

# Meeting Minutes

## Rebuilding Lives Funder Collaborative Meeting

Thursday, August 30, 2012

11:30am – 1:30 pm

Mid-Ohio Regional Planning Commission (MORPC), 111 Liberty Street, Suite 100

### **Attendees:**

*Rebuilding Lives Funder Collaborative (RLFC) Members:* Susan Lewis Kaylor (for David Royer), Frankie Nowlin (for Suzanne Coleman-Tolbert), Sheila Prillerman, Jacci Graves, Jennifer Voit (for Karen Days), Mike Tynan, Bryan Brown, Teresa Long, Mary Jane Quick, Anthony Penn, Michelle Heritage, Sally Luken, Teresa McWain, Rollin Seward (for James Schimmer), Jeff Pattison (for Jed Morison), Chip Spinning, Carla Williams-Scott (for Anthony Trotman), Antonia Carroll, Kathy Werkmeister, Jonathan Welty, Emily Savors, Karen Woods-Nyce, Matt Kosanovich (for Janet Jackson), Adam Ruege, Douglas Lay

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

*Guests:* Scott Creed, Sherry Robinson, Julie Wagar, Ginger Young, Dave Kayuha, Susan Weaver, Amanda Owen, Caroline Reed, Ginny O’Keeffe, Sue Villilo, Kevin Phillips

### **Welcome & Introductions**

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

### **Administrative Issues**

#### Approval of Minutes from May 17, 2012 and May 30, 2012 RLFC meetings

Minutes from the May 17, 2012 and May 30, 2012 RLFC meetings were included in the meeting packet. Chip Spinning moved that the minutes from both meetings be approved as presented. Sheila Prillerman seconded the motion. The motion was unanimously approved.

#### Community and Public Policy Updates

##### *Single Adult Shelter System*

Michelle informed the group that we are seeing a sustained, increased demand in the single adult shelter system. The system consistently has high waitlists for men and women. The women’s waitlist has been as high as 74 but is averaging around 35. There is great concern about the waitlist. Michelle noted that the City of Columbus convened a meeting with CSB and single adult shelter providers to discuss possible solutions to handle the high waitlist. Per the City’s request, CSB developed a detailed plan which includes increased bed capacity until overflow begins and during overflow and increased housing options. We are also looking at a few other innovative solutions including a roommate pilot similar to the new kinship care program in the family system. Michelle noted a special thank you to the single adult crisis response system providers – Maryhaven, Lutheran Social Services-Faith Mission, Southeast-Friends of the Homeless and

Volunteers of America of Greater Ohio for agreement to expand capacity to meet increased need through November 15 when winter overflow begins.

Michelle also noted that thirty overflow beds for women at the off-site location are insufficient. CSB will request additional funds for overflow beds for women. CSB will make a request to the City and County for the additional funds.

#### *Family Shelter System*

The family system is seeing great results. Households are moving through shelter quickly and the system has a 72% successful housing outcome with a 17-day average length of stay last quarter.

#### *Federal Stimulus Funding*

It was noted that the stimulus dollars, the homelessness prevention and rapid re-housing program, ended July 1.

#### *Adult System Re-design*

Michelle mentioned that progress is being made on the adult shelter system re-design. The core team is currently meeting about every 6 weeks and subgroups have been formed around specific aspects of the re-design. Anyone who is interested in participating on a subgroup should contact Erin Maus at CSB.

#### RLFC Annual Plan, Updated Policies & Program Standards

Lianna Barbu presented the RLFC annual plan and updated governance and policy statements that were included in the meeting materials. The following items were noted:

- The changes made to the documents were included in order to comply with HUD regulations.
- The governance and policy statements were presented to the RLFC Board on August 21.
- The name RLFC Board, instead of steering committee, is needed due to HUD regulations.
- The majority of the membership of the RLFC is set by HUD regulations.
- Since the individual representative for an entity may change more often than the rest of the document, the membership tables for the RLFC and the RLFC Board were edited to only list the organization representative for each category. A separate document identifying the current individual representatives was included in the meeting packet.
- It was noted that HUD places a lot of emphasis on conflict of interest policies. It is requested that any RLFC member who has not yet turned his/her form in to CSB, please do so.
- The group read through the “new member elections” section as the entire piece was new.
- Clarification was made that the structure of the larger RLFC and the RLFC Board are the same as was approved by the RLFC, CoC Steering Committee and CSB Board in April and May. Only the name of the RLFC Board changed.
- It was noted that the RLFC will meet three (3) times per year. The RLFC Board will also meet three (3) times per year unless additional meetings are needed for special purposes.
- The annual plan needs to be edited to change the name of the RLFC Board from RLFC Steering Committee. The color denoting recurring agenda items for each meeting also should be changed because it is too light of a color and difficult to see when printed.

A resolution was presented that:

- Approves the governance structure of the Rebuilding Lives Funder Collaborative as presented;
- Authorizes Community Shelter Board to become the Collaborative Applicant for the community as defined by HUD and apply for funding on its behalf;

- Authorizes Community Shelter Board to become the Unified Funding Agency for the community as defined by HUD and receive funding on its behalf; and
- Authorizes Community Shelter Board to become the HMIS Lead for the community, maintain the community's HMIS in accordance with HUD requirements and gives CSB the authority to make system-wide decisions regarding HMIS.

Jonathan Welty made a motion that the RLFC annual plan and the presented resolution be approved as presented. Sheila Prillerman seconded the motion. The motion was unanimously approved without any abstentions.

## **Strategic Issues**

### Program Occupancy Report

Lianna reviewed the July 2012 Monthly Program Occupancy Report. It was noted that the RLFC Board will receive the report monthly via email and the RLFC will receive at each meeting. The report is also posted on CSB's website.

### 2011 Continuum of Care Application Score

Lianna reviewed the 2011 vs. 2010 CoC Score comparison table included in the meeting packet. A copy of the CoC Debriefing Summary received from HUD was also included in the packet. Our CoC received a score of 79 out of 100 possible points for 2011, compared to 78 points in 2010. The median score nationally for 2011 was 74.22 compared to 75.22 in 2010. Scoring is becoming increasingly important each year and is tied to whether a CoC receives funding or not.

Lianna explained that HUD requires performance metrics through the HEARTH Act. One metric is an average length of stay of 30 days or less. Transitional housing has an average length of stay of at least four (4) months. It was clarified that VA transitional housing is also included in this category which is why CSB previously stated that we did not want to add any more transitional housing. Lianna noted that there is an intention to have Southeast New Horizons change its program structure from transitional housing to permanent supportive housing with the 2013 HUD application because HUD encourages such changes. CSB's efforts to make this change in 2012 were unsuccessful. It was noted that HUD does not state such encouragement but it is evident within the metrics by which it measures CoC performance. CSB will continue to work with Southeast on the structural changes going forward.

### FY2012 4<sup>th</sup> Quarter System & Program Indicator Report

Lianna presented the FY2012 4<sup>th</sup> Quarter System & Program Indicator Report (SPIR). It was noted that the summary system level charts are reviewed with the RLFC Board. The following highlights were noted:

- The family emergency shelter system performed very well. The system served 15% more households than during the same period of time last year, despite the reduction in capacity due to the Tier II shelters fully transitioning to direct housing. The average length of stay for this quarter was 17 days compared to the goal of 20 days. The successful housing outcome percentage was at 72% compared to the goal of 70%.
- The men's emergency shelter system experienced a 6% increase in the number of individuals served. The average length of stay for this quarter was 33 days compared to the goal of 30 days. The successful housing outcome percentage was at 22% compared to the goal of 25%. Twenty-five percent of those served were newly homeless. It was noted that the average length of stay is trending in the right direction.
- The women's emergency shelter system experienced an 11% increase in the number of individuals served. The average length of stay for this quarter was 24 days compared to the goal of 30 days. The successful housing outcome percentage was 34% compared to the goal of 25%. Thirty-five percent of those served were newly homeless.

- The emergency shelter system overall (families and single adults) saw a 7% increase in the number of households served compared to the same period last year. It was noted that this is not the direction we want to go. The average length of stay was 29 days compared to the goal of 30 days, a very good performance. The trends we are seeing are because: 1) reduction of the average length of stay allows us to serve more individuals and 2) there is an increase in real need for services. The lag in effects of the recession on homelessness showed up later in the adult system than it did in the family system.
- Thirty percent of those served by the emergency shelter system overall were newly homeless. It was noted that we need more data on the newly homeless to determine if we are trending in the right direction.
- The Rebuilding Live (RL) permanent supportive housing (PSH) system saw an occupancy rate of 97% compared to the goal of 95%. The inventory as of June 30, 2012 is 1,050 units of RL PSH with the addition of the new National Church Residences Commons at Third development that started lease up at the end of June.
- The PSH system overall (RL and non-RL units combined) saw an occupancy rate of 93% compared to the goal of 95%. Last year the occupancy rate achieved was 107%. The decrease is due to the poor performance of the Shelter Plus Care (SPC) programs (SPC occupancy rate is 84%). The capacity of the system increased but the number served decreased by 4% compared to last year.
- The direct housing/rapid re-housing system experienced the termination of the HPRP funding stream this reporting period and the decrease in households served is reflective of the programs serving single adults ramping down operations.

#### RLFC Board Meeting Minutes

The minutes from the August 21, 2012 RLFC Board meeting were distributed as a handout. Michelle noted that two (2) items from that meeting are being brought forward today for RLFC consideration – the Volunteers of America of Greater Ohio (VOAGO) Permanent Supportive Housing project (to be discussed later on the agenda) and the transfer of 14 units from Amethyst Shelter Plus Care to another provider.

#### *Transfer of Shelter Plus Care units*

The RLFC Board asked CSB to complete an analysis on the SPC programs to show program capacity needed to achieve 100% occupancy rate. CSB looked at two years of data to complete the analysis. The analysis was issued as a handout. The following was noted:

- To bring Amethyst to 100% occupancy, we need to transition 14 units from the current capacity of 92. Amethyst currently achieves approximately an 85% occupancy rate.
- Faith Mission SPC is not a concern because the program's capacity is small, with only 9 units.
- YWCA SPC has all Single Room Occupancy (SRO) units. These are currently underutilized. CSB is concerned that the system has high waitlists for shelter when there are open units. CSB is looking at implementing a policy that prohibits persons from rejecting safe and decent housing options and remaining in shelter. When persons remain in shelter after rejecting a safe and decent unit, the system experiences a bottleneck and waitlists increase.
- It was noted that Amethyst is currently in the Quality Improvement Intervention (QII) process with CSB.

Bryan Brown of Columbus Metropolitan Housing Authority (CMHA) noted that it is in the community's best interest to fully utilize available resource or else they will be taken back by HUD.

It was asked why Community Housing Network (CHN) had such a low occupancy rate one quarter. It was noted that this was from a planned decrease. Currently CHN is converting SPC

units to Housing Choice Vouchers so the numbers will fluctuate. It was noted that CHN and CMHA will be meeting monthly regarding utilization and data to ensure full use of resources.

It was asked whether small capacity projects should be avoided since these projects have trouble meeting outcomes. It was noted that this topic has not been discussed but should be.

It was asked whether turnover was affecting programs ability to achieve occupancy. Lianna commented that the data is not showing that this is a concern.

Ginny O’Keeffe noted that Amethyst is seeing a new type of addict (opiates) and as a result they are facing turnover of their units.

Sue Villilo noted that the smaller programs have units tied to the building and cannot over-lease like the tenant-based rental assistance (TRA) programs.

Michelle noted that the discussion is not whether Amethyst is a needed program in the community, because it is. The real question is around the correct number of units for the project to better achieve and maintain full occupancy.

The RLFC Board asked CSB to issue a Request for Qualifications (RFQ) for the 14 SPC units. It was noted that this is not an immediate change but will affect Amethyst in the next HUD application process (grant award to come in June 2013). Jonathan Welty made a motion to move 14 units from Amethyst Shelter Plus Care to another provider, to be determined. Sheila Prillerman seconded the motion. The motion was unanimously approved without any abstentions.

*Processing of Responses received to the RFQ:* The RLFC needs to decide how to handle the processing of responses received to the RFQ for the SPC units. Option A is to authorize the RLFC Board to review and make a decision on the responses received on behalf of the RLFC. Option B is to have the RLFC Board review and make a recommendation on the responses to the RLFC and the RLFC would convene a special meeting to vote. Vote on options were as follows: 14 for option A (authorize RLFC Board to make decision) and 8 for option B (RLFC Board make recommendation to RLFC for vote). Majority vote authorized the RLFC Board to review the responses and make a decision on behalf of the RLFC. The RLFC Board will convene a special meeting to consider the responses and vote.

## **Updates on RL Strategy Progress to Date**

### Strategy 1: Coordinate Emergency Aid

Matt Kosanovich provided an update on the strategy. A written progress report was included in the meeting packet. Not much progress since the update provided at the May RLFC meeting. The National Emergency Food and Shelter Program (EFSP) Board has not provided funding notification for calendar year 2012. There are questions about the long-term viability of the EFSP program. The strategy planning group would like to gather feedback from the RLFC about whether or not it still makes sense to commit funds, time and energy to this approach (bringing PRC and EFSP into better alignment). If the RLFC still believes this is the strongest approach, members are needed to advocate for the proposed changes or adjustments to program criteria, service provision, etc. The local board has not made program adjustments for several years. It was noted that there are too many unknowns about EFSP funds. In the past few years, when the funds were issued it had to be spent very quickly.

### Strategy 2: Increase Access to Benefits

Amy Price provided an update on the strategy. A written progress report was included in the meeting packet. The strategy has made some progress which was outlined in the report. However, it is noteworthy that currently all the Benefits Specialists positions are unfilled at the YWCA. New

staff members have been identified and should be in place by the end of this month. YWCA Benefits Partnership program is also in QII with CSB.

It was asked if this is a community resource and if referrals will be needed once the positions are filled. Amy answered "yes" to both parts of the question.

### Strategy 3: Employment

Frankie Nowlin provided an update on the strategy. A written progress report was included in the meeting packet. The Employment Strategy Committee has not met since the last report but will meet in September to evaluate the project and recommend next steps going forward.

Frankie also outlined the employment program with Faith Mission. Sue Villilo mentioned that those persons participating in the project are part of a national Critical Time Intervention model.

Amy noted that CHN Project GAIN will focus on employment for those exiting PSH which is one of the metrics that HUD reviews. A progress report on the project was distributed.

Mike Tynan commented on the need for individuals to continue employment once it is obtained. It was noted that this topic should be brought to the Adult Shelter System Re-design Core Team.

### Strategy 4: Single Point of Contact for Adult Shelter

Amy provided an update on the strategy. A written progress report was included in the meeting packet. She noted that transportation to shelter will be available for those who need it between 10:00 pm and 2:00 am. In response to some system-wide waitlist issues, CSB will be meeting with Central Point of Access staff later this month to improve efficiencies and effectiveness.

### Strategy 5: Collaborative Outreach System

Amy reported that there are several groups collaborating with Maryhaven including Southeast Mobile Van and various faith-based groups. Maryhaven is working on best practices model during its QII meetings with CSB.

Anthony Penn noted that CHN has 72 SPC units available that could assist with outreach efforts.

### Strategy 6: Unified Supportive Housing System (USHS)

Amy provided an update on the strategy. A written progress report was included in the meeting packet. The system has been making progress. Currently there are 690 RL and 124 non-RL units under management by USHS. The strategy planning group needs assistance on advocacy with CMHA to make available Section 8 vouchers to continue the move-up initiative.

### Strategy 7: Increase Supportive Housing Units

Lianna provided an update on the strategy. A written progress report was included in the meeting packet. Progress is being made on the strategy. Currently there are 90 RL and 30 non-RL units of new build (new construction) in the pipeline. This total does not include the proposed VOAGO PSH project. If this project is given approval, we will be 5 units away from the 5 year goal for new units.

### Strategy 8: Provide Rent Subsidies for Single Adults

Lianna provided an update on the strategy. A written progress report was included in the meeting packet. The Rapid Re-Housing Pilot program, implemented in November 2010 using stimulus funding, closed in June 2012 due to the expiration of the funding stream. Assistance from the RLFC is requested around advocacy with public and private funders to increase available funding to provide continued implementation of this program.

### Strategy 9: Tier II Family Shelter Conversion

This strategy has been completed.

### Strategy 10: Affordable Housing Campaign

Michelle provided an update on the strategy. A written progress report was distributed as a handout. Progress is being made on the strategy. Since the last report to the RLFC, it was discovered that the Franklin County land bank and Huntington were working on leveraging land bank resources in the development of affordable housing. CSB and Nationwide were asked to join this group which has met several times. A high level draft framework has been developed to move the discussion forward and serve as a platform for development of a long term community wide plan.

A meeting is scheduled to bring additional partners in to the process including American Electric Power, CMHA, Ohio Capital Corporation for Housing, The Affordable Housing Trust and the City of Columbus land bank.

The project started very small and now has grown to a much larger undertaking.

### Strategy 11A: Re-entry Housing Advocacy – Incarcerated Populations

Sally Luken provided an update on the strategy. A written progress report was included in the meeting packet. There have been several barriers impeding progress on the strategy. A meeting has been set to discuss the possibility of rebuilding the relationship with the jail. Sally mentioned that she co-chairs a group with Doug Garver from Ohio Housing Finance Agency and a subsidy may be available for incarcerated population needing housing upon exit. They are waiting to hear if funding will be awarded from the Attorney General's office.

### Strategy 11B1: Re-entry Housing Advocacy – Mental Health Population

Susan Lewis Kaylor provided an update on the strategy. A written progress report was included in the meeting packet. This is the strategy's final report as the project ended in April 2012. No changes have been made since the May report to the RLFC.

### Strategy 11B2: Re-entry Housing Advocacy – Domestic Violence Population

Amy provided an update on the strategy. CSB is working on plan to assist domestic violence victims who contact the Central Point of Access.

## **Project Development**

### VOAGO Concept Paper Proposal

Suzanne Seifert of VOAGO presented an overview of the project plan developed for a new permanent supportive housing project.

The following highlights were noted:

- 100 efficiencies were changed to 1-bedroom units.
- 60 units will be designated for RL-eligible individuals, 12 of which will be for HUD chronic homeless. The remaining 40 units will be for ADAMH consumers.
- The location is now known – 590 Van Buren Drive in south Franklinton. The site is near Franklin County Children Services and LifeCare Alliance, close to transportation (2 bus lines) and targeted by the City for improvements.
- VOAGO has site control as of August 2.
- Timing of Project
  - Tax credit award – June 2013
  - Construction – March 2014 through April 2015
  - Fully leased-up – August 2015
- Partners include:

- CMHA as co-developer
- Goodwill Columbus for employment services
- Supportive Services provider to be determined via limited RFP process.
- The project will be a 3-story building with common areas built around the central entrance.
- Staffing: The Supportive Services Manager and Therapist will be employees of the supportive services provider selected. The peer aides will be tenants. The front desk staff and case managers will all be VOAGO employees. The nurse practitioner will be contracted. Property management will be handled by Community Properties of Ohio (CPO).
- VOAGO met with Franklinton Area Commission Director. He is supportive of the project. Suzanne will present to the Franklinton Area Commission in October.
- It was noted that this is a land bank property.

The group reviewed several project analysis documents developed by CSB comparing the project to other recent PSH projects including Commons at Livingston, Inglewood Court and Commons at Third. In comparison, the project is cost efficient and right on target with the other projects. It was noted that the funds for this project are being used more efficiently and as a result we will be able to open more projects with the committed funds.

It was noted that the VOAGO project was presented to the Citizens Advisory Council, providers and the RLFC Board and received approval to move forward to the RLFC for consideration.

Via a resolution the RLFC Board recommended the following for RLFC consideration:

- Volunteers of America of Greater Ohio South Franklinton PSH project be awarded the priority designation for the 2013 Ohio Housing Finance Agency Tax Credit Selection Process.
- Pending receipt of 2013 OHFA Tax Credits, the project will be designated as the priority project for the 2013 HUD Permanent Housing Bonus. VOAGO South Franklinton PSH will receive the requested capital funding of \$1,040,000 contingent on VOAGO submitting to CSB confirmation of other funding sources as submitted in the project plan and services funding of \$80,000 from the RLFC.

Sheila Prillerman made a motion to approve the resolution with the RLFC Board recommendations on VOAGO South Franklinton PSH project. Jonathan Welty seconded the motion. The motion was unanimously approved with two (2) abstentions – Bryan Brown and Susan Lewis Kaylor.

#### National Church Residences Commons at Third

Dave Kayuha provided an update on the project. A written update was distributed as a handout. The project is 100% complete and the first move-ins occurred on July 6, 2012. The project came in a bit over budget. Lease-up through the USHS is still underway. National Church Residences is planning to hold a lease-up debriefing once the building is full to identify challenges and lessons learned for future lease ups.

#### Community Housing Network Inglewood Court

Susan Weaver provided an update on the project. A written update was included in the meeting packet. CHN is continuing to work with Maryhaven on supportive services for the project. A completion time of early spring is projected.

#### YMCA Franklin Station

Amanda Owen provided an update on the project. A written update was included in the meeting packet. This is the replacement project for Sunshine Terrace, which was the last standing public housing high-rise building. The project is moving the program to a new building on West Broad Street that will include 100 units total with 85 units designated for Rebuilding Lives. The YMCA has had some staffing changes. Jeff Hogle left the YMCA and will be replaced by Anita Pennington as



the Lead Service Coordinator. Stephanie Northrup from CMHA received a promotion and will be replaced by Cheri Abrams as the property manager.

National Church Residences Commons at Livingston II

Dave provided an update on the project. A written update was included in the meeting packet. The project received a 2012 Low Income Housing Tax Credit award notification on April 11, 2012. City of Columbus Council manic bonds were approved in June 2012. The Affordable Housing Trust approved a construction loan in July 2012. Other updates on development, neighborhood outreach and supportive services were included in the written report.

Bryan Brown made motion to adjourn the meeting. Anthony Penn seconded the motion. The motion was unanimously approved and the meeting was adjourned.