system. The project is designed to improve the financial stability of individuals by increasing access to mainstream benefits and strengthen collaboration between existing resources and agencies



## Rebuilding Lives Funder Collaborative Update 5.20.10

### Strategy: Increase Supportive Housing Units

Develop an additional 1,400 units of permanent supportive housing to reach a total inventory of 2,700 single adult/couple units and 150 family units for disabled adults and families who have experienced long-term homelessness. Initially sought to develop 760 units by June 30, 2013 via the following 5 year development plan:

Planned 240 units by new construction or rehab (additional 180 non-supportive housing units will be part of the developments).

- < Update: 190 units in pipeline as of May 2010 (155 Rebuilding Lives units).
- < Commons at Buckingham will finish construction and begin lease-up in July 2010.
- < CHN Inglewood Court and NCR Commons at 3<sup>rd</sup> have applied for OHFA tax credits.

Planned 520 units by master lease

- < Update: 25 units represented by CHN master Leasing project in pipeline as of May 2010; 30 units in operation represented by RL Leasing project sponsored by Southeast, Inc.

Projects in the pipeline (2010 or later)	Rebuilding Lives	Other Populations	Total Units
Commons at Livingston, National Church Residences	25	25	50
Commons at Third, National Church Residences	60	20	80
Inglewood Court, Community Housing Network	45	15	60
Community Housing Network Master Lease	25	-	25
<b>New RL Plan project pipeline</b>	<b>155</b>	<b>60</b>	<b>215</b>
Rebuilding Lives Leasing, Southeast, Inc. (implemented 1/2010)	30	-	30
Commons at Buckingham, National Church Residences - scheduled for completion July 2010 (is not included in the count toward the development of the 240 new PSH units)	75	25	100
<b>Total pipeline</b>	<b>260</b>	<b>85</b>	<b>345</b>

## **Rebuilding Lives Funder Collaborative Update 5.20.10**

### **Strategy: Centralized Point of Access for the Adult Shelter System**

The Centralized Point of Access began operations effective Wednesday, April 21, 2010. From this point on, single adults seeking emergency shelter will go to the intake center located at Faith Mission at 315 East Long Street or call 1-888-4SHELTR (1-888-474-3587). To date the new process has worked smoothly, as individuals have been redirected to the center with few problems. The first few months will serve to pilot the process and establish baseline data for diversion efforts. Partners of the adult shelter system continue to meet to establish and finalize the memorandum of agreement and to resolve problems as they arise.

## **Rebuilding Lives Funder Collaborative Update: 5.20.10**

### **Rebuilding Lives strategy – Tier II Family Shelter Conversion**

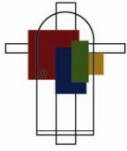
#### **Background**

“Tier II” shelters serve families who cannot be quickly re-housed in permanent or transitional housing due to various barriers. Two agencies provide a total of seventy (70) Tier II shelter units for families. While in Tier II shelter, families work on securing income, budgeting, parenting and family issues, and other concerns inhibiting long-term housing stability. Shelter may be provided for up to three months while families receive services and address barriers. Families in Tier II shelter are required to eventually move out of the shelter unit and into other permanent or transitional housing. If families were not required to move, it would save time for staff and disruption for the family. Converting Tier II shelters to permanent housing with transitional support would achieve these efficiencies. Tier II providers and property owners in the community have indicated an interest in this approach, and Tier II providers would likely be able to reduce operating costs related to apartment turnover and maintenance while still providing supportive services through conversion of Tier II units that are master-leased. The conversion would occur in the form of a “rolling stock” approach, where the Tier II provider initially master leases the unit, allowing families who otherwise may not qualify for housing to be placed, with the assisted family eventually assuming the lease following a brief period. This would allow capacity to flex up or down according to need. This strategy targets homeless families who remain in shelter longer than two weeks.

#### **Update**

This strategy was implemented as a pilot in FY 09 by the Homeless Families Foundation and Volunteers of America Family Shelter. Plans called for the conversion of existing shelter units into a “rolling stock” direct housing model for families who require transitional assistance to exit shelter and stabilize in the community. These “rolling stock” units are initially leased by the Tier II provider and then transferred to the family; transitional services taper off as family stability increases; and individualized service delivery, with intensity, frequency and duration are determined based on needs of family.

To date HFF has or has plans to convert 8 of its 46 units and VOA has converted 12 of its 24 units to the new model. The pilot will be evaluated during FY10 and will measure the proportion of transitional rental assistance units that are sustained or expanded over time, and the roll-over of subsidies to other units. Evaluation should also focus on the change in outcomes for the households served by this type of program versus the Tier II model, as well as operational and cost efficiencies developed.



# Memorandum

**Date:** May 3, 2010  
**To:** Tiffany Nobles, Community Shelter Board  
**From:** Colleen Bain  
**Cc:** Dave Kayuha; Dave Davis, Lianna Barbu  
**RE:** Quarterly Update Commons at Buckingham

The Commons at Buckingham (CAB) is a 100 unit efficiency apartment community located in downtown Columbus. Seventy-five (75) of the units are designated as Rebuilding Lives, and the remaining 25 units as affordable downtown housing for disabled adults that qualify for Section 8.

## **Current Status**

- Construction is nearing completion – the project is anticipated to be completed under budget and ahead of schedule.
- Revised timeline:
  - Temporary Certificate of Occupancy expected June 30<sup>th</sup>
  - Inspections, punch list, and CMHA unit inspections – week of July 5<sup>th</sup>
  - Final LEED testing July 9<sup>th</sup>; preliminary score of Platinum LEED for Homes
  - Final Certificate of Occupancy expected July 9, 2010
  - Furniture installation – July 10<sup>th</sup>, 11<sup>th</sup>, 12<sup>th</sup>, 2010
  - Building is expected to open July 13, 2010 – at 9:00am (staff will move in this date)
  - First residents will move in July 14, 2010
  - Grand Opening scheduled for July 22, 2010 10:00am

## **USHS Participation**

- NCR/CAB has agreed to participate as part of demonstration project toward the development of a Unified Supportive Housing System, as outlined in the Rebuilding Lives Updated Strategy.
- NCR hosted a luncheon with CSB and CMHA staff, and representatives from key partner agencies on Friday, April 30, 2010 to review target populations, eligibility criteria, and process for making referrals to USHS for Commons at Buckingham.
- Marketing materials (flyers and easel boards) distributed to CSB and partner agencies
- NCR has a full-time LISW staff member (Robyn Haycook) available to assist with conducting disability assessments for potential applicants (this was a barrier identified by shelter operators)

## **Medicaid:**

- Supplemental CARF accreditation survey was done April 12<sup>th</sup> and 13<sup>th</sup>; went very well. Expect 3-year accreditation – formal results in May.
- Working with ODMH to apply for certification once CARF results are received
- NCR and ADAMH leadership met to discuss forming a contractual relationship to include:
  - Start up funding (one time only) of \$60,000 to fund CPST/nursing services for residents of CAB
  - Medicaid contract to bill for Medicaid eligible services
  - Not clear yet if ADAMH will continue to manage USHS unified billing system in current model

**Other supportive services funding:**

- Abbott Labs has awarded \$5,000 to support Employment and Job Readiness services in first year
- Columbus Foundation has awarded \$25,000 to support Employment and Job Readiness services in first year

**Staffing updates:**

*Supportive Services staff:*

- Robyn Haycook, LISW (formerly of Commons at Grant) is now 100% dedicated to Commons at Buckingham project as of April 1, 2010
- Patrick Twyman, BA (formerly of Southeast Mental Health) has been hired as first shift Case Manager/Liaison for Commons at Buckingham. His first day will be May 17, 2010.
- Rozanne Tucker, LSW (formerly of Netcare, Inc.) has been hired as second shift Case Manager for Commons at Buckingham. Her first day will be June 1, 2010.

*Operations staff:*

- Dianna McGlone (formerly of Faith Mission's Shelter Plus Care program) has been hired as Assistant (Site) Manager for Commons at Buckingham as of April 1, 2010
- NCR will begin recruiting front desk and maintenance staff in June, with an expectation that they will be hired by July 1, 2010 and trained at Commons at Grant for two weeks prior to Buckingham opening.

**Rebuilding Lives Funder Collaborative  
111 Liberty Street, Suite 150  
Columbus, Ohio 43215**

**May 20, 2010**

**National Church Residences – Commons at Livingston Final Project Plan**

**Resolution 4**

WHEREAS, National Church Residences (NCR), a non-profit organization, has submitted an updated final project plan for the Commons at Livingston, a 50 unit Permanent Supportive Housing project designed to serve Veterans, with 25 units designated for Rebuilding Lives eligible individuals, for consideration by the Rebuilding Lives Funder Collaborative (RLFC);

WHEREAS, on November 2, 2009 the RLFC Committee of the Whole voted to endorse the Commons at Livingston as a Rebuilding Lives Permanent Supportive Housing project which designated 25 units for Rebuilding Lives eligible individuals, for consideration with conditional contingencies;

WHEREAS, the RLFC Committee of the Whole recommended that NCR Commons at Livingston receive ongoing annual support from the RLFC in the amount of \$60,561;

WHEREAS, the RLFC Committee of the Whole recommended that NCR Commons at Livingston receive Rebuilding Lives capital funding in the amount of \$1,000,000 (\$250,000 county and \$750,000 city);

WHEREAS, NCR has met the contingencies outlined in the Recommendations from the RLFC Committee of the Whole adopted by the RLFC at its December 17, 2009 meeting;

WHEREAS, the Commons at Livingston will provide 50 total units for eligible veterans in which 25 will be designated for Rebuilding Lives residents who experience mental illness, substance addiction, and long-term homelessness;

WHEREAS, NCR will provide 24 hour staffing and supportive services, service engagement, case management, counseling, property management and other services for individuals;

WHEREAS, NCR has received tax credits from the Ohio Housing Finance Agency and funding from investor equity, City of Columbus HOME, Franklin County HOME and CMHA for a total project cost of \$7,339,428;

WHEREAS, the Community Shelter Board has reviewed the final project plan for the Commons at Livingston submitted by NCR and has approved the plan;

THEREFORE; be it resolved that the Rebuilding Lives Funder Collaborative endorses National Church Residence's Commons at Livingston final project plan.

Approved by voice vote

Witnessed by:

\_\_\_\_\_  
Michelle Heritage Ward, Chair

\_\_\_\_\_  
Date

## Recommendations from the RLFC Committee of the Whole 2009 New PSH Prioritization Process

On November 2, 2009, a joint meeting between the Continuum of Care Steering Committee (CoC SC) and the Rebuilding Lives Funder Collaborative (RLFC) was held to consider the recommendations from the HUD Technical Review Committee (HUD TRC) regarding proposals submitted for the 2009 New Permanent Supportive Housing (PSH) Selection Process.

Due to a lack of quorum with the Rebuilding Lives Funder Collaborative (RLFC), the group agreed to utilize a Committee of the Whole for the RLFC to make recommendations on the capital funding requests to the full RLFC in December. The information below was pulled from the November 2<sup>nd</sup> meeting minutes regarding the discussion.

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The HUD TRC met on October 20 to consider the proposals and developed recommendations for each.

### Community Housing Network (CHN) proposal

#### *HUD TRC recommendation:*

1. CHN project will be endorsed as Rebuilding Lives PSH. With the following conditions:
  - Provide written MOA between CHN and SE that details supportive services provision by 11/30/09. The MOA should cover all elements of the supportive services plan included in the RLFC provider manual.
  - Develop ability to serve pets upon admission when necessary
  - Prioritize population that is not eligible for federal housing subsidy
2. It is recommended that Community Housing Network receive the 2009 CoC HUD Bonus Award in the amount of \$422,317. CHN is required to:
  - a) Submit Exhibit 2 via e-snaps by 5:00 pm Friday, 10/30/09, and
  - b) Submit complete RL project Plan by 11/30/09.
3. It is recommended that Community Housing Network receive the requested amount from local funds to provide furnishings for individuals; \$21,853 year 1 and \$1,714 year 2 and then ongoing as needed. This is contingent upon submission of RL project plan.

#### *Vote:*

RLFC – Esther Adkins moved and Toni Carroll seconded to recommend the resolution to the full RLFC for consideration as stated.

Unanimous approval. No abstentions.

CoC SC – Susan Lewis Kaylor moved and Sheila Prillerman seconded to approve the resolution as stated.

Discussion – Ron commented that the CAC originally voted for the NCR proposal. Resolution approved with 13 votes to one opposition; no abstentions.

### National Church Residences (NCR) proposal

#### *HUD TRC recommendation:*

1. NCR project will be endorsed as Rebuilding Lives PSH. With the following conditions:
  - Must have at least 25 RL units
  - Consider prioritization of ADAMH referred clients

## **Recommendations from the RLFC Committee of the Whole 2009 New PSH Prioritization Process**

2. The NCR Commons at Livingston project is recommended to receive ongoing annual support from the RLFC in the amount of \$60,561. It is suggested that NCR:
  - a) Pursue other funding (i.e. State, federal or private) to fill the services funding gap
  - b) Pursue MOA with VOAGO for partnership with HVRP and provide MOA by 1/31/10.
  
3. It is recommended that NCR Commons at Livingston receive Rebuilding Lives capital funding in the amount of \$1,000,000 (\$250,000 county and \$750,000 city). NCR should:
  - a) Pursue provision of additional capital funding from the VA
  - b) Prioritize re-entry from institutions as a target group.

NCR submitted an appeal on the HUD TRC recommendation for consideration by the group. A copy of the appeal was included in the meeting materials.

Barbara reviewed the Analysis of RL PSH Capital Requests that was included in the meeting materials (see attached). She noted that the analysis was completed prior to the HUD TRC meeting and were reviewed and approved by both NCR and CHN prior to distribution to the HUD TRC. The analysis compares NCR Commons at Livingston (CAL) to CHN Inglewood Court (IC) and VOAGO Edgehill Place (EP), projects previously approved by the CoC SC/RLFC for funding and OHFA tax credits. It was noted that the economy NCR faces today is quite different from the one facing CHN and VOAGO a year ago.

Barbara reviewed the Analysis of Available Funding if HUD TRC Recommendations (see attached) are accepted that was included in the meeting materials. This analysis compares NCR CAL to CHN IC if the HUD TRC Recommendations are accepted as is. NCR has submitted an appeal on the HUD TRC recommendations.

Question asked on how it was determined which funding allocation (Franklin County vs. City of Columbus) is utilized for the capital dollars for a project. Barbara clarified that the decision is based on which entity the developer makes the request to. NCR submitted requests to both the City and County for consideration. It was noted that the City and County only entertain funding requests for RL Capital that have been approved by the RLFC.

Question asked about the pool of tenants being extended beyond Franklin County. Dave Kayuha commented that he was not aware of this issue previously. Barbara commented that during the NCR presentation at the HUD TRC meeting it was noted that tenants could come from any of the Veterans Administration (VA) residential facilities throughout Ohio. Dave Kayuha committed to go back to NCR and the VA to discuss the concern with the extended tenant pool.

Matt McClure presented the NCR appeal on the HUD TRC recommendations regarding RL capital. Matt noted that a request has been submitted to OHFA for an allocation of their stimulus funding as well as one submitted to the Federal Home Loan Bank.

It was clarified that the NCR request to the City and County for capital was originally for 50 units that were not designated as supportive housing units and would be funded through the respective affordable housing allocations. Once NCR decided to make the project a supportive housing project, the City and County clarified that the funding would come out of the supportive housing allocation and would need to be approved by the RLFC.



## **Recommendations from the RLFC Committee of the Whole 2009 New PSH Prioritization Process**

Matt committed to develop an analysis that outlines the affects if the full funding is not approved. He clarified that NCR is requesting the approval of the full \$1.5 million as opposed to the \$1 million recommended by the HUD TRC.

Don recommended that the group postpone a decision on the NCR project until a decision from OHFA has been received. Barbara recommended that the group approve the current HUD TRC recommendation but consider additional funding request once the OHFA decision is known and the issue with the extended tenant pool is resolved.

It was clarified that the \$12 million allocation is expected to cover the five years as stated in the Rebuilding Lives Plan.

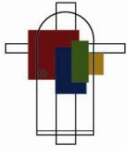
Douglas Lay commented that each VA has a budget for its location and several surrounding counties.

Concern was expressed that we were using residency as the rationale for reducing the award amount from \$1.5 million to \$1 million and also requiring NCR to serve Franklin County residents. It was suggested that we resolve this issue by adding the residency requirement to the request of additional funding.

Dave Kayuha recommended that NCR accept the resolution as is with the approval that they can submit an additional request to the RLFC.

Resolution was amended to add “for Franklin County only residents” to “must have at least 25 RL units” under recommendation 1.

*Vote:* Susan Lewis Kaylor moved and Kim Stands seconded to recommend the amended resolution for consideration by the full RLFC. Unanimously approved. No abstentions.



# Memorandum

**Date:** May 3, 2010  
**To:** Tiffany Nobles, Community Shelter Board  
**From:** Colleen Bain  
**Cc:** Dave Kayuha; Dave Davis, Lianna Barbu  
**RE:** Quarterly Update Commons at Livingston

The Commons at Livingston (CAL) is a 50-unit one bedroom apartment community located on the East side of Columbus near Livingston Avenue and Barnett. Twenty-five (25) of the units are designated as Rebuilding Lives for veterans; and the remaining 25 units as affordable housing for disabled veterans that qualify for Section 8.

## **Development update:**

- OHFA ARRA funds approved by OHFA board; preliminary funding commitments issued
- Step III of OHFA ARRA underwriting to be submitted May 7<sup>th</sup>; final approval early June
- Application for tax abatement submitted to the City of Columbus
- HOME funds committed by City and Franklin County
- Construction loan committed by The Housing Trust
- Lot split approved; lot transferred
- Application for Permit submitted
- Rent Determination received from CMHA
- Architectural drawings and costs finalized
- Closing and Construction start projected in June or July
- Groundbreaking scheduled for May 22, 2010 at 10:00am

## **Neighborhood Outreach:**

- NCR has met with all City Council members and County Commissioners to update them on the status of CAL.
- NCR has attempted to follow up with property owners adjacent to the site; however we have not received a response to any correspondence.
- We will be convening a group to work on forming a Good Neighbor Agreement in the coming months.
- NCR has retained Public Service Consulting to assist with continued outreach to area businesses and residents.

**Supportive Services updates:**

- To ensure consistent quality and continuity of services between and among RL and NRL tenants, the VA has agreed to provide services to all 50 residents of Commons at Livingston.
- NCR will employ a full-time staff member who will serve as primary onsite liaison between the VA and NCR; and will also supervise and assist residents in the onsite Resource Center.
- As recommended by the RLFC, NCR has executed an MOA with Volunteers of America's Homeless Veteran's Reintegration Program to provide services for eligible homeless veterans (must referred prior to actual move-in in order to be eligible). Copy of MOA attached.

**MEMORANDUM OF UNDERSTANDING**

BETWEEN

Volunteers of America of Greater Ohio (VOAGO)

(Service Provider – Please type or print name)

AND

National Church Residences (NCR)

THAT IS THE

(Sponsor/Owner – Please type or print name)

SPONSOR/OWNER ENTITY FOR Commons at Livingston

(Project Name -- Please type or print name)

The Sponsor/Owner identified above has applied for funding from the Rebuilding Lives Funder Collaborative to provide services to chronically homeless veterans at the Commons at Livingston. To further accomplish a better way of life, the Service Provider identified above desires to make available the following programs and/or services to eligible residents of the proposed project. Indicate below:

What is the name of the services or program?	Homeless Veteran’s Reintegration Program (HVRP)
What is the nature of the services or program?	The HVRP program is a long term program that provides job training and employment assistance to homeless veterans. The services provided include participant assessment; job readiness, job retention and life skills training, workshops, and seminars; job placement/referrals; supportive services including individualized case management and development of Individual Employment Plans (IEP); community referrals to mental health/substance abuse treatment and housing services; connections to job training; and intensive retention services.
How many “slots” or households can/will be served?	Up to 50
Over what time period will the services be available?	Services will start July 1, 2010 or when the facility opens and will automatically renew every year unless either party terminates the agreement
Where will the services or program be provided?	Employment Resource Center, 567 W. Broad St. Columbus OH 43215
How much will be charged (or on what basis will a charge be imposed)?	No charge

The intent to provide the above outlined programs and/or services is hereby affirmed and agreed to by the Project Sponsor/Managing Partner or Owner and the Service Provider. Together, we agree that the programs and/or services shall be provided for the benefit of the qualified households/tenants who shall reside in the program and are referred prior to move in, subject to determination of eligibility and desire of the household to receive and incur the related cost, if any.

AGREED TO AND SIGNED this 31 day of March, 2010.

NCR/Colleen Bain

Sponsor/Owner Name (Typed)

VOAGO/Terri Power

Service Provider Name (Typed)

\_\_\_\_\_  
Sponsor/Owner Signature

  
\_\_\_\_\_  
Service Provider Signature

**Community Housing Network, Inc.**  
**Inglewood Court**  
**CSB Quarterly Updates**  
**May 2010**

**Inglewood Court (New CHN/Maryhaven PSH Project)** – In partnership with Maryhaven, this development will provide 60 units of permanent supportive housing for persons disabled by severe mental illness (SMD) or dual diagnosed with SMD and chemical dependency, including 45 units for Rebuilding Lives. The 15 non-RL units will be reserved for ADAMH consumers coming from TVBH or other funded ADAMH group homes. CHN will also consider high crisis care utilization including those with AOD only diagnosis as an indicator for intake.

Site: In November 2008, CHN gained control of the site at 3700 Sullivant Avenue (back portion), a wooded vacant lot in the Hilltop area. CHN chose this location to provide an optimum environment for residents:

- It provides easy access to public transportation, convenience shopping and employment areas.
- The site is consistent with the Ohio Housing Finance Agency's Site and Market Evaluation criteria (for tax credit applications).

Type and Configuration of Housing Units:

- Unit size was increased from studio to one-bedroom units to take advantage of significantly higher Section-8 rents, which will provide increased operating revenue to the project (tenant's portion of rent is based on tenant income and would not change).
- Number of floors has increased from two to three stories, to minimize additional construction costs due to increased unit size and to disturb less of the site.
- Estimated construction costs increase less than 10% (\$720,000 for one-bedrooms vs. studio units), and it is expected that increased tax credit funds for the one-bedroom units would more than cover this increase.
- Expected rent revenue would increase 16% (\$88 per unit per month), based on current fair market rents.

Community Process:

- The Good Neighbor Agreement was signed by May 2009.
- Zoning was approved in June 2009.

Development Funding:

**Update: CHN submitted the tax credit and HDAP (Housing Development Assistance Program) applications on March 18, 2010. CHN submitted the City of Columbus application on February 16, 2010. CHN will submit other applications for other funding sources after tax credit awards are announced (on July 1, 2010). These**

**Community Housing Network, Inc.**  
**Inglewood Court**  
**CSB Quarterly Updates**  
**May 2010**

potential funding sources may include Federal Home Loan Bank, Franklin County, the United Way, and The Columbus Foundation.

CHN staff met with OHFA Housing Credit Allocation Manager Kevin Clark and his reviewers in January 2010 to discuss alternate sites for the 2010 application. After touring the proposed sites and discussing how each location conformed to OHFA's Site and Market Evaluation criteria, OHFA agreed with CHN that the Sullivant Avenue site is the best among available sites for this project type.

**Update: OHFA's site review was conducted on April 13, 2010. The Permanent Supportive Housing (PSH) review meeting required by OHFA will be held June 3, 2010.**

## **Stable Families**

### **5.20.10**

Stable Families is a family homelessness prevention pilot program that provides targeted services to prevent homelessness and to reduce school mobility among children at risk of homelessness. Priority is given to families who are involved in the child welfare system, who have children in one of the nine targeted communities or who live in regions serviced by Central Community House or Gladden Community House. Currently, Stable Families has 73 families participating with an additional 17 pending assessments. Families are referred to the program from the YWCA Family Center, Franklin County Children Services, Project Connect, and private landlords.

Stable Families family homelessness prevention pilot program expanded as of October 1, 2009 to provide services specifically to the households residing in the Weinland Park area. This expansion is funded by The Columbus Foundation and JPMorgan Chase & Co. There has been a favorable response from the community towards the Weinland Park expansion. Currently, Weinland Park has 18 families participating with an additional 3 pending assessments. Along with referrals from the Weinland Park community, they also receive referrals from Godman Guild and Community Properties of Ohio (CPO). The staff at Weinland Park has been working very hard to make this program a useful partnership within the community to serve at risk families.