

AGENDA

Continuum of Care Steering Committee Meeting

March 17, 2009

11:30 am – 2:30 pm

Community Shelter Board

Time	Item	Presenter
11:30 am	Introductions & Opening Comments <ul style="list-style-type: none"> Agenda Review & Approval Overview of Decision Making Process – Decision Council with Majority Decision Notes from 11/18/08 Meeting (P) 	Barbara Poppe
11:40 am	Proposed CoC Process (A) <ul style="list-style-type: none"> Clarifying Questions Motion to Adopt Amendments to Motion Vote 	Barbara Poppe
12:30 pm	Proposed CoC Policy Statements (A) <ul style="list-style-type: none"> Clarifying Questions Motion to Adopt Amendments to Motion Vote 	Barbara Poppe
1:10 pm	Proposed Annual Plan Matrix (A) <ul style="list-style-type: none"> Clarifying Questions Motion to Adopt Amendments to Motion Vote 	Tiffany Nobles
1:20 pm	Approve FY10 Performance Standards (A) <ul style="list-style-type: none"> Clarifying Questions Motion to Adopt Amendments to Motion Vote 	Lianna Barbu
1:40 pm	Membership Question re: Provider Representation (A) <ul style="list-style-type: none"> Clarifying Questions/Discussion of Options Motion to Adopt Amendments to Motion Vote 	Barbara Poppe
2:25 pm	Next Steps	
2:30 pm	Adjourn	

Next Meeting: TBD

Other Enclosures: CSB as Funding Applicant Overview, Provider Input Process Overview, CoC Coordinator Update

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

Columbus & Franklin County 2009 Continuum of Care Process (proposed)

Overview

The Columbus & Franklin County Continuum of Care (CoC) Steering Committee annually prioritizes \$8-9 million in funding from the US Department of Housing and Urban Development (HUD) for local homeless housing projects¹. In addition, the CoC Steering Committee certifies community programs applying for funding through the annual Ohio Department of Development² (ODOD) application process.

In an era of increasingly constrained resources, the Community Shelter Board (CSB) proposes the CoC processes be streamlined to:

1. meet minimum HUD requirements;
2. reduce administrative burden and costs for provider agencies and CSB;
3. reduce time commitments of volunteers serving the CoC;
4. leverage the Rebuilding Lives Funder Collaborative's expanded role to oversee the now comprehensive community plan to address homelessness (Rebuilding Lives Plan); and
5. continue to receive the maximum funding possible for homeless assistance programs from HUD and the State of Ohio.

The proposed changes assume that HUD³ and ODOD⁴ requirements are consistent with those of 2008. The proposed changes are also consistent with the Rebuilding Lives plan which called for increased streamlining of processes.

Purpose of the Continuum of Care Steering Committee (CoC SC)

The work of the Steering Committee should be revised and categorized into four (4) areas described below.

- < Establish annual plan and policies
- < Monitor programs which receive HUD funding
- < Oversee activities required for annual HUD application and approve submission
- < Provide certification for programs applying for ODOD funding⁵

The Committee structure should be revised to include two standing committees. Membership for these committees should be reviewed and updated annually.

- < **HUD Technical Review Committee (HUD TRC)**
- < **ODOD Technical Review Committee (ODOD TRC)**

¹ All HUD funded projects are supportive housing. Prevention, outreach, and emergency shelter programs cannot receive HUD Supportive Housing Program (SHP) or Shelter Plus Care (SPC) funding.

² ODOD homeless assistance funding is for a broad array of programs, including, prevention (mediation, eviction prevention, mortgage foreclosure prevention, housing counseling), emergency shelter, direct housing, and supportive housing.

³ At this time, it is not known whether the new administration will substantially revise the HUD Homeless funding requirements. If there are significant changes, it will be necessary to review and consider what changes would need to be implemented to conform to HUD requirements.

⁴ ODOD is reviewing its requirement for local Continuum of Care certification. Clarification is expected at the time ODOD issues its NOFA.

⁵ If ODOD requires CoC certification.

For 2009, CSB recommends that the Steering Committee meet four times:

Timeframe	Purpose
March	Review and consider CSB process recommendations Review, modify, and adopt 2009 annual plan & policies
After HUD NOFA issued	Review and approve Exhibit 1
After ODOD NOFA issued	Review and approve ODOD certifications
December	Evaluate new process and recommend changes for 2010

CoC SC Membership

The CoC SC should continue to have the same organizational members as are currently in place in order to meet HUD requirements (24 members).

Category	Entity	# Seats
Consumers	<ul style="list-style-type: none"> • Citizens Advisory Council 	4
Local Government	<ul style="list-style-type: none"> • City of Columbus Administration • Columbus City Council • Franklin County Commissioners • Franklin County Job & Family Services 	4
Providers	<ul style="list-style-type: none"> • Columbus Coalition for the Homeless 	4
Health Care	<ul style="list-style-type: none"> • ADAMH • Columbus Public Health • Twin Valley Behavioral Health Care 	3
Housing	<ul style="list-style-type: none"> • CMHA • Corporation for Supportive Housing • Ohio Capital Corporation for Housing 	3
Veterans	<ul style="list-style-type: none"> • Veterans Services Commission • VA Outpatient Clinic 	2
Philanthropy	<ul style="list-style-type: none"> • The Columbus Foundation • United Way of Central Ohio 	2
Legal Services	<ul style="list-style-type: none"> • Columbus Legal Aid 	1
Homeless Services Planning	<ul style="list-style-type: none"> • Community Shelter Board 	1
Total members		24

The Steering Committee should consider adding up to two supportive housing developer/operators to the membership; if additional supportive housing developers/operators are added to the Steering Committee, the seats should be rotated annually to ensure eventual participation by all interested supportive housing developers/operators.

Annual Plan & Policies

The CoC SC should meet annually to review and approve its annual plan and policies which will govern the work of the Steering Committee. Among the topics considered will be:

- < Membership of committees
- < Program performance standards
- < Point In Time Count plan
- < Columbus ServicePoint implementation

Ongoing Program Monitoring & Evaluation

The CoC SC will receive CSB's monthly Communiqué for updates on public policy, projects, programs and Columbus ServicePoint. [current practice]

CSB will produce monthly occupancy reports; quarterly, semi-annual and annual System & Program Indicator Reports (SPIR); and the annual Program and System Evaluation. These reports will be issued to the CoC SC and providers electronically and will be posted on www.csb.org [current practice]. CSB will also review HUD Annual Progress Reports from agencies [current practice]. Ongoing concerns about program performance revealed through these reports will be addressed through the QI Process described below. [new]

Programs of ongoing concern will be handled by CSB through a **Quality Improvement Intervention** (QII) process [new]. This process has been used successfully with CSB-funded programs. It 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 a 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 Steering Committee. This process would eliminate special reports and presentations to the Steering Committee by the provider.

Annual HUD application Process

The CoC SC will meet annually to review and approve Exhibit 1 including all relevant charts and tables and the Housing Inventory Chart. The Community Shelter Board will coordinate the applicant submission of Exhibit 2s, prepare Exhibit 1 and submit the consolidated application on behalf of the CoC.

Projects will generally be renewed annually on a non-competitive basis [new]. Programs that are consistently poor performers will be considered by the HUD TRC for phase-out if QII does not result in improved performance; the final decision to phase-out a program will rest with the Steering Committee.

Annually, the **HUD Technical Review Committee** (HUD TRC)⁶ will review new projects and make recommendations to the full Steering Committee for its consideration, action and inclusion in the consolidated HUD application [current practice]. The HUD TRC will also establish the new

⁶ 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.

permanent supportive housing (PSH) priority for consideration by the Ohio Housing Finance Agency [current practice as part of the OHFA/HUD prioritization committee]. As part of the process, new projects will be presented to the CoC provider group and the CAC. Both groups will provide recommendations to the HUD TRC prior to its decision. [current practice] The project developer will also be asked to make a presentation to the HUD TRC to respond to questions about its proposal [current practice as part of the OHFA/HUD prioritization committee].

As needed, the HUD TRC will also review referral of existing projects which CSB and/or the provider agency believes should be considered for phase-out or funding reduction (if permissible by HUD) [current practice]. Only projects which have not addressed long-standing, serious administrative and/or program performance issues will be considered for phase-out.

The HUD TRC will not conduct annual reviews and site visits of existing programs [new]. The “Local Supplement” will no longer be required.

The HUD TRC will be a joint committee comprised of three CoC Steering Committee representatives (at least one must be a provider), two Rebuilding Lives Funder Collaborative (RLFC) representatives, and two Citizens Advisory Council representatives. One of the RLFC representatives will serve as chair and the CSB Program Manager Adult Services will staff the committee. CoC Steering Committee members representing provider agencies who receive HUD funding may participate on the committee, if they do not have program(s) under consideration by the HUD TRC.

Annual ODOD Application Process

To fulfill its obligation to the ODOD Application Process, an **ODOD Technical Review Committee** (ODOD TRC) will annually review applications and make recommendations regarding certification to the Steering Committee. The Steering Committee will consider and act on these recommendations. The ODOD TRC will be a joint committee comprised of three CoC Steering Committee representatives (at least one must be a provider), two Rebuilding Lives Funder Collaborative representatives and two Citizens Advisory Council representatives. One of the CoC Steering Committee representatives will serve as chair and the CoC Coordinator (CSB Program Administrator) will staff the committee.

Pending clarification from ODOD on the intent and requirements of local certification, the ODOD TRC should streamline and reduce the materials required from providers in order to be certified.

Provider programs which receive HUD funding will continue to be expected to:

1. Submit an annual program outcome plan in line with HUD and CoC requirements and update program descriptions through CSB annual contracting process.
2. Submit Exhibit 2 per HUD timeline and instructions.
3. Submit required data through Columbus ServicePoint.
4. Meet relevant program standards and achieve program outcome goals.
5. Submit copy of HUD APR to CSB (rather than submit concurrent with Exhibit 2, providers will be expected to submit it concurrent with APR submission to HUD).

Provider programs will no longer be required to:

1. Prepare and submit local supplement as part of the HUD application timeline.
2. Participate in the annual Provider/CAC review process.
3. Submit semi-annual reports on compliance with conditions and progress on challenges.

Role of the Community Shelter Board (CSB)

CSB will continue to support the CoC process and activities:

1. Coordinate activities related to preparation and submission of the annual HUD application; including the HUD mandated Point-In-Time count and assisting providers to prepare Exhibit 2 applications.
2. Maintain the community's HMIS – Columbus ServicePoint – in compliance with HUD standards
 - < Administrator meetings
 - < User training
 - < System implementation and maintenance
 - < On-site monitoring
 - < Technical assistance to agencies
 - < Standard report templates
 - < Support for custom reporting
3. Provide meeting support for committees and distribute materials in advance of meetings.
4. Support the Citizen's Advisory Council
5. Organize and implement communications and consistently post materials to www.csb.org
6. Organize and implement system and program monitoring and evaluation activities
 - < Annual evaluation
 - < Quarterly & annual indicator reports
 - < Monthly occupancy reports
7. Serve as liaison to HUD and ODOD
8. Assist providers, as requested
9. Raise funds to support CoC process and activities
10. Be open to community, consumer, and provider suggestions to improve the process.

CSB will continue to provide QI support to its funded agencies that also receive HUD funding and expand this service to non-funded agencies (Amethyst, CATF and Huckleberry House). This includes:

- < Spring one-on-one discussions on agency's proposed plans for upcoming year
- < Fall one-on-one dialogue to seek agency input on CSB's work
- < Follow-up on issues of potential concern, e.g. low occupancy, leadership changes, etc.
- < Intentional QII meetings on issues of ongoing concern, e.g. low performer on annual evaluation, persistent low occupancy, non-compliance with standards, etc.

Time and Cost Savings

CSB expects that these changes will reduce volunteer time from two-hour monthly meetings to three to four meetings per year that occur at times relevant to the activity. Additionally, TRC members will not need to review and score three-five renewal applications, attend the evaluation training briefing, and participate in a day long annual application review meeting. For the typical volunteer this should reduce the annual time commitment by 30 hours.

CSB expects that its staff time to support the Steering Committee processes will be reduced significantly. Other costs related to providing meeting food/beverage and consultant support will be reduced.

Since there will no longer be site visits as part of the HUD application process, CSB will save costs on consultants to conduct the site visits and facilitate meetings. In addition, TRC members will not need to participate in the site visits and provider programs will not have to prepare for the visits.

CSB estimates that providers will save annually at least 12-16 hours per CoC program in preparing materials, reports, etc. As agencies also generally attend Steering Committee meetings, they should also realize a time savings of 12-14 hours for meeting attendance.

Coordination with the Rebuilding Lives Plan

In accordance with the Rebuilding Lives Plan, new strategies to address homelessness are overseen by the Rebuilding Lives Funder Collaborative. For more about the plan and strategies go to www.csb.org.

Columbus & Franklin County Continuum of Care Steering Committee Policy Statements

Overview

The purpose of the Continuum of Care Steering Committee (CoC SC) is to submit an annual application to the US Department of Housing and Urban Development (HUD) for local homeless housing projects¹ and to evaluate ongoing progress in meeting CoC goals. In addition, the CoC SC certifies community programs applying for funding through the annual Ohio Department of Development² (ODOD) application process.

The policy statements below govern the work of the CoC SC. The policies are organized into different areas and are intentionally global in scope. The CoC SC will meet annually to review and approve its annual plan and policies.

The categories are:

- < **Structure**
- < **HUD Mandated Activities**
- < **Provider Activities**
- < **Other Activities**

Structure

1. Steering Committee Membership

The CoC SC membership will comport with HUD requirements. The categories of membership are consumers (4), local government (4), providers (4), health care (3), housing (3), veterans (2), philanthropy (2), legal services (1), and homeless services planning (1). A total of 24 members shall be annually approved for participation. Regular attendance is expected. The CSB executive director shall chair the Steering Committee.

2. Conflict of Interest

Any individual participating in or influencing Steering Committee 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. An individual with a conflict of interest who is the committee chair, shall yield that position during discussion and abstain from voting on the item.

Annual written disclosure statements will be provided by each committee member by January 31. Members will not be permitted to participate until the statement is on file at CSB.

¹ All HUD funded projects are supportive housing. Prevention, outreach, and emergency shelter programs cannot receive HUD Supportive Housing Program (SHP) or Shelter Plus Care (SPC) funding.

² ODOD homeless assistance funding is for a broad array of programs, including, prevention (mediation, eviction prevention, mortgage foreclosure prevention, housing counseling), emergency shelter, direct housing, and supportive housing.

3. HUD Technical Review Committee

Annually, the HUD Technical Review Committee (HUD TRC)³ will review new projects and make recommendations to the full Steering Committee 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 CoC provider group and the 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 three CoC SC representatives (at least one must be a provider), two Rebuilding Lives Funder Collaborative (RLFC) representatives, and two Citizens Advisory Council representatives. One of the RLFC representatives will serve as chair. Steering Committee 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 QII at the request of the provider and/or CSB. The Steering Committee will act on recommendations from the HUD TRC.

4. Citizens Advisory Council (CAC)

The CoC SC values input and participation by the CAC in all processes. These shall include:

- < Designated seats on all committees.
- < The opportunity to review and comment on new projects prior to HUD TRC review.
- < The opportunity to review and comment on CoC annual plan, policies, and program standards.

HUD Mandated Activities

5. Columbus ServicePoint Implementation

CSB will maintain the community's Homeless Management Information System (HMIS) – Columbus ServicePoint – in compliance with HUD standards and coordinate all related activities including training, maintenance and technical assistance to agencies. Each participating agency will be expected to participate in the CSP Administrators Group which oversees CSP operations. CSB will publish policies and procedures for CSP management. Annually, CSB will conduct an anonymous Administrator/User survey and provide the results of that survey to the CoC SC.

6. Point in Time Count Plan

Consistent with HUD requirements and in concert with the Ohio Count, an annual Point In Time Count will be conducted. Participation in the Homeless Count Work Group will be open to all interested. The Steering Committee will review and approve the Point in Time Count Plan annually and empower CSB to lead coordination efforts to conduct the count.

7. HUD Application Process

³ 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.

The CoC SC will meet annually to review and act on Exhibit 1 including all relevant charts and tables and the Housing Inventory Chart. The Community Shelter Board will coordinate the applicant submission of Exhibit 2s, prepare Exhibit 1 and submit the consolidated application on behalf of the CoC.

Provider Activities

8. Provider Input

The CoC SC values input and participation by the HUD providers in all processes. These shall include:

- < Designated seats on all committees.
- < The opportunity to review and comment on new projects prior to HUD TRC review.
- < The opportunity to review and comment on CoC annual plan, policies, and program standards.

9. Provider Program Requirements and Rights

The Steering Committee expects that Providers will meet requirements to receive HUD Funding and intends to treat all providers fairly.

Requirements:

- < Meet relevant program and HUD standards and achieve program outcome goals.
- < Submit an annual program outcome plan in line with HUD and CoC requirements and update program descriptions through the annual CSB Gateway process.
- < Submit Exhibit 2 per HUD timeline.
- < Submit required data through Columbus ServicePoint.
- < Submit a copy of HUD APR to CSB concurrent with submission to HUD.

Rights:

- < Participate in Quality Improvement Intervention (QII) prior to HUD funds being reduced or eliminated by the Steering Committee.
- < Appeal to the Steering Committee if it disagrees with a recommendation by the HUD TRC or the ODOD TRC.
- < Request a waiver from compliance with specific program performance standards.

10. Program Performance Standards

Program performance standards will be established by the CoC SC and incorporate HUD requirements and local standards. The Community Shelter Board will incorporate these standards into annual program agreements with each provider agency. An annual Program Outcome Plan (POP) will be part of the agreement. If CSB and the agency disagree on the annual POP, the agency may appeal to the CoC SC (if not CSB-funded) or CSB Board Chair (if CSB-funded). CSB will monitor program performance and provide monthly, quarterly, semi-annual and annual data reports. Program performance standards will be reviewed annually by the Steering Committee.

11. 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 Steering Committee.

12. Letter of Support and Certification

Programs and services which meet the needs of homeless families and individuals in Franklin County, Ohio are eligible to request letters of support or certification from the Steering Committee. The Steering Committee will only provide letters of support or certification to agencies which have a record of providing quality services to persons who are homeless or at risk of homelessness, and for projects that are consistent with the local priorities established by the CoC. New agencies must demonstrate the ability to provide high quality services. Projects may receive letters of support or certification if they:

- < Document the need for the program;
- < Provide a clearly defined program with attainable outcomes;
- < Demonstrate collaboration with other community-based organizations;
- < Demonstrate the provision of high quality services; and
- < Deliver services in a highly cost-effective manner.

Other Activities

13. Annual Plan

The CoC SC will meet annually to review and approve its annual plan and policies which will govern the work of the Steering Committee.

14. ODOB Application Process

To fulfill the ODOB Application Process, an ODOB Technical Review Committee (ODOB TRC) will annually review applicants/projects and make recommendations regarding certification to the Steering Committee. The Steering Committee will act on these recommendations.

The ODOB TRC will be a joint committee comprised of three CoC SC representatives (at least one must be a provider), two Rebuilding Lives Funder Collaborative representatives and two Citizens Advisory Council representatives. One of the CoC SC representatives will serve as chair. CSB will provide staff support for the committee.

15. Meeting Support

CSB will provide meeting support for CoC SC and all committee meetings by scheduling meetings, developing agendas, issuing meeting materials and posting all relevant documents to www.csb.org.

- < Steering Committee 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 electronically to all CoC SC members and provider agency designees.

16. Costs

Every effort will be made to keep process costs to the minimum necessary to achieve full funding. CSB will work to raise funds to support the processes of the CoC, including central administrative requirements related to HMIS and the PIT Count.

Month	Activity	2009	2010	Steering Committee	HUD TRC	ODOD TRC	CSB	Providers
January	Receive & review HUD score for annual application (pending HUD awards announcement)	x	x				x	
January	Conduct Point-In-Time Count	x	x				x	
January	Determine ODOD TRC (if needed)		x	x				
February	Issue Program Outcome Plan (POP)/Program Descriptions forms to agencies	x	x				x	
March	Approve Annual Plan & CoC Policy Statements	x	x	x				
March	Review and approve CoC Steering Committee membership lists	x	x	x				
March	Submit program description and POP (CSB funded agencies also submit budget) <i>Due date 3/13/09</i>	x	x					x
April	Participate in Agency & CSB 1-on-1 meetings (individually scheduled)	x	x				x	x
May	Approve HUD application schedule (electronic approval - pending CoC NOFA release)	x	x	x				
May	Process appeals for CSB funded programs (CSB Board Chair)	x	x				x	
May	Handle POP appeals for CoC Provider Agencies (electronic approval)	x	x	x				
May	Review CoC NOFA (pending CoC NOFA release)	x	x				x	
May	Facilitate HUD Application Review & TA Meeting (pending CoC NOFA release)	x	x				x	
May	Prepare Draft Exhibit 1, including PIT Count data (per HUD application schedule)	x	x				x	
May	Secure RLFC approval of new CoC process (5/28/09)	x					x	
June	Review ODOD RFP and recommend next steps to Steering Committee (electronically)	x	x				x	
June	Submit Exhibit 2 to CSB (per HUD application schedule)	x	x					x
June	Review & approve Exhibit 1 (per HUD application schedule)	x	x	x				
June	Issue Program Evaluation	x	x				x	
June	Receive annual Program Evaluation (electronic format)	x	x	x				

Month	Activity	2009	2010	Steering Committee	HUD TRC	ODOD TRC	CSB	Providers
June	Submit requests for ODOD certification	x	x					x
June	Recommend ODOD certification and support letters (pending release of ODOD application & schedule)	x	x			x		
June	Handle ODOD TRC appeals (pending release of ODOD application & schedule)	x	x	x				
June	Approve ODOD certifications (pending release of ODOD application & schedule)	x	x	x				
June	Review CSB HMIS performance (concurrent w/ ODOD activities)	x	x	x				
June	Complete ODOD certifications (after CoC Steering Committee approval)	x	x				x	
June	Review Exhibit 2's (per HUD application schedule)	x	x				x	
June	Finalize Exhibit 1 after CoC SC approval (per HUD application schedule)	x	x				x	
July	Submit Consolidated Application to HUD	x	x				x	
October	Participate in Agency & CSB 1-on-1 meetings (individually scheduled)	x	x				x	x
October	Review new projects for 2011 and beyond		x				x	
October	Recommend new HUD project for 2011		x		x			
October	Consider CSB referrals of ongoing programs of concern & recommend action to CoC Steering Committee (if needed)		x		x			
December	Approve plan/process for unsheltered count	x	x	x				
December	Approve new HUD project for 2011		x	x				
December	Handle HUD TRC appeals		x	x				
December	Approve Performance Standards for FY2011	x		x				
December	Announce HUD awards (pending HUD announcements)	x	x				x	

Note: The 2009 New Project is VOAGO Edgehill Place; for 2010 New Project is CHN Inglewood Court.

Proposed FY2010 Program Performance Standards for programs that receive HUD funding

The Continuum of Care Steering Committee, (CoC), at the recommendation of the CoC TRC approved on 06/24/2008 the FY2009 Program Performance Standards. These standards are based on HUD required performance standards that are included in the annual CoC application for funds through our community's Exhibit 1 and on our CoC local goals that were historically collected through the Local Supplement. These performance standards, their achievement and program ratings are to be included in the CSB's annual Program Evaluation based on six months of data, between 7/1/2008 – 12/31/2008. FY2009 is the first year for the HUD only funded programs to be included in CSB's Program Evaluation and to be evaluated and rated on their performance in a comprehensive way that combines local CoC performance goals and HUD requested performance metrics (reported through the annual APR and Exhibit 1).

The Program Evaluation also contains goals for the projects, to be achieved in the FY2010, starting July 1, 2009. There are no new evaluated measures added for FY2010, compared with FY2009, with the exception of "Pass Program Certification". This measure, however, was separately evaluated in prior years but not included in a formal evaluation. CSB is recommending the addition of a few "monitored" measures that are better informing the community about the efficiency of the HUD-funded programs and the addition of a measure that will be benchmarked in 2010, thus not measured. Only the metrics that will be "evaluated" in FY2010 will be counted towards the program's performance rating. CSB is asking the CoC to approve the recommended measurements for FY2010, as described below:

Program Performance Standards

Based on HUD standards, CoC local standards and best practices program performance.

PSH – Permanent Supportive Housing; TH = Transitional Housing; SPC = Shelter Plus Care

Measurement	Measured in FY09?	Rationale	Annual Metrics	FY10 Evaluation
Households served	√	HUD required, APR reported	Set based on prior year(s) attainment and program capacity.	Evaluated
Successful housing outcome (%) ¹	√	HUD required, Exhibit 1 reported	At least standard below or greater if prior year(s) achievement was greater <ul style="list-style-type: none"> At least 80% for PSH and SPC At least 77% for TH 	Evaluated
Successful housing outcomes (#)	√	HUD required, APR reported	Calculated based on the Successful housing outcomes % measurement.	Evaluated
Housing Stability	√	CoC Local goal, APR reported	At least standard below or greater if prior year(s) achievement was greater <ul style="list-style-type: none"> At least 12 months for PSH (goal to be set not to exceed 24 months, actual attainment may be greater than goal) 	Evaluated

¹ Fixed minimum threshold – no allowable variance as HUD benchmark is fixed.

Measurement	Measured in FY09?	Rationale	Annual Metrics	FY10 Evaluation
			<ul style="list-style-type: none"> Up to 4 months for TH At least 12 months for SPC 	
Program Occupancy Rate	√	CoC Local goal	Full occupancy (>95%).	Evaluated
Employment status at exit ¹	√	HUD required, Exhibit 1 reported	At least 19% of households exiting will have employment.	Evaluated
Housing Retention	√	CoC Local goal	≤5% of those who obtain housing will return to shelter.	Evaluated
Pass program certification	No	HUD required, Exhibit 1 reported	Compliant with all HMIS/CSP standards	Evaluated
Negative Reason for leaving	√	HUD required, APR reported CoC Local goal	Less than 20% leave for non-compliance or disagreement with rules	Evaluated
Interim housing stability ¹	√	HUD required, Exhibit 1 reported	<ul style="list-style-type: none"> At least 82% of persons remain in permanent supportive housing for at least 6 months 	Evaluated
Increase in income from entry to exit	√	CoC Local goal	<ul style="list-style-type: none"> At least 45% of tenants in PSH and SPC At least 50% of clients in TH 	Evaluated
Cost per household	Yes ²	HUD required, APR reported	Cost per household will be consistent with budget.	Monitored, not evaluated
Cost per successful housing outcome	Yes ²	Measure of efficiency	Cost per successful housing outcome will be consistent with budget.	Monitored, not evaluated
Cost per unit	Yes ²	HUD required, APR reported, Measure of efficiency	Cost per unit will be consistent with budget.	Monitored, not evaluated
Turnover Rate	Yes ³	Measure of success and system planning	Set based on prior year(s) attainment, an annual 20% turnover rate is desirable.	Monitored, not evaluated
Change in income ⁴	No	Measure of success	Measured annually and upon exit. TBD – benchmarked in FY2010, measured in FY2011.	Not evaluated in FY2010

² TRC reviewed this data through the annual renewal process.

³ For CSB-funded programs only.

⁴ New measurement for change in income to be benchmarked during FY2010

Measurement Standards

Each performance goal is assessed as achieved (Yes), not achieved (No), or not applicable (N/A). *Achieved Goal* is defined as 90% or better of a numerical goal or within 5 percentage points of a percentage goal, except where a lesser or greater value than this variance also indicated an achieved goal, or if the benchmark/metric is fixed. *Not Applicable* is assigned when a performance goal is not assigned; the reason for this will be explained in the footnote for the respective program.

Each program will be assigned a performance rating⁵ of High, Medium, or Low as determined by overall program achievement of performance outcomes for the evaluation period. Ratings are based on the following:

<i>Rating</i>	<i>Achievement of Program Outcome Measure</i> ⁶
High	all achieved or no more than three not achieved
Medium	half or more achieved
Low	less than half achieved

Programs rated as “Low” or experiencing long-standing and/or serious program issues and/or systemic agency concerns will be handled by CSB through a **Quality Improvement Intervention** (QII) process. This process has been used successfully with CSB-funded programs. It is based on quarterly one-on-one dialogues between CSB and the provider agency and considers agency plans and progress on addressing program issues. 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 Steering Committee. This process would eliminate special reports and presentations to the Steering Committee by the provider.

For interim (quarterly) reports, programs which meet less than one-half of measured outcome goals will be considered a program of concern.

⁵ In some instances, the program is too new to evaluate; therefore, a performance rating is not assigned.

⁶ If serious and persistent program non-performance issues existed prior to evaluation, then the program may be assigned a lower rating than what its program achievement of performance outcomes would otherwise warrant.

Continuum of Care Steering Committee Membership

Some providers have requested that providers have additional representatives on the Steering Committee. Currently, the CoC Steering Committee membership comports with HUD requirements. The categories of membership are consumers (4), local government (4), providers - selected by Columbus Coalition for the Homeless (CCH) (4), health care (3), housing (3), veterans (2), philanthropy (2), legal services (1), and homeless services planning (1). The CoC Steering Committee is asked to consider its current membership composition and determine best approach to provider representatives.

CSB recommends that if additional provider representatives are added that the seats be rotated annually to afford all agencies a chance for participation.

Option 1: Keep current membership composition.

- Benefits
 - Meets HUD requirements for community representation.
 - Providers have similar representation to other categories.
- Challenges
 - Limits provider involvement to those selected by CCH.
 - Some providers are dissatisfied with CCH process.

Option 2: Add two (2) supportive housing providers (all SHP and/or S+C recipients are eligible) in addition to four (4) CCH-selected providers for a total of six (6) provider representatives.

- Benefits
 - Increases provider representation on CoC Steering Committee.
 - Expands provider representation beyond CCH selection.
- Challenges
 - Increases total number of Steering Committee members from 24 to 26 persons.
 - Does not address provider concern with the CCH selection process.

Option 3: Have a total of four (4) providers with two (2) being CCH-selected and two (2) being supportive housing providers.

- Benefits
 - Maintains same number of providers but diversifies representation.
- Challenges
 - Reduces number of CCH-selected providers.

CSB's Primary Role to Secure a Pool of Funding to End Homelessness

- < CSB oversees over \$11 million in funding for homelessness prevention initiatives, emergency shelters, housing services, and supportive housing. CSB works directly with 12 partner agencies to unify resources and knowledge, helping over 7,500 people each year.
- < A primary role is to secure public and private dollars to support programs at partner agencies. Agencies receive one grant that is annually renewed. CSB deals directly with funder requirements, fiscal years, applications, reporting, etc. CSB pays grant funds on a timely basis, helping to manage the cash flow needs of programs.
- < As a public/private partnership, CSB has historically applied for local philanthropic & corporate grants. CSB also supports partner agencies in applying for grants by fostering partnerships and providing letters of support.
- < CSB has also historically applied for state and federal competitive grants when there was a real value-added by CSB as the applicant. For example, CSB has received national recognition for work on "rapid re-housing," so CSB successfully applied for the Rapid Re-Housing competition. CSB worked with family providers to identify which agency should implement the program and they asked CSB to choose. CSB chose Salvation Army to implement services. CSB also committed to raise the required match for the project. Although Salvation Army could have been the direct applicant, they did not have the time and resources to develop the proposal, could not commit match, and supported CSB as the applicant.
- < CSB has historically applied for state and federal competitive grants when asked by the community (e.g. CoC Steering Committee, RL Funder Collaborative, providers) to do so. If CSB is successful, CSB passes on the funding to agencies to implement direct services. For example, the RLFC/CoC SC recommended that CSB apply for the Samaritan bonus in 2008 CoC then grant funding after it was awarded to a PSH agency. This funding is being used for the RL Leasing Program.

Overview of Provider Input & Decision-Making Opportunities

Community Shelter Board Intents

- 1) CSB values providers for their expertise and commitment to creating community solutions to homelessness.
- 2) CSB values meaningful conversations.
 - a) CSB adopted this intention a few years ago and has been working to operationalize it across all our planning efforts (board, staff, and community)
 - b) Conversation is a core process that co-creates value¹
 - c) Diverse, thoughtful opinions, suggestions and comments are encouraged.
- 3) CSB strives to design processes to provide meaningful participation.
 - a) We work to design processes that set the context, create hospitable space, explore questions that matter, encourage everyone's participation, cross-pollinate and connect diverse perspectives, listen together for patterns, insights, and deeper questions and harvest/share collective discoveries.
 - b) CSB's senior staff and program/planning staff have been trained in these processes.
- 4) CSB believes that shared decision-making should occur whenever possible.
 - a) Many decisions that impact programs and systems can be made collectively.
 - b) A few decisions must be reserved for CSB staff and board.
- 5) CSB believes that transparency with open decision-making processes provides for optimal accountability.
 - a) CSB works to make all materials public via its monthly newsletter (Communiqué), meeting invitation processes, and posting to www.csb.org.
 - b) All meetings are open except the one-on-one meetings between CSB and individual providers. Meeting information is included on the monthly calendar posted at www.csb.org.
- 6) Fair, trusted relationships between providers and CSB are desired.

Categories of Provider Input & Decision-Making

- 1) Ongoing system & program implementation
- 2) New system design & planning
- 3) CSB governance & staff processes
- 4) Ongoing community planning & funding process

¹ See various materials on “Art of Hosting Conversations that Matter” – Juanita Brown, Margaret Wheatley, and David Brown.

Overview of Provider Input & Decision-Making Opportunities

1) Ongoing system & program implementation

(CSB staff convened and supported processes; provider convened processes are not described)

a) Adult System Operations Work Group

- i) Membership: All adult emergency shelter programs
- ii) Meeting frequency: Monthly
- iii) Activities:
 - (1) Monitor adult shelter system performance
 - (2) Develop Winter Access Plan/Memorandum of Agreement
 - (3) Coordinate shelter operations
 - (4) Share program & agency updates
 - (5) Establish common operating practices, where feasible and desired
 - (6) Share best practices
 - (7) Identify emerging needs
 - (8) Review critical client needs
 - (9) Advocate with external programs & systems, as needed
 - (10) Review and discuss RL Plan strategies relevant to the group
- iv) CSB staff lead: Program Manager, Adult Services

b) Family System Operations Work Group

- i) Membership: All family programs – YWCA FC, HFF, VOA, SA, CIS, other family providers may attend as desired (e.g. Choices, Amethyst)
- ii) Meeting frequency: Monthly
- iii) Activities:
 - (1) Monitor family system performance
 - (2) Develop Family System Memorandum of Agreement
 - (3) Coordinate program operations
 - (4) Share program & agency updates
 - (5) Establish common operating practices, where feasible and desired
 - (6) Share best practices
 - (7) Identify emerging needs
 - (8) Review critical client needs
 - (9) Advocate with external programs & systems, as needed
 - (10) Review and discuss RL Plan strategies relevant to the group
- iv) CSB staff lead: Program Manager, Family Services

c) Supportive Housing Provider Roundtable

- i) Membership: all supportive housing programs (participation is voluntary)
- ii) Meeting frequency: Quarterly
- iii) Activities:
 - (1) Share best practices
 - (2) Identify emerging needs
 - (3) Share program & agency updates
 - (4) Advocate with external programs & systems, as needed
 - (5) Review and discuss RL Plan strategies relevant to the group
- iv) CSB staff lead: Program Manager, Adult Services

Overview of Provider Input & Decision-Making Opportunities

d) **Stable Families Work Group**

- i) Membership: CIS, GCH, Central Community House
- ii) Meeting frequency: Monthly
- iii) Activities:
 - (1) Monitor program performance
 - (2) Coordinate program activities
 - (3) Share program & agency updates
 - (4) Establish common operating practices
 - (5) Share best practices
 - (6) Identify emerging needs
 - (7) Review critical client needs
 - (8) Advocate with external programs & systems, as needed
- iv) CSB staff lead: Program Manager, Family Services

e) **Columbus ServicePoint (CSP) Administrators**

- i) Membership: All CSP administrators
- ii) Meeting frequency: Quarterly
- iii) Activities:
 - (1) Participate in the CSP Implementation
 - (2) Monitor CSP performance
 - (3) Recommend policy and procedures changes
 - (4) Recommend training and technical assistance needs
 - (5) Share program & agency updates
 - (6) Share best practices
 - (7) Identify emerging needs
 - (8) Advocate with external programs & systems, as needed
- iv) CSB staff lead: Database Administrator

f) **Direct Client Assistance (DCA) Users Advisory [new in 2009]**

- i) Membership: All participating DCA programs
- ii) Meeting frequency: Quarterly
- iii) Activities:
 - (1) Review and recommend DCA policies and procedures
 - (2) Recommend training and technical assistance needs
 - (3) Share program & agency updates
 - (4) Share best practices
 - (5) Identify emerging needs
 - (6) Advocate with external programs & systems, as needed
 - (7) Review and discuss RL Plan strategies relevant to the group
- iv) CSB staff lead: Program Manager, DCA

Overview of Provider Input & Decision-Making Opportunities

2) New system design and planning

a) Rebuilding Lives Strategies

RLFC oversight with conveners responsible for leading and supporting processes as described in the Rebuilding Lives Plan². See attached list for current status of each strategy.

- i) Membership: Described within each strategy (providers are included in 100% of plans)
- ii) Meeting frequency: Varies by strategy
- iii) Activities:
 - (1) Develop strategy
 - (2) Review best practices
 - (3) Advocate with external programs & systems, as needed
 - (4) Evaluate options
 - (5) Recommend implementation plan
 - (6) Establish common operating practices, where feasible and desired
- iv) Communications: Updates at RLFC meetings, updates in CSB communiqué, discussion at relevant CSB work groups, and annual report card to community
- v) CSB staff coordinator: Program Administrator

b) Stable Families Pilot Community Advisory Committee

- i) Membership: Several provider seats plus Columbus Coalition for the Homeless on the committee
- ii) Meeting frequency: Semi-annual
- iii) Activities:
 - (1) Review implementation
 - (2) Comment on evaluation plans and reports
 - (3) Identify emerging needs
 - (4) Assist with identifying and securing resources to meet family needs
- iv) Communications: Updates at RLFC meetings, updates in CSB communiqué, discussion at relevant CSB work groups, and annual report card to community
- v) CSB staff coordinator: Program Manager, Family Services

3) CSB Governance & Staff processes

a) Board of Trustees Meetings

- i) Meetings are open to public
- ii) Schedule, agenda and meeting notes posted to www.csb.org
- iii) Meetings alternate between CSB and off-site at Partner Agency programs
- iv) Agency presentations, as requested
- v) CSB staff lead: Administrative Director

b) Annual Board-to-Board Dialogue

- i) Purpose: Direct dialogue between CSB trustees and Partner Agencies
- ii) Participants: Partner Agency Executives and Board Chairs/CSB trustees and senior staff
- iii) Meeting frequency: annually in September/October
- iv) Agenda developed with input from Partner Agencies

² Providers were extensively involved in the Rebuilding Lives Updated Strategy process which created the updated Rebuilding Lives Plan (launched June 2008)

Overview of Provider Input & Decision-Making Opportunities

- v) Meeting notes shared with participants
 - vi) Recent issues: Ends policies, including outcomes standards (2008), Rebuilding Lives strategies (2007), Organizational Indicators (2006).
 - vii) CSB staff lead: Administrative Director
 - c) One-on-One Dialogues [new in 2008]**
 - i) Purpose: Direct dialogue between CSB staff leadership and Partner Agency staff leadership
 - ii) Participants: Partner Agency Executives (other staff included at discretion of agency) and CSB staff leadership
 - iii) Meeting frequency:
 - (1) Fall – focus on how CSB can improve
 - (2) Spring – focus on provider programs and funding awards
 - iv) Fall meeting notes shared with all participants, includes themes and direct comments
 - v) CSB staff lead: Administrative Director
 - d) CEO Dialogues [new in 2007]**
 - i) Purpose: Dialogue among Partner Agency Executives and CSB Executive Director
 - ii) Participants: Partner Agency Executives (other staff included at discretion of agency) and CSB Executive Director
 - iii) Meeting frequency: group decision
 - iv) CSB contracts with outside facilitator who develops agenda with meeting hosts and prepares meeting notes. Agenda and notes shared with all participants.
 - v) CSB staff support: Administrative Director
 - e) Funding & Program Outcome Appeal Process**
 - i) Purpose: Agency appeal to CSB board chair if not in agreement with CSB staff recommendation on funding award and/or program outcomes
 - ii) CSB staff lead: Grants Administrator
 - f) Review and comment on CSB standards & partnership agreements**
 - i) Administrative & Program standards and certification will be streamlined and consolidated for FY10. Provider input was sought through individual interviews at start of process. CSB staff are currently developing options. Providers will be able to review and comment on streamlined standards prior to inclusion in FY10 partnership agreements.
 - ii) FY10 Partnership Agreements will be streamlined and consolidated for FY10. CSB staff are currently developing options with legal counsel. Providers will be able to review and comment on prior to issuance of FY10 partnership agreements.
 - iii) CSB staff lead: Director of Programs & Planning and Grants Administrator
 - g) Open door to Executive Director**
 - i) Purpose: Agency staff leadership may contact CSB Executive Director with suggestion, recommendation, concern, etc.
- 4) Ongoing Community Funding & Planning Processes**
- a) Rebuilding Lives Funder Collaborative**
 - i) Purpose: Oversee Rebuilding Lives plan implementation, resource development & coordination, system & program monitoring, supportive housing program requirements.
 - ii) Meetings are open to public
 - iii) Schedule, agenda and meeting notes posted to www.csb.org

Overview of Provider Input & Decision-Making Opportunities

- iv) Agency presentations, as requested
- v) Agency comments on proposals encouraged
- vi) Agency participation on ad hoc committees
- vii) CSB staff lead: Program Administrator
- b) Continuum of Care Steering Committee**
 - i) Purpose: oversee community application for HUD Homeless Assistance grants, monitor HUD funded programs, and certify homeless programs for ODOD funding.
 - ii) Meetings are open to public
 - iii) Provider seats on Steering Committee are appointed by Columbus Coalition for the Homeless
 - iv) Provider designated contacts receive agendas and meeting materials in advance of meeting
 - v) Schedule, agenda, meeting materials, and meeting notes posted to www.csb.org
 - vi) Agency presentations, as requested
 - vii) Agency comments on proposals encouraged
 - viii) CSB staff lead: Program Administrator
- c) Homeless Count Work Group**
 - i) Purpose: conduct annual count of unsheltered persons per HUD requirements.
 - ii) Meetings are open to public
 - iii) Providers are primary participants
 - iv) Schedule posted to www.csb.org
 - v) CSB staff lead: Program Administrator

Memorandum

To: Continuum of Care Steering Committee

CC: HUD Funded Providers

From: Tiffany Nobles, CoC Coordinator

Date: March 3, 2009

Re: CoC Coordinator Update Report

Below are a few updates on events since the last Continuum of Care Steering Committee meeting in November 2008.

HUD Notice of Funds Availability (NOFA) General Section Released

HUD released a 2009 Early Registration Notice (12/5/08) and the 2009 General Section of their NOFAs (12/29/08) – these two documents can be found on the HUD website at - <http://www.hud.gov/offices/adm/grants/fundsavail.cfm>. HUD will not issue a combined SuperNOFA this year but will instead release individual program NOFAs. The General Section contains some important information about the eLogic Model and a tentative timeline for when the CoC NOFA will be issued – expected to be released May-June 2009. This announcement was issued to HUD Funded Providers in January, soon after the information was known.

2008 CoC Awards

On February 19th HUD announced a funding award of \$9.2 million to assist homeless programs in Columbus and Franklin County. All programs received renewal funding and two new programs were funded: RL Leasing and Jobs2Housing. These funds represent the major source of federal assistance to meet the housing and supportive service needs of homeless individuals and families. The Continuum of Care grants will provide funding for 31 projects in Columbus and Franklin County that represent 1125 units of housing for families and individuals. Of these, 552 units are part of the Shelter Plus Care program administered by Columbus Metropolitan Housing Authority. A press release of the announcement and a full list of the 2008 Awards were issued electronically and are posted on www.csb.org.

Point In Time (PIT) Count Results

The PIT Count was held on January 27. The results have now been finalized. The total number of unsheltered persons was 108 and the total number of sheltered (emergency shelter and transitional housing) homeless persons was 1,272. The results were submitted to COHHIO on February 24 for

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

CSB is funded by the City of Columbus, the Franklin County Board of Commissioners, the United Way of Central Ohio, The Columbus Foundation, and other public and private donors.

inclusion in the state-wide PIT Count report. A full breakdown of the results and a comparison to the 2008 PIT Count will be included in CSB's March Communiqué.

CSB Gateway – A New, Simpler Process for Establishing Partnership Agreements

CSB officially announced its new streamlined funding plan CSB Gateway – A New, Simpler Process for Establishing Partnership Agreements in February. An overview of the process, FY2010 funding recommendations, application forms and more can be found on www.csb.org. This process is being used to secure program descriptions and Program Outcome Plans for CoC-funded programs.

Emergency Shelter Grant (ESG) Stimulus

Congress just passed the Economic Recovery Act for aid with homelessness prevention, food assistance, education, disability payments, unemployment benefits, earned income credit and assistance for persons fleeing domestic violence.

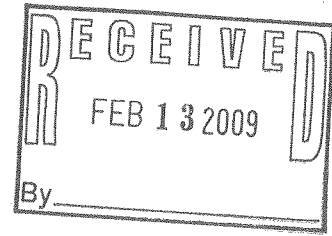
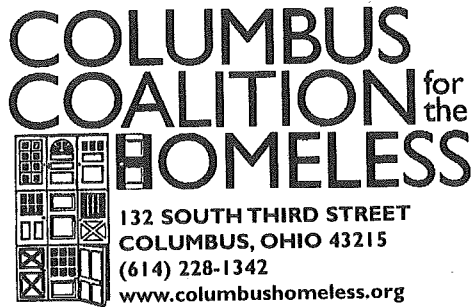
The bill provides \$1.5 billion through HUD's Emergency Shelter Grant program for the provision of short-term or medium-term rental assistance, housing relocation and stabilization services including housing search, mediation or outreach to property owners, credit repair, security or utility deposits, utility payments, rental assistance for a final month at a location, moving cost assistance, case management or other appropriate activities for homelessness prevention and rapid re-housing of persons who have become homeless. Both the House and Senate versions of the bill contained this item from the beginning. These funds have been allocated by formula to local and state government. The award amounts are \$2,642,649 for the City of Columbus, \$746,920 for Franklin County and \$26,205,724 for the state of Ohio.

CSB has been involved in discussions at the federal, state and local levels to understand how to best use these funds. More information will be shared in CSB's March Communiqué.

I hope this update report is informative. Please contact me at tnobles@csb.org or 221-9195 x117 if you have any questions.

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February 11, 2009

Ms. Barbara Poppe
Executive Director
Community Shelter Board
111 East Liberty Street
Columbus, Ohio 43215

Dear Barb:

As you well know, provider members of the Coalition have been meeting over the past several months to review improvements and develop recommendations for improving the Continuum of Care process. Every organization which receives HUD funding has offered input into the following recommendations. Some additional providers, which have a formal relationship with the Community Shelter Board, have also participated.

At a meeting with leadership from several provider organizations in January, a number of ideas were brought forth for consideration. We are communicating only the ones that seemed to have the broadest support.

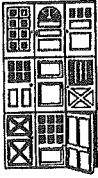
There appeared to be full consensus that:

- Providers should develop a strong and structured group to collectively represent homeless provider agencies, and
- Providers should be represented throughout all phases of planning, funding, and evaluation of programs providing homeless and housing services, including the Continuum of Care, the HUD Technical Review Committee, ODOT Technical Review Committee, and the Rebuilding Lives Funder Collaborative.

For the following recommendations most agencies were in agreement. However, there was not unanimity:

- Every effort should be made on the part of all participants in the homeless system to strengthen communication.

COLUMBUS COALITION ^{for the} HOMELESS



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- Administrative and reporting time spent addressing CSB/RLFC/HUD Continuum of Care issues should be reduced
- A Continuous Quality Improvement approach to performance improvement should be initiated.

As you can see some of these suggestions are consistent with ideas you outlined to us at lunch last week. We are appreciative that you have sought our input into your new plan and look forward to its implementation in the near future.

Sincerely yours,

A handwritten signature in black ink, appearing to read 'Don', written in a cursive style.

Donald Strasser
Director