

MINUTES

Columbus and Franklin County, Ohio

Continuum of Care Meeting

Wednesday, June 7, 2023

12:00 – 2:00PM

Virtual Meeting

Continuum of Care (CoC) Members: Beth Fetzer-Rice, Buck Bramlish, Carl Landry, Chanda Wingo, Christopher Maitland, Dr. Maria Houston, Emerald Hernandez-Parra, Felisha Lyons, Genee Cosby, Jeff Pattison, Jim Rose, Jonathan Welty, Kelsey Strausbaugh, Kier Scott, Lark Mallory, Lisa Phillips, Michael Wilkos, Roxann Payne, Shannon Isom, Sheila Prillerman, Steve Smith, Sue Darby, Tina Rutherford

Community Shelter Board (CSB) staff: Lianna Barbu, Steve Skovensky, Kirstin Jones, Gillian Gunawan

Continuum of Care (CoC) Members (not in attendance): Adam Troy (Community of Caring Foundation), Andy Keller (CSB Board), Donna Mayer (Legal Aid Society of Columbus), Emily Savors (The Columbus Foundation), Frank Beel (Twin Valley Behavioral Healthcare), Hannah Estabook (Sanctuary Nights), Jon Cardi (CSB Board), Le-Ann Harris (OhioHealth), Lt. Kyle Kincade (Columbus Police Department), Marcus Johnson (Columbus Mayor's Office), Mason Alexander (Franklin County Department of Jobs and Family Services), Rei Scott (Youth Action Board), Scott Scharlach (Columbus Metropolitan Housing Authority), Sue Villilo (ADAMH Board), Terri Power (Corporation for Supportive Housing), Tiara Ross (Office of Columbus City Attorney)

Guests: Ruchelle Pride, Vunessa Allen-Martin

Administrative Issues

Minutes

Michael Wilkos asked for additions to and approval of the minutes from the February 1, 2023 CoC meeting. Sheila Prillerman motioned, Jon Welty seconded, and the CoC agreed.

CoC Membership Recommendations

Michael asked for approval of the CoC Membership Resolution which proposes no changes in CoC or CoC Board membership for FY24. Emerald Hernandez-Parra motioned, Jeff Pattison seconded, and the CoC agreed.

Governance and Policy Statements and Annual Plan

CSB is proposing no changes to the Governance and Policy Statements and Annual Plan.

Michael asked for a motion to recommend approval of the Governance and Policy Statements, approval of the Annual Plan as presented, reauthorization of the CoC Board to

act on behalf of the CoC, and reauthorization of CSB as the Collaborative Applicant and Unified Funding Agency. Sheila moved, Jim Rose seconded, and the CoC agreed.

Conflict of Interest Forms

Gillian reminded CoC members to complete their annual [Conflict of Interest disclosure form](#) by July 1, 2023.

Strategic Issues

2023 PIT Count Results

- < A PIT Count press release was jointly released by CSB and the CoC on June 6; the release includes the results of the 2023 PIT count and is illustrative of the Ohio housing market. A decade ago, people in Columbus needed only 2.6x their income to afford housing; now, they need 4.1x their income.
- < Michael thanked CSB and CoC Board members for their work on the PIT Count Press Release; he thanked Beth for providing a press quote.
 - o Beth stated that this year's PIT count results are more nuanced than in the past, and that she believes the broader inclusion of other systems was really important and will allow us to reach a wider audience.
 - o Shannon expressed her appreciation for everyone's efforts. She stated that she hopes to create a more kinetic, active, and engaged space.
- < Lianna reviewed the 2023 PIT Count Results.
 - o In 2023, we counted 2,337 people sheltered and unsheltered. 1,839 were sheltered and 498 were unsheltered.
 - o When compared to 2022, there was a 22.2% overall increase, 6.3% increase for families, 28.2% increase for individuals, and 140% increase for youth under 18; but, 12 youth were counted in 2023 and 5 in 2022, so while the percent is large the actual numbers are small but still increasing.
 - o The Emergency Shelter count increased by 18.4%, a difference of 262 people, 80 of which were in families and 179 single adults.
 - o Transitional Housing increased 4.9%.
 - o The unsheltered count increased 45.6% or by 156 individuals.
 - o 2022 was one of the coldest PIT counts and was during the Omicron variant which may speak to the much lower number in 2022, due also to the lack of volunteers and outreach workers.
 - o Chronic homelessness increased by 15%, as well as all subpopulations, with a major increase in the DV population.
 - o Lianna summarized that since CY08 there has been an increasing trend, with 2023 being a record PIT count high.

Program Evaluation Results

- ⟨ Lianna explained that CSB prepares the Program Evaluation report annually. Out of 84 projects, 22 were rated as high, 31 as medium, and 25 as low performers; 6 were not rated due to being open for a limited time during the reporting period or being too new to be evaluated. All RRH projects scored as low performers.
 - ⟨ Christopher Maitland asked what happens with “low” scoring programs, and if there are any system-wide efforts to improve RRH program performance. Lianna explained that those programs receive a conditional contract and must submit and stay on track with a Quality Improvement plan the following contract year.
 - ⟨ Steve stated that low performing programs, particularly RRH, have two commonalities: lack of staffing and lack of housing. CSB is involved in broader work which includes finding new housing opportunities, and aligning our work with the Affordable Housing Alliance and other like organizations. In terms of staffing, we have a new Human Resources position being developed. A goal will be system-wide talent search; deepening partnerships with local universities, colleges, and career academies. Outside of those, we had a meeting last week with RRH leadership across the system to look at what else is within our control. Within the past year, we’ve made some adjustments to the RRH single adult programs to realign who is being engaged, we then created an arm of RRH focused solely on those who are chronically homeless and slated for PSH.
 - Felisha Lyons asked if there was a sense of salaries paid across the system. She commented that, historically, our types of social work positions are not well paid; especially when considering costs of housing. Steve responded yes, CSB is trying to align agencies to be more competitive in the hiring market.
 - Sue Darby added that our system is competing with clinical work. YMCA recently adjusted salaries and has seen an uptick in applications.
 - Lisa Phillips asked about Columbus State Community College’s involvement. Steve answered the CSCC has been attending and participating in the Strengthening Workforce Capacity meetings focused on workforce development.
 - Beth commented that this is a great opportunity for us to look at hiring staff with lived experience, and wrapping robust training around all staff, but especially staff who may not have been through a formal program, increasing staff capacity.
 - ⟨ Shannon returned to Christopher Maitland’s question: what is the system’s response? She stated that it is important to broaden the conversation and consider intersectionality. She asked, where do we need to press in from a system perspective and/or in resources for individual performance components. We should create a response that centers around the system vs around each

individual program or partner. There needs to be a reciprocal understanding so we can walk along side where we lead and where we follow.

- ⟨ Shannon highlighted that, over the last 10 years, our CoCs programs have increased from 50 to 80. We have had tremendous growth, which would be considered heavy in any business structure, and it is time for the CoC to ask ourselves if we still have the right resources and if we are aligning partners for success.

Annual Funding Strategy

- ⟨ Lianna reviewed the sources of funds for the annual proposed budget. Sources are based on budgets submitted by partners to CSB. Overall, there are \$73.6 million in program funding: \$24 million leveraged, \$19 million from the Department of Housing and Urban Development, and \$30 million from local funders. 67% of funding comes through CSB.
- ⟨ Under Expenses, Crisis Services in Shelters and Housing was added as a new category. Altogether, Expenses totaled to \$73.4 million.

Michael asked for a motion to recommend that the CoC approve the Annual Funding Strategy for FY24 resolution as presented. Lark Mallory moved, Kelsey Strausbaugh seconded, and the CoC agreed.

Annual Funding Allocations

Michael asked for a motion to recommend that the CoC approve the FY24 Funding Awards resolution as presented. Emerald moved, Felisha Lyons seconded, and the CoC agreed. Kelsey Strausbaugh, Sue Darby, and Beth Fetzer-Rice abstained.

FY22 CoC Program Competition Debriefing and Awards

- ⟨ The Debrief is for the CoC Application submitted in August 2022. The Columbus and Franklin County CoC scored 165 out of 200 points, above the weighted mean score of 162.25. We received an additional \$1 million for new projects, and all renewal funding was secured.
- ⟨ Michael asked if we can assume all CoCs are having performance issues due to staffing and housing issues; he acknowledged the reality that there is not much agencies can do on an individual level. He questioned the long-term impact of the score being stagnant and whether or not it puts the CoC at risk.
- ⟨ Lianna stated that if our performance doesn't improve, and we fall below the weighted mean score, we risk losing funding. We can focus on improving what we can control, such as the coordination/engagement component.
- ⟨ Felisha asked how long we continue to fund "low" performing programs.
 - ⟨ Shannon explained that there is a compliance structure to consider. She wants to be careful that we don't have a knee-jerk reaction to respond as a CoC to human

- frailty by cutting off resources. She would like to see how we can become exceptionally compliant while also looking at a system that responds to the care of the people within our community. This might mean we need to look at the universe of our system – how do we deliver care under the CoC model, and also under a private funding model. We have the acumen to put some level of dimensionality into the system.
- ⟨ Shannon asked, what foundational system components will we be measured on, and are those components excellent already? If they are, then we can talk about those programs and contracts.

System Performance Measures

- ⟨ Lianna explained that this document has been submitted to HUD and will be included in the 2023 CoC Competition for System Performance.
- ⟨ She highlighted that the most concerning metric is returns to homelessness. 22% of individuals who have exited homelessness to permanent housing destinations return to homelessness within 2 years.
- ⟨ Michael asked for some of the reasons individuals return to homelessness in less than 6 months.
 - ⟨ Lianna cited loss of housing.
 - ⟨ Beth cited rising rent costs that clients cannot pay, even with financial assistance. The allowable time frame for financial assistance in RRH is not long enough to help clients increase income and ensure long term stability.
 - ⟨ Sue concurred. The amount of time agencies can subsidize is too short, especially with the vulnerabilities of the individuals served; they need more time and support. On top of that, rent continues to increase.
 - ⟨ Beth stated that our families experience significant barriers after operating in crisis for so long, and household income tends to be below poverty level; the cycle is incredibly hard to break and the amount of time allowed in RRH is not enough. We need better partnerships with job training and employment that matches our population and the barriers they experience. She does not foresee rents going down.
 - ⟨ Steve agreed that the system needs to re-asses length of time allowed in RRH, as well as discussing when PSH might be a more appropriate option for someone.
 - ⟨ Shannon added that we need to consider who is returning to homelessness, not just why, and to consider if we have an equitable system response.

Review of New PSH Concept Papers for FY23 CoC and CY24 OHFA Competitions

- ⟨ Christopher Maitland asked to be alerted if zoning changes will be needed for the projects.

< Lianna reviewed the PSH Projects in Development summary. A number of projects are fully funded with OHFA tax credits and new HUD funding. There are 4 projects to discuss. The projects are not being prioritized for the CoC competition at this time.

1. Beacon Communities submitted a Project Plan for the 80 S. 6th Street project in 2022, but was not prioritized in the FY22 CoC competition because of lack of funding. Beacon Communities is requesting 2023 OHFA 4% tax credit funding, and is requesting FY23 CoC prioritization for CoC services funding.
2. Homefull submitted an additional concept paper for the same hotel at 1289 E. Dublin-Granville Rd. Homefull is requesting FY23 CoC prioritization to receive additional CoC operating funding and they may also apply for 2024 OHFA tax credits and are requesting prioritization.
3. CHN submitted a concept paper for Knoll View Place. CHN is proposing the addition of 60 units, 48 of which are dedicated to chronically homeless individuals. The building will be at 913 Mound St. CHN is requesting FY23 CoC prioritization to receive CoC services funding and 2024 OHFA 9% tax credit prioritization.
4. CHN submitted a concept paper for Deer Hill Place. CHN is proposing the addition of 60 units, 48 of which are dedicated to chronically homeless individuals. The building will be at 3245 Morse Road, adjacent to CHN's existing property Dogwood Glen. CHN is requesting FY23 CoC prioritization to receive CoC services funding and 2024 OHFA 9% tax credit prioritization.

Michael asked for a motion to approve the resolution to recommend the Homefull Hotel Expansion PSH, CHN Knoll View Place, and CHN Deer Hill Place develop Project Plans and CoC Application supplements to aid in the scoring and ranking of projects for the FY23 CoC and/or CY24 OHFA competitions. Jon moved, Jeff seconded, and the CoC agreed. Lark abstained from the vote.

DEI Strategy Report

< Shannon shared the strategy progress report. This report is evidence of our accountability.

- < She stated that, moving into next year, she will work with the CoC Board and CSB to pinpoint action items of the who—how each particular cohort/population moves through our system, which have barriers, what are those barriers, what do they do well and don't.
- < The mentorship program was eliminated, as mentorship programs targeted toward people of color and people with lived experience tend to have implicit biases and be problematic.
- < She requested that all CoC members respond to the survey, as only 62.5% of members responded to the DEI survey.

- ⟨ She would like to see a true DEI subgroup. She requested that the CoC think about who in their organizations could join that subgroup.

System & Community Framework Updates

Quarter 3 SPIR

Topic skipped due to time.

Programming Updates

- ⟨ Crisis Prevention Initiative
 - ⟨ As of 6/7/23, 16 Crisis Specialists are working in NCR, CHN, Huckleberry House, YWCA, YMCA, Maryhaven, Faith Mission, and Homefull programs
 - ⟨ Partners continue to interview & hire; CSB is providing support with Jobs Board, outreach to OSU, Columbus State, and other local partners
 - ⟨ Southeast has hired a Director of Training for the Practice Group; she has completed Crisis Prevention Institute training and has been meeting with Crisis Specialists weekly in a Practice Group and is also offering one-on-one check-ins
 - ⟨ Partnering with ADAMH on evaluation; Measurement Resources Company is on contract for evaluation and recently completed 1st quarter evaluation; still gathering updated police call information
 - ⟨ Crisis Specialists are engaging in both Prevention and Crisis contacts
- ⟨ COVID-19 ramp down
 - ⟨ Shelter for Isolation & Quarantine (SIQ) closed on 3/31
 - ⟨ Systemwide isolation model open from 4/1-5/31 to act as a bridge for partner planning
 - ⟨ Shelter partners have been asked to develop and operationalize plans to shelter COVID positive individuals and families
 - ⟨ Sharing state and national examples, Lutheran Metropolitan Ministries in Cleveland presented to local shelter partners
 - ⟨ COVID sheltering models include congregate and non-congregate
 - ⟨ CSB will provide systemwide response in event of outbreak
- ⟨ E. Mound Street Camp Hotel Pilot
 - ⟨ All 13 members of encampment moved into hotel as non-congregate shelter in mid-September of 2022
 - ⟨ 8 have moved out since then; 6/8 have moved to permanent housing
 - ⟨ Of the 5 community members remaining, 4 are on track for housing; anticipating that the pilot will wrap up with 10/13 positive housing outcomes (PSH, Rapid Rehousing, 2 moved with friends/family)
 - ⟨ Partnership with City of Columbus and CSB System Leadership

- < Incredible partnership with Equitas, Southeast PATH Team, Mount Carmel Outreach & First Collective—their work has been essential
- < Team will debrief on Pilot late June/early July

Meeting adjourned.

Action Items for Next Meeting

Topic	Items	Due
Conflict of Interest Forms	All CoC members must complete the Conflict of Interest disclosure form prior to the beginning of FY24	July 1, 2023
New PSH Concept Papers	Alert Christopher Maitland if zoning changes are needed for new PSH projects.	ASAP
DEI Strategy Report	CoC Board and CSB will pinpoint Action Items of the who—how each particular cohort/population moves through our system, which have barriers, what are those barriers, what do they do well and don't; and, identify barriers for each subgroup population and steps to alleviate.	FY24
DEI Strategy Report	CoC members will consider representation in a DEI Strategy subgroup	FY24