

Meeting Minutes

Continuum of Care (Rebuilding Lives Funder Collaborative) Meeting

Tuesday, June 5, 2018

11:30am – 2pm

Mid-Ohio Regional Planning Commission

Attendees

Continuum of Care (CoC) / Rebuilding Lives Funder Collaborative (RLFC) Members: Becky Westerfelt, Buck Bramlish, Ron Lebsock, Deborra Armstrong, Donna Mayer, Emerald Hernandez, Val Harmon, Jeff Pattison, Jerome Johnson, Jon Welty, Lisa Defendiefer, Callie Query, Karen Koster, Keena Smith, Michelle Heritage, Nancy Case, Paula Haines, Robin Harris, Shannan Anderson, Sheila Prillerman, Steve Gladman, Sue Darby, Veronica Lofton

Community Shelter Board (CSB) staff: Tom Albanese, Lianna Barbu, Heather Notter

Guests: Ryan Cassell (Community Housing Network), Jack Brandl (The Ohio State University)

Welcome and Agenda Review

Michelle welcomed the group and reviewed the agenda. She introduced Shannan Anderson, the new representative from the Columbus Coalition for the Homeless.

Administrative Issues

Michelle asked for any corrections to or comments on minutes from the February 5, 2018 CoC meeting. Sheila moved to approve the minutes, Robin seconded, and the CoC agreed.

Michelle reviewed the nominations submitted for the CoC for FY19.

- < The CoC Board recommended that Sam Shuler from Community Housing Network (CHN) replace Sue Darby from YMCA in the rotating category of non-profit homeless assistance provider. The CoC Board does not recommend changes to the other organizations represented on the CoC and CoC Board, since other members in the rotating slots are relatively new.
- < The CoC Board recommended that the CoC accept the nominations from the Citizens Advisory Council.
- < The CoC Board elected Kim Stands as the Chair of the CoC and CoC Board, starting July 1, 2018 for a two a year term.
- < Becky moved to approve the changes to the CoC membership, Jon seconded, and the CoC agreed.

Michelle reviewed changes to the CoC Governance Policy and Annual Plan.

- < There are two significant changes in the governance document: 1) language regarding election of the CoC and CoC Board Chair every two years and 2) a change for a vote by proxy on CoC budget reallocations from the full CoC Board to a majority of the CoC Board.
- < The Annual Plan has been updated for the new fiscal year and conforms to the changes in the governance document.
- < Steve moved to approve the CoC governance document and annual plan, Nancy seconded, and the CoC agreed.

- ⟨ Michelle reminded the CoC that HUD requires each CoC member to update the Conflict of Interest disclosure form every year.

PSH Project Updates

Ryan Cassell from CHN provided an update on PSH development. Parsons Place and Marsh Brook Place received tax credits. CHN also submitted two new PSH Concept Papers for consideration.

- ⟨ One project proposes developing approximately 56 one-bedroom apartment units prioritized for individuals who meet HUD's definition of chronically homeless.
- ⟨ The other project proposes developing 30 two-bedroom apartment units for adults with a substance abuse diagnoses, specifically single mothers who have been treated for opiate addiction and would benefit from long-term recovery housing.
- ⟨ Michelle informed the group that ADAMH is working to determine how much and what type of recovery housing is needed in Columbus and Franklin County. The community gaps analysis for PSH indicates more PSH units are needed.
- ⟨ Lianna explained that the CoC needs to prioritize new PSH projects for the upcoming CoC competition. HUD will not fund all four new projects in the development process, but the CoC should have projects lined up to take advantage of all funding opportunities offered.
- ⟨ CHN has requested that Marsh Brook Place be prioritized over Parsons Place.
- ⟨ The CoC Board recommends that the priority order be 1) Marsh Brook Place; 2) Parsons Place; 3) CHN's new PSH project; and 4) CHN's recovery housing project.
The CoC Board recommends that CHN move to the Project Plan phase for the PSH project, but not the recovery housing project until more information about need is available.
- ⟨ Veronica moved to approve Resolution 3 on project prioritization, Callie seconded, and the CoC agreed. Steve and Becky abstained.

Strategic Issues

Lianna reviewed Performance Evaluation ratings, reminding the CoC that they will use these ratings to help rank projects for the upcoming CoC competition. Programs that receive a low rating receive a conditional contract with CSB. Overall, programs show a good level of performance.

Lianna reviewed revenues and expenses for the FY19 system budget. Much of the budget is consistent with FY18. Lianna highlighted the below changes. Lianna also reviewed the unit cost matrix, which CSB produces annually based on data partner agencies provide in the Gateway applications and Gateway budgets. Unit costs vary by program type and target population.

- ⟨ Partner agencies are projecting lower Medicaid revenues in FY19 because of structural and billing changes that are making reimbursement more difficult.
- ⟨ Instead of Stable Families, CSB will create a Prevention Hub based at Gladden Community House.
- ⟨ The City of Columbus and State of Ohio provided funding for a new prevention program for pregnant women.
- ⟨ The Homeless Hotline will transition from HandsOn Central Ohio to Netcare Access.
- ⟨ YMCA may have to decrease women's shelter capacity by 41 beds as part of a planned 3-year decrease in funding as pledges from CSB's collective campaign are fulfilled.
- ⟨ The family shelter system was in overflow all year, instead of just during the warmer months, because of the increased difficulty in housing families given a lack of affordable

housing, higher rents, and increased requirements from landlords. If the trend continues, we will need to allocate additional overflow funds.

- < There are two new PSH programs – CHN Briggsdale II and CHN TRA II.
- < LSS plans to take over from CHN the large leasing program as of July 1, 2018. LSS has requested CSB funds for the project, in addition to the HUD CoC funds. CSB will have to use reserves to accommodate LSS' request. This is a risk area for the system.
- < Michelle explained that CSB will work with LSS to reduce the size of the program so that it can be sustained with the HUD funds only. Robin asked if CHN is giving up the program because they didn't receive enough funding. Michelle explained that funding was not a factor for CHN because CSB provided additional funds to cover all program costs.
- < Sheila moved to approve Resolution 4 on the FY19 funding strategy, Nancy seconded, and the CoC agreed. Jerome moved to approve Resolution 5 on FY19 funding awards, Robin seconded, and the CoC agreed. Jon, Becky, Sue, and Ron abstained.

Lianna reviewed the results from January's Point-in-Time (PIT) count. The number of people experiencing homelessness increased by 6.9% because of the increase in the number of sheltered people. The unsheltered count decreased.

- < The previously-discussed increase in year-round family homelessness is apparent in the PIT count data. Sue added that because of the high eviction rate and low vacancy rate landlords don't have to work with families in shelter that have challenges. Michelle informed the group that CSB will be working on a landlord strategy to develop more relationships with landlords who are willing to work with our folks as part of the new community framework.

Lianna reviewed the third quarter System and Program Indicator Report. LSS and VOAGO emergency housing for veterans and Maryhaven transitional housing for women were highlighted as programs of excellence because they met all goals for the quarter. YMCA was also recognized for managing winter overflow for single adults while also managing an unusually high number of families in overflow.

- < The number of families served in shelter increased, as did the average length of stay. At 45 days, the average length of stay represents the historical high. Rental costs and landlord requirements have made it more difficult to house families, according to family system partners. The rate of successful housing outcomes is stable at 65% and the employment rate increased.
- < Becky asked if there are other factors that can be analyzed to explain the change other than length of stay in shelter. For example, whether mental health issues are worsening. Lianna responded that the data shows that families served in shelter do not have different characteristics or challenges than they used to. Employment and income have actually increased and the successful housing rate is high, leading CSB to assess that the increased length of stay is the result of the difficult rental market.
- < Buck asked if we are seeing a cycle where a family falls out of housing and a family in shelter takes over that housing. Lianna responded that it's not a one-to-one switch because the overall number of families served is decreasing.
- < Sue added that anecdotally, based on the experience of the YMCA Family Shelter, families served are often young African-American women with multiple children. In addition to the difficult rental market, racism also plays a role in limiting these families' options. Mental health issues and addiction are not as prevalent among families as they are among people

in single adult shelters. It's very difficult to support a family on minimum wage. YMCA works hard to make sure that families go into housing they can sustain over time.

- < Becky observed that it's important to look at the intersection of multiple factors and to dig into the data to uncover and capture other issues that affect family homelessness. Michelle agreed, referencing the attention to multiple intersecting issues in the new community framework. The homelessness system has to work with other community partners and systems to provide a coordinated response for people experiencing multiple overlapping challenges.
- < Sheila asked about training for families on life skills, to help them retain housing. Michelle confirmed that the shelters have training on topics such as maintenance, cleaning, tenant/landlord relations, financial literacy, and other issues.
- < Val noted that more people are also leaving housing because of poor living conditions and because landlords are renovating units and then increasing rents out of families' reach. Michelle agreed and expressed hope that the Affordable Housing Alliance of Central Ohio and the Mayor's initiatives for affordable housing will help.
- < For single men and women, the length of stay increased slightly. With the change in the rapid re-housing program, YMCA rapid re-housing case managers are serving only the most high-need individuals.
- < Now that the rapid re-housing program for single adults is established, CSB will again produce a dashboard for the program. The dashboard shows the priority populations. The success rate is good and is increasing. CSB would like to see the program serve more people moving forward.
- < The permanent supportive housing system is operating well.

Lianna reviewed the System Performance Measures, which the CoC submits to HUD every year. HUD is looking for improvement each year. These measures will factor into our score in the upcoming CoC competition.

Community Framework

Tom presented *A Place to Call Home: A Framework for Action to Address Homelessness in Columbus and Franklin County*. This framework replaces the Rebuilding Lives 10-year plan, which expires this year.

- < Tom emphasized that the document is not a static plan, but a framework for action that will be continually evaluated and revised annually.
- < Tom explained that the framework lays out a systematic response that, if properly resourced, ensures homelessness is prevented whenever possible or is otherwise a rare, brief, and non-recurring experience.
- < Multiple external factors and dependencies will affect progress on implementing the framework, including resources, demand, compliance, and collaboration with other systems.
- < The framework includes population goals for everyone – veterans, chronically homeless individuals, families and pregnant women, youth, and single adults.
- < It also includes cross-cutting goals on affordable housing, equity, employment, benefits, health care, criminal justice, domestic violence, and homelessness prevention.
- < Karen asked how many of the framework actions are a matter of accessing untapped community resources versus not having the resources we need. Tom responded that is something the system has to determine for each goal. Michelle explained that the

community partners who oversee these resources usually have already fully allocated them. The homelessness system has to collaborate to find ways that these resources can help our population. The collaboration can be challenging, because it often involves issues of data and information sharing and funding. Each goal and issues will have unique requirements to unravel as we move forward with the framework implementation.

- < Becky asked if any part of the framework moves away from HUD goals. Michelle responded that our community prioritizes pregnant women and is emphasizing equity throughout the homelessness system, issues that are not areas of focus for HUD at this time. Tom added that for youth in particular, HUD's definition of homeless youth is broader than for other populations. Our system just needs to figure out how to operationalize that flexibility.
- < Sheila moved to approve Resolution 6 on the community framework, Veronica seconded, and the CoC agreed.

System Updates

Tom reviewed minor changes to the System Policies and Procedures and Unified Supportive Housing System manual.

- < Sheila asked if people who are admitted to shelter have flexibility in the time they have to get to shelter. Sue responded affirmatively, explaining that if people have a transportation delay, they can call and let the shelter know they will be later than planned. Shelters do not want to turn people away and will be as flexible as possible.
- < Donna expressed disappointment that our community can't shelter everyone all year and that there is a waitlist in the summer months. Michelle agreed, noting that that the community made a decision that no family will be turned away from shelter, and it would be helpful if we could convince the community to do the same for single adults.
- < Buck moved to approve Resolution 7 on the revised policies, Becky seconded, and the CoC agreed.

Meeting Adjourned