

AGENDA

Columbus and Franklin County, Ohio

Continuum of Care Meeting

Wednesday, May 29, 2019

11:00am – 1:00pm

Community Shelter Board

Time	Item	Presenter	Action
11:00 am	Welcome and Agenda Review/Approval	Kim Stands	
11:05 am	Administrative Issues 〈 Approve minutes from February 4, 2019 meeting (A) 〈 Review recommendations for new CoC members (A) (R) 〈 Review Governance and Policy Statements and Annual Plan (A) (R) 〈 Conflict of Interest Forms (A)	Kim Stands	✓ ✓ ✓
11:35 pm	Strategic Issues 〈 Review Program Evaluation Results (A) 〈 Review Annual Funding Strategy (A) (R) 〈 Review Annual Funding Allocations (A) (R) 〈 Point-in-Time Count Data (A) 〈 System and Program Indicator Report – Q3 (A) 〈 System Performance Measures (A)	Lianna Barbu	✓ ✓
12:05 pm	System and Community Framework Updates 〈 System Policies & Procedures (A) 〈 Youth (A) 〈 Families and Pregnant Women 〈 Veterans 〈 Single Adults	Tom Albanese	✓
12:20 pm	New Project Updates 〈 PSH Development Update (A) 〈 PH Concept Papers (A) 〈 Prioritization of New Projects for FY19 CoC Competition (A) (R)	CHN Lianna Barbu	✓
1:00 pm	Adjourn		

Next CoC Board Meeting: TBD, depending on HUD CoC application timeline

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

SUMMARY

Columbus and Franklin County, Ohio Continuum of Care Meeting

Wednesday, May 29, 2019

11:30am – 2:00pm

Community Shelter Board

The full meeting packet is posted on the CoC website [here](#).

Administrative Issues

CoC Membership and Governance

Decision required – determine CoC membership and governance for next fiscal year

Each spring prior to the start of the fiscal year, the CoC reviews CoC membership and governance to make any necessary changes.

- ⟨ In the category of victim service providers, Lutheran Social Services nominated Sue Villilo and their CHOICES for Victims of Domestic Violence program.
- ⟨ CSB is proposing changes to the Governance and Policy Statements to facilitate HUD's annual review of the Governance. There are no substantive changes to the document. The proposed edits are in track changes in the documents in the meeting packet. The Annual Plan follows the HUD schedule and the Governance.

All CoC members must complete a conflict of interest disclosure form annually. You can bring your completed form to the CoC meeting, or Hannah will have blank forms available at the meeting to fill out.

Strategic Issues

Program Evaluation

Overall, the Program Evaluation for FY19 indicates a good level of performance and service provision throughout the homelessness system. Out of the 70 projects, 8 were not evaluated because they were not open the entire reporting period or were too new to be evaluated. Eight programs received a low performance rating.

Funding Strategy and Allocations

Decision required – review and approve funding strategy and allocations

Many of the recommended funding levels are consistent with last year's allocations.

- ⟨ New this year is the addition of the HUD YHDP funding and the HUD CoC funding for the RRH Domestic Violence (DV) program and Marsh Brook Place.

Point-in-Time Count Data

Each year CSB prepares Housing Inventory Chart and Point-in-Time Count Data, based on the annual sheltered and unsheltered count and data from CSP.

- ⟨ In 2019, the number of sheltered individuals increased by 6. It has become increasingly difficult in our community to find affordable housing with landlords willing to rent to those experiencing homelessness, especially families. In addition,

the temperature during the count was lower than last year, driving more single adults into shelter.

- < In 2019, the number of chronically homeless individuals and veterans decreased because of the progress made by the RRH provider for single adults to house priority populations and the efforts of providers who serve veterans. Our veterans system has become more streamlined and efficient, resulting in more veterans experiencing homelessness moving into permanent housing.
- < The number of unsheltered persons increased from 288 in 2018 to 382 in 2019, an increase of 94 individuals. The increase is partially due to better counting of unsheltered individuals.

CSB will provide an updated System and Program Indicator Report and updates on system performance measures.

System and Community Framework Updates

- < System Policies & Procedures
- < Youth
- < Families and Pregnant Women
- < Veterans
- < Single Adults

New Project Updates

PSH Development Updates

CHN will provide updates on Briggsdale Apartments II, Marsh Brook Place, Parsons Place, and Creekside Place development.

PH Concept Papers

We received five new concept papers: two from Homefull, a Dayton non-profit housing and service provider, and three from Community Housing Network (CHN). Homefull is asking for inclusion in the 2019 CoC application prioritization and CHN is asking for 2020 CoC application and OHFA prioritization. CSB will review the summary of the concept papers to facilitate prioritization.

New Project Prioritization for the FY19 CoC Competition

Decision required – determine project prioritization for the HUD CoC application

The CoC Board has reviewed new projects in the pipeline and is recommending prioritization for the upcoming CoC application. The CHN Creekside Place project plan has already been approved by the CoC. The CoC Board recommends changing the unit composition, as the funding sources have changed. With this change, the project is now fully funded and no longer needs to be prioritized for the CoC application. New projects submitted are Homefull Focus RRH and Homefull Pivot PSH. Development Projects asking for 2020 prioritization need to be reviewed and decided upon if they are to move to a Project Plan phase.

Meeting Minutes

Continuum of Care Meeting

Monday, February 4, 2019

11:30am – 1:30pm

Community Shelter Board

Attendees

Continuum of Care (CoC) Members: Andy Keller, Becky Westerfelt, Callie Query, Carl Landry, Ron Lebsock, Chip Spinning, Debbie Donahey, Dennis Jeffrey, Donna Mayer, Emerald Hernandez, Emily Savors, Jeff Pattison, Jerome Johnson, Jonathan Welty, Michelle Missler, Kim Stands, Michael Wilkos, Lisa Defendiefer, Michelle Heritage, Nancy Case, Paula Haines, Robin Harris, Jennifer Sharma, Angie Webber, Terri Power, Rachel Weatherbie

Community Shelter Board (CSB) staff: Tom Albanese, Lianna Barbu, Heather Notter, Hannah King, Aubre Jones, Heather Jones

Guests: Ryan Cassell and Noel Welsh (Community Housing Network), Amy Acton (Youth Core Team), Sheri Chaney Jones (Measurement Resources)

Continuum of Care (CoC) Members (not in attendance): Veterans Service Commission, ADAMH Board, Columbus City Schools – Project Connect, Franklin County Jail, Franklin County, Church and Community Development for all People, Workforce Development Board of Central Ohio, Youth Advisory Board, City Councilmember, Affordable Housing Trust Corporation

Welcome and Agenda Review/Approval

Kim welcomed the group and reviewed the agenda.

PSH Development

Ryan Cassell from Community Housing Network (CHN) was in attendance to present the Creekside Place Project Plan.

- < Lianna gave an overview of the project, which will have 63 total units: 50 units for individuals experiencing chronic homelessness and 13 units for individuals with serious mental illness or co-occurring mental illness and substance abuse.
- < Lianna reviewed the historical development and operating costs for prior PSH projects and referred the group to the CoC Unit Cost Matrix, which is a current assessment of costs relative to other PSH projects. These materials show that the Creekside Place cost per unit is comparable to other similar projects and the project costs are reasonable as presented.
- < The CAC reviewed the project and made recommendations. No partner agency feedback has been received so far.
- < Ryan presented a project plan overview for Creekside Place. The roles of CHN and National Church Residences (N^^) in the project were explained, and details about the project location were provided. The building will be single-entry with social spaces and a nearby bike path. The property owners who surround the proposed location (including a daycare) have been supportive of the project so far.
- < CHN is submitting a tax credit application to Ohio Housing Finance Agency (OHFA) in February and will be notified of results in May.

- < Ryan gave a cost overview of the project, including capital sources and uses. Rental assistance and capital funds (\$685,487) comprise the current need.
- < Debbie Donahey asked whether much traffic is anticipated in and out of the property, as traffic moves quickly on North Nelson Road. Ryan responded that few residents are likely to have cars. City traffic and planning has also been consulted.
- < Emerald Hernandez asked if there is a bus stop nearby. The project site is on the #7 bus route, and the building plans include a sidewalk.
- < Ryan explained that there will be a ramp-up process of 12-15 months for Medicaid billing to be in full effect for supportive services.
- < Debbie noted that the project site is close to the Columbus Metropolitan Library's Shepard branch, and asked whether CHN has explored collaboration with the library. Ryan thanked Debbie for the good suggestion and will reach out to the Library.
- < Carl Landry asked what the operational budget impact of billing Medicaid would be in the future. Ryan estimated that Medicaid billing will be robust once N^ adds the new site to their certification. In the meantime, approximately \$30,000 in gap funding will be needed for the first 12-15 months of operation.
- < Kim asked the group to keep their ears open for funding sources to close the \$685,487 gap in capital funds.

Ryan gave an update on Marsh Brook Place, which is a 40-unit permanent supportive housing project on the south side of Columbus for youth 18-24 years old. Capital funds are in good shape, and Columbus Metropolitan Housing Authority (CMHA) will provide rental assistance for 20 units. CHN plans to use Youth Homelessness Demonstration Program (YDHP) funds for the remaining 20 units. Ryan thanked Ron and CMHA for their support. CHN hopes to start developing this project in the spring and will submit plans and permits at the end of next week. An environmental review is dependent upon HUD's schedule.

Ryan gave an update on Parsons Place, which is a 62-unit permanent supportive housing project on the south side of Columbus. Plans have been approved by the City, County, and State. HUD approval of the environmental review is pending. CHN will submit plans and permits at the end of next week.

Michelle Heritage shared a flow chart that outlines the Permanent Housing Development Process. Michelle noted that CSB will develop similar graphics for other processes with the goal to better educate CoC members in CoC workflows.

Kim requested CoC approval of the Resolution to Prioritize Creekside Place Permanent Supportive Housing development for the 2019 Ohio Housing Finance Agency application. Michelle Heritage moved to approve the plan, Chip Spinning seconded, and the CoC agreed. Jennifer Sharma (CHN) abstained.

Administrative Issues

Kim asked for any corrections to or comments on minutes from the November 13, 2018 CoC meeting. Michelle Heritage moved to approve the minutes, Jonathan Welty seconded, and the CoC agreed.

Coordinated Community Plan to Prevent and End Homelessness Among Youth

Becky Westerfelt explained that the Youth Core Team is submitting the final Coordinated Community Plan (CCP) to the CoC for approval. The CCP will then be submitted to HUD. The CCP has two interacting parts: it is an immediate emergency response to youth experiencing homelessness, and a method for coordinating the community around youth vulnerable to homelessness. The CCP specifically addresses system interaction and intervention, and sets an expectation of system-wide education around best practices and principles for youth contact. The CCP is a call to action for the community, encouraging it to change its approach, rather than expecting youth to change their behavior.

Becky thanked the Youth Action Board (YAB), which is composed of homeless and formerly homeless youth, and the CoC members and agencies who have been involved in developing the CCP. Michelle Heritage acknowledged Becky and Tom Albanese for their work. Tom thanked Amy Acton and the Columbus Foundation for their early support of the initiative, as well as Sheri Chaney Jones from Measurement Resources and Aubre Jones (CSB) for their work. Aubre detailed the work of the YAB and commended its members' multiple-system lenses with which they viewed issues. YAB members often took initiative to speak up for other stakeholders who weren't at the table.

Tom acknowledged YAB's executive board, whose members have experienced challenging circumstances including homelessness while contributing to the CCP and system design. He noted that many partners have been involved in this youth homelessness work, and the funds awarded from HUD have allowed the pace of the work to increase.

- < Tom noted the areas of the plan that have been updated since the CoC's last review in November: the Executive Summary, Sections 7, 8, 9, and 10, and Appendix F. He pointed out the CCP's vision statement and framework goals, and noted that the goals are aligned with stated federal goals.
- < Kim asked for clarification around the endorsement of transitional housing, which he understood to be a program model HUD and the homeless crisis response system is moving away from. Tom explained that transitional housing is an appropriate and beneficial support for many youth, and pointed to Huckleberry House as a good example of this. Becky added that transitional housing is often appropriate given the developmental stage of many youth. HUD recognizes the value of transitional housing for youth.
- < Sheri explained the CCP's multi-year analysis and data-driven approach, which asked, "What is the current need? What interventions are needed?" and then looked at gaps in services and estimated costs. This process found that annually there are 3,033 literally homeless youth, and 1,146 youth at imminent risk of homelessness. With YDHP funding, it is expected that Franklin County will experience a 20% decline in youth needing homeless services. This will be a big improvement, but will still leave a gap in services.
- < Becky acknowledged that it is easy to be a passive participant when reviewing the CCP. She challenged the CoC to dig in with two lenses: to both understand the outcomes and goals, and to find where the CoC members and their organizations fit in to the plan. She stressed that the CCP is of no use if it is not used by the community.
- < Kim asked the group to activate themselves by reading the CCP, finding how they fit in, and educating themselves as to how they can better serve the youth with whom they come into contact. He encouraged the CoC to think about additional funding possibilities and educate others in their circles about youth homelessness and the CCP.

Kim requested CoC approval of the resolution to approve the CCP. Ron moved, Becky seconded, and the CoC agreed.

Tom explained that the next step in the YDHP process is for HUD to give final approval of the CCP. The Youth Core Team will then formally name the CCP, make edits, and email the final version to the CoC. Michelle Heritage noted that resources are being developed to help share the CCP with the community. Nancy Case asked whether the CoC can share the CCP widely upon receipt. Michelle confirmed that it can and should be shared, and CSB will provide customized versions for specific audiences.

Strategic Issues

Michelle Heritage informed the CoC that HUD issued renewal awards from the FY2018 CoC competition. Our CoC will lose funding (\$726,943) for an existing PSH project as of July 1, 2019. Lianna reported that there was nothing unusual or concerning about our application and we did not expect to lose renewal funding. We usually score in the middle of the range, therefore our renewals are funded. A denial of funding suggests a very low score. Lianna contacted other Ohio CoC colleagues and learned that most also lost funding. Of 25 other CoCs contacted nationwide, only two have lost funding. HUD's appeals process is lengthy (we have not received our actual scores), so CSB will ask HUD for an expedited review to ensure there has not been a scoring error. CSB has contacted state senators to support this request.

- < Nancy asked if CSB has insights into why funding was denied. Michelle said there is no clear reason, but that CSB does see a statewide pattern.
- < Becky asked which project had been denied funding. Michelle explained that CSB would like to keep this confidential at this time, so that current program residents and staff do not become alarmed. The affected partner agency has not informed staff and current residents yet.
- < Terri Power asked if every Ohio CoC was planning to contact HUD, or if CSB is representing other CoCs in its communication. CSB is contacting HUD on behalf of other Ohio CoCs, in an effort to convey a unified communication.
- < Debbie asked whether CSB should put a time limit on an answer from HUD. Michelle explained that a deadline request would likely be ineffective, and that CSB needs to start rehousing current residents immediately anyway.
- < Angie asked whether a dollar amount or a specific project was denied. A specific project was denied funding.
- < Carl asked if the rehousing of current residents will affect the pool of clients already in the USHS. Michelle confirmed that this reprioritization will affect the broader USHS pool and we will not be able to house new clients in permanent supportive housing programs until the tenants from the denied program are transferred to other programs.

Kim requested CoC approval of a resolution to support CSB's request for an expedited review of FY18 CoC awards and CSB's official appeal to HUD. Nancy moved, Emerald seconded, and the CoC agreed.

Lianna reviewed a flow chart that depicts the process for the annual Analysis of National and Local Homelessness Data. The report compares homelessness data from Columbus with urban and national data. This report uses both Point-in-Time (PIT) count data and annual data derived from the CoC's homeless management information system. Overall, the data indicate that Columbus is

appropriately focused on serving the most vulnerable homeless individuals and families in our community.

- < Both nationwide and in Columbus, the PIT count of homeless individuals increased, but the increase in Columbus was significantly higher. In Columbus, the unsheltered homeless population decreased significantly and remains proportionally lower than the national statistic. Michelle stressed that the PIT Count is a one-day count and increased PIT counts do not necessarily indicate an increase in the total number of people experiencing homelessness annually – only of the number experiencing homelessness that day. She also pointed out that the affordable housing crisis in Columbus and Franklin County results in longer lengths of stay for people in shelters, thus increasing the shelter census numbers.
- < Becky asked about the 3.3% increase in the total number of people experiencing homelessness in Columbus. Lianna explained that this increase is likely due to long lengths of stay in shelter, and some people being in shelter at multiple reporting times.
- < Michelle spoke to Columbus' overall population growth rate and the homeless population's growth rate in relation to the community and CSB's planning for future service needs. To keep up with anticipated demand, Columbus and Franklin County will either need to build additional emergency shelters or accept higher rates of unsheltered homelessness, neither of which are acceptable solutions. Donna emphasized that Columbus needs more affordable housing. Michelle agreed and reported that the region needs to build 14,000 housing units per year to keep up with population growth; the area currently builds 8,000 units per year.
- < Becky asked whether, in light of population flow, we need to look at intervention methods. Michelle said yes, and Tom stated that one of the most immediate things that can be done is to shorten lengths of stay in shelter. This is one of the reasons CSB created a Community Housing Manager position (filled by Heather Jones).
- < Jerome Johnson asked if the report used data from the 2019 PIT Count. Lianna clarified that the data used is from the 2018 PIT Count, and the annual data is from the year ending 9/30/2018.
- < Emerald reported that the city is looking at how remediations are conducted and is in contact with local churches and organizations. A specific focus is on education around making sure a person who is living outside has safe and healthy immediate surroundings. Related issues include trash disposal, free distributed items, and propane tanks.
- < Michelle Heritage told the group about a program Trent Smith runs in Franklinton in which people experiencing homelessness are paid to pick up trash. Michelle suggested other similar programs may be helpful.
- < During the recent cold snap, Michelle reported that many churches opened their doors to people experiencing homelessness, and some who sought shelter with churches were not literally homeless but did not have heat at home. CSB will survey pastors to find out how common this was at their locations. Angie reported that Columbus Coalition for the Homeless was conducting street outreach during this time and saw 60 camps (approximately 80 people) outside over two days. Michael Wilkos noted that many homes have code violations, but reports sometimes result in tenants being required to leave the property without alternative housing. Michelle added that some people experiencing homelessness can be housed but are unable to get utilities because of past non-payment. There are a number of potential consequences to take into account when trying to remedy housing code violations.

<

System and Community Framework Updates

Michelle Heritage reported that she attended a City Council press conference this morning on the 2019 budget. The amended City budget includes the continuation of \$75,000 for the pregnant women homelessness prevention program. This effort was championed by Councilmember and Finance Committee Chair Elizabeth Brown and Council President Pro Tem Michael Stinziano.

Tom provided system updates.

- < Families and Pregnant Women: CSB is working with Celebrate One and other partners to develop a consistent care pathway across systems for expectant mothers, including prenatal and postnatal care. YMCA has engaged a consultant and plans to establish the care pathway by July 1, 2019. Families continue to experience long lengths of stay in shelter. CSB is working on cultivating stronger landlord relationships to help house people more quickly and shorten lengths of stay.
- < Veterans: Carl reported that the Veterans Administration (VA) is revamping their coordinated entry process with Netcare Access and other partners. The goal is to establish a process similar to that of the family system. This will allow for problem-solving consultation, possible diversion before the client is triaged, and assessment for PSH eligibility. Implementation is planned for February 19, 2019.
- < Single Adults: Winter overflow is in effect, and last week's weather put a strain on the system. CSB's partner agencies went above and beyond, as did churches and other entities. CSB is connecting with community partners to communicate the system's existing processes and plan for future extreme weather events.
- < PSH and Unified Supportive Housing System (USHS): CSB is working to improve the vulnerability screening process. An *ad hoc* group will report its findings in May 2019.
- < Youth: A coordinated entry process is being developed for youth, with a specific focus on options other than the Netcare Access hotline.

The next CoC meeting is scheduled for May 29, 2019.

Meeting Adjourned.

Continuum of Care

HUD required membership	Organization	Member
Non-profit homeless assistance providers <i>(rotating consideration)</i>	Community Shelter Board Community Housing Network	Michelle Heritage Samantha Shuler
Youth homeless organizations <i>(rotating consideration)</i>	Huckleberry House	Becky Westerfelt
Victim service providers <i>(rotating consideration)</i>	The Center for Family Safety and Healing	Callie Query
Faith-based organizations <i>(rotating consideration)</i>	Church and Community Development for All People	Reverend John Edgar
Local Governments	Columbus City Council Columbus Mayor's Office City of Columbus Franklin County	Priscilla Tyson Emerald Hernandez Kim Stands Jim Schimmer
Street Outreach <i>(rotating consideration)</i>	Capital Crossroads and Discovery SID	Lisa Defendiefer
Businesses <i>(rotating consideration)</i>	The Columbus Foundation CSB Board Member CSB Board Member CSB Board Member	Emily Savors Susan Carroll-Boser Sheila Prillerman Andy Keller
Advocates and other homeless subpopulation advocates <i>(rotating consideration)</i>	Columbus Coalition for the Homeless Corporation for Supportive Housing Legal Aid Society of Columbus Youth Action Board	Shannan Anderson Terri Power Donna Mayer Tatyanna "Kale" Lucas (alt. Attalah London)
Agencies that serve survivors of human trafficking <i>(rotating consideration)</i>	Freedom a la Cart	Paula Haines
Public Housing Authorities	Columbus Metropolitan Housing Authority	Charles Hillman
School administrators/Homeless liaisons	Columbus City Schools – Project Connect	Foster Ugbana / Val Harmon
Employment services <i>(rotating consideration)</i>	Workforce Development Board of Central Ohio	Lisa Patt-McDaniel
Social Service Providers	Franklin County Children Services and Committee to Address Youth Experiencing Homelessness	Chip Spinning

	Franklin County Department of Job and Family Services Franklin County Office on Aging Franklin County Board of Developmental Disabilities United Way of Central Ohio	Robin Harris Keena Smith Jeff Pattison Lisa Courtice
Mental Health and Substance Abuse Service Organizations	ADAMH Board Twin Valley Behavioral Healthcare	David Royer Veronica Lofton
Hospitals (<i>rotating consideration</i>)	OhioHealth	Debbie Donahey
Universities	Columbus State Community College	Nancy Case
Affordable Housing Developers	Affordable Housing Trust Corporation Ohio Capital Corporation for Housing	Steve Gladman Jonathan Welty
Law Enforcement	Columbus Police Department	Lt. Dennis Jeffrey
Local Jail	Franklin County Jail	Chief Deputy Geoff Stobart
Veterans Organizations	Veterans Administration Veterans Service Commission	Carl Landry Robert Bramlish
Homeless or formerly homeless persons (<i>rotating consideration</i>)	Citizens Advisory Council Citizens Advisory Council	Jerome Johnson (alt. Sally Shaffer) Dion Robinson (alt. James Brooks)

Continuum of Care Board

Organization	Member
City of Columbus	Kim Stands
Franklin County	Jim Schimmer
Citizens Advisory Council	Jerome Johnson (alt. Sally Shaffer)
ADAMH	David Royer
Columbus Metropolitan Housing Authority	Charles Hillman
United Way of Central Ohio	Lisa Courtice
The Columbus Foundation	Emily Savors
Columbus Coalition for the Homeless	Shannan Anderson
Affordable Housing Trust Corporation	Steve Gladman
Ohio Capital Corporation for Housing	Jonathan Welty
Community Shelter Board	Michelle Heritage

Continuum of Care Nominations 2019-2020

Nominator	Nominee	Organization	Category
Sue Villilo	CHOICES for Victims of Domestic Violence	Lutheran Social Services	LSS is nominating CHOICES for Victims of Domestic Violence as the victims services representative. CHOICES operates the sole domestic violence shelter in Franklin Co. and participates in the annual point in time count. Their services are closely linked with the homeless shelter systems.

**Columbus and Franklin County, Ohio
Continuum of Care**

**Resolution 1 to Approve the Recommendations for the
Continuum of Care (CoC) Membership**

WHEREAS, in accordance with the Columbus and Franklin County Continuum of Care Governance and Policy Statements for the CoC, the CoC Board is to propose annually new member participation for the CoC;

WHEREAS, the CoC Board recommends that Lutheran Social Services CHOICES for Victims of Domestic Violence replace The Center for Family Safety and Healing in the victim service provider category.

THEREFORE, be it resolved that the CoC approves the CoC membership as recommended by the CoC Board.

Approved by voice vote.

Witnessed by:

Kim Stands, Chair

May 29, 2019
Date

Columbus and Franklin County Continuum of Care Governance and Policy Statements

Continuum of Care Structure under the HEARTH Act

The Continuum of Care (CoC) is the group composed of representatives of relevant organizations that are organized to plan for and provide, as necessary, a system of outreach, engagement, and assessment; emergency shelter; rapid re-housing; transitional housing; permanent housing; and homelessness prevention strategies to address the various needs of persons experiencing homelessness or at risk of experiencing homelessness ~~persons~~ for a specific geographic area. The Continuum is responsible for coordinating and implementing a system for its geographic area to meet the needs of the homeless population and subpopulations within the geographic area.

The CoC's primary responsibilities under the HEARTH Act include the following:

- < Operating the CoC
- < Designating and operating a Homeless Management Information System (HMIS)
- < CoC planning

In Columbus and Franklin County, Ohio the CoC (formerly the Rebuilding Lives Funder Collaborative) provides stewardship for all the strategies developed under *A Place to Call Home: A Framework for Action to Address Homelessness in Columbus and Franklin County* (formerly the Rebuilding Lives Plan) and provides funding for the capital, services, and operations of supportive housing in Columbus and Franklin County, coordinates activities for the new framework, promotes collaboration to achieve goals and strategies, and secures resources for programs and projects.

The policy statements below govern the work of the CoC. The policies are organized into different areas. The CoC annually reviews and approves these policies and an annual plan.

- I. Structure
- II. CoC Responsibilities
- III. CoC Board Responsibilities
- IV. Community Shelter Board (CSB) Activities
- V. HMIS Activities
- VI. Partner Agency ~~and Citizens Advisory Council~~ Activities
- VII. Citizens Advisory Council and Youth Action Board Activities
- VIII. Committees, Subcommittees, and Workgroups

I. Structure

The CoC membership comports with HUD requirements as listed below. The CoC annually reviews and approves its membership, inclusive of new members. A CoC Board, with representatives from the CoC, meets regularly and is authorized by the CoC to make decisions on its behalf.

A public invitation for new members to join the CoC is issued annually. The CoC Board reviews nominations (including self-nominations) and recommends members for participation on the CoC. A total of 39 members are annually approved for participation. Rotation of members is considered if and when appropriate, using the table below. 24 CFR Part 578.7(a)(2)

Comment [HN1]: Citations from CoC regulations added throughout the document to facilitate HUD review.

CoC Structure	Organizational Representative
Non-profit homeless providers (rotating consideration)	Community Shelter Board Community Housing Network
Youth homeless organizations (rotating consideration)	Huckleberry House
Victim service providers (rotating consideration)	The Center for Family Safety and Healing
Faith-based organizations (rotating consideration)	Church and Community Development for All People
Governments	City of Columbus Columbus Mayor's Office Columbus City Council Franklin County
Street Outreach (rotating consideration)	Capital Crossroads and Discovery SID
Businesses (rotating consideration)	The Columbus Foundation CSB Board Member CSB Board Member CSB Board Member
Advocates and other homeless subpopulation advocates	Columbus Coalition for the Homeless Corporation for Supportive Housing Legal Aid Society of Columbus Youth Action Board
Agencies that serve survivors of human trafficking (rotating consideration)	Freedom a la Cart
Public Housing Authorities	Columbus Metropolitan Housing Authority
School administrators/Homeless liaisons	Columbus City Schools – Project Connect
Employment services	Workforce Development Board of Central Ohio

<i>(rotating consideration)</i>	
Social Service Providers <i>(rotating consideration)</i>	Franklin County Children Services and Committee to Address Youth Experiencing Homelessness Franklin County Dept of Job and Family Services Franklin County Office on Aging Franklin County Board of Developmental Disabilities United Way of Central Ohio
Mental Health and Substance Abuse Service Organizations	ADAMH Board Twin Valley Behavioral Healthcare
Hospitals <i>(rotating consideration)</i>	OhioHealth
Universities <i>(rotating consideration)</i>	Columbus State Community College
Affordable Housing Developers	Affordable Housing Trust Corporation Ohio Capital Corporation for Housing
Law Enforcement	Columbus Police Department
Local Jail	Franklin County Jail
Veterans Organizations	Veterans Administration Veterans Service Commission
Homeless or formerly homeless persons <i>(rotating consideration for individual representatives)</i>	Citizens Advisory Council (CAC) Citizens Advisory Council (CAC)

The CoC Board is formed with representatives from the CoC. The group meets regularly and is given authority by the CoC to make decisions on its behalf. The CoC Board is the CoC's Executive Committee, comprised of the following organizational representatives:

1. City of Columbus
2. Franklin County
3. Citizens Advisory Council (homeless or formerly homeless representative)
4. ADAMH
5. CMHA
6. UWCO
7. The Columbus Foundation
8. The Columbus Coalition for the Homeless
9. Affordable Housing Trust Corporation
10. CSB Board Member
11. CSB Executive Director

The Chair of both the CoC and CoC Board is elected from the membership of the CoC Board by a majority of the CoC Board members, taking effect July 1 for the following two fiscal years.

Comment [HK2]: Moved from CoC Board Responsibilities section to consolidate membership information for HUD review. No changes to text.

1. Membership

For CoC membership, the CoC Board proposes new member participation each year. The CoC Board receives recommendations for consideration from the CAC, CSB Board, and the Columbus Coalition for the Homeless for their respective organizations' representation. CSB posts on the CSB website by March 1 of each year that nominations for CoC membership are open and sends an email soliciting nominations to a wide array of community stakeholders. The nomination period remains open until the May CoC Board meeting. The CoC Board considers the nominations at the May meeting. The CoC Board must reach consensus when recommending new members for the CoC. In this context, consensus means that first a unanimous vote will be attempted. If unanimity cannot be achieved, a positive vote by two-thirds (2/3) of the members (7) is needed for a new member to be recommended. The CoC votes on the CoC Board recommendations at the May/June CoC meeting. The CoC also must strive for consensus when adding new members. CoC meetings are open to the public. The new membership takes effect July 1 for the following fiscal year.

24 CFR Part 578.7(a)(2)

Comment [HK3]: Moved from CoC Board Responsibilities section to consolidate membership information for HUD review. No changes to text.

For CoC Board membership, the CoC Board proposes new member participation every other year. The CoC Board receives recommendations for consideration from the CAC, CSB Board, and the Columbus Coalition for the Homeless for their respective organizations' representation. These representatives must be members of the CoC. The CoC Board must reach consensus when recommending new members for the CoC Board. In this context, consensus means that first a unanimous vote will be attempted. If unanimity cannot be achieved, a positive vote by two-thirds (2/3) of the members (7) is needed for a new member to be recommended. The CoC Board membership will not exceed 11. A minimum of two and a maximum of five new members are recommended every two years. In proposing new members, the CoC Board will be mindful that the CoC Board membership must be free of any factual or perceived conflict of interest. The recommendations are made at the May CoC Board meeting. The CoC will vote on the CoC Board recommendations at the May/June CoC meeting with the new membership taking effect July 1 for the following two fiscal years.

24 CFR Part 578.7(a)(3)

Comment [HK4]: Moved from CoC Board Responsibilities section to consolidate membership information for HUD review. No changes to text.

2. Meetings

The CoC is expected to meet in January, May/June, August, and November of each year, in open meetings. The CoC Board is expected to meet in January, April, May, August, and November of each year, in closed meetings. CSB may, from time to time, request the CoC Board to meet more frequently to meet HUD requirements. Regular attendance in both CoC and CoC Board meetings is expected by the representative or their delegate, as long as the delegate holds decision-making authority. If a delegate is needed for a meeting, the official member must inform CSB as soon as possible ahead of the meeting so that CSB can ensure there are no conflicts of interest. 24 CFR Part 578.7(a)(1)

Comment [LB5]: Consolidated meeting information to facilitate HUD review.

CSB staff gives notice of each meeting of the CoC and CoC Board, to each member of the CoC and CoC Board, by mailing or emailing the same to each member at least seven (7) days prior to the holding of such meeting and posting the CoC meeting agenda on CSB's website. CSB provides staff support for the CoC and CoC Board.

A majority of the CoC and the CoC Board members shall constitute a quorum at all meetings thereof. The meeting is adjourned if no quorum is present and no voting shall occur in such case. Robert's Rules of Order will be followed and a simple majority voting is necessary for any resolution of the committee to be passed.

3. Community Framework Activities

The CoC does not serve as the convener for the Community Framework's strategies, but provides stewardship and oversight for the Community Framework.

The role of the Strategy Conveners is as follows:

- < Form a planning group
- < Report progress to the CoC
- < May or may not serve as lead implementing agency
- < Suggest resources for implementation
- < Assist the CoC with securing resources

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

4. Conflict of Interest and Code of Conduct

Any individual participating in or influencing 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 also the committee chair, shall yield that position during discussion and abstain from voting on the item. No CoC Board or CoC member may participate in or influence discussions or resulting decisions concerning the award of a grant or other financial benefits to the organization that the member represents. Annual written disclosure statements will be provided by each member by June 30. Members will not be permitted to participate in meetings until the statement is on file at CSB. 24 CFR Part 578.7(a)(5)

5. Appeals

For CoC- and Emergency Solutions Grant (ESG)-funded programs, if a Partner Agency is not satisfied with a decision made by CSB, the agency can appeal to the CoC Board. If the agency is not satisfied with the CoC Board's decision on the appeal, the agency can appeal to the CoC. The CoC's decision is final. For CSB-funded programs, if a Partner Agency is not satisfied with a decision made by CSB, the agency can appeal to CSB's Board of Trustees.

Comment [HN6]: Consolidated Framework information to facilitate HUD review. No changes to text.

Comment [HN7]: Consolidated Conflict of Interest information to facilitate HUD review.

Comment [HN8]: Moved from CoC Board Responsibilities to facilitate HUD review. No changes to text.

II. CoC Responsibilities

1. Operations of the CoC

- < Adopt and follow a written process to select the CoC Board. The process must be reviewed, updated, and approved at least once every 5 years- [24 CFR Part 578.7\(a\)\(3\)](#)
- < Appoint members to the CoC Board at least every two years [24 CFR Part 578.7\(a\)\(3\)](#)
- < Renew authority of the CoC Board. [24 CFR Part 578.7\(a\)\(3\)](#)
- < Review and approve annual membership inclusive of new members [24 CFR Part 578.7\(a\)\(3\)](#)
- < Review and approve the Annual Plan and the CoC Governance and Policy Statements
- < [Lead, develop, follow, and update annually a code of conduct and recusal process for the board, its chair\(s\), and any person acting on behalf of the board 24 CFR Part 578.7\(a\)\(5\)](#)
- < Appoint additional committees, subcommittees, or work groups [24 CFR Part 578.7\(a\)\(4\)](#)
- < Review, as needed, decisions made by the CoC Board, inclusive of:
 - o [Population- and program-specific Pperformance targets for subrecipients](#)
 - o Partner Agency performance and outcomes of ESG and CoC-funded programs
 - o Actions against poor performers [24 CFR Part 578.7\(a\)\(6\)](#)
- < [In consultation with recipients of ESG program funds, Establish and operate a coordinated assessment system for homeless individuals and families experiencing homelessness, with specifications for the needs of individuals and families fleeing domestic violence, dating violence, sexual assault, or stalking \(delegated to CSB\) 24 CFR Part 578.7\(a\)\(8\)](#)
- < [Establish and consistently follow written standards for the provision of ESG and CoC assistance \(delegated to CSB\) 24 CFR Part 578.7\(a\)\(9\)](#)

Comment [HN9]: Edits to clarify and facilitate HUD review. No substantive changes.

2. CoC Planning

- < Receive community and public policy updates relevant to homelessness issues
- < Receive updates on the Community Framework
- < [Coordinate the implementation of a Columbus/Franklin County housing and service system that encompasses outreach, engagement, assessment, shelter, housing, supportive services, and homelessness prevention. 24 CFR Part 578.7\(c\)\(1\)](#)
- < Plan and conduct a sheltered and unsheltered point-in-time count of homeless persons (delegated to CSB) [24 CFR Part 578.7\(c\)\(2\)](#)
- < Conduct an annual gaps analyses of the homeless needs and services (delegated to CSB) [24 CFR Part 578.7\(c\)\(3\)](#)
- < Provide required information to complete the local Consolidated Plan(s) (delegated to CSB) [24 CFR Part 578.7\(c\)\(4\)](#)
- < Review and act on the annual funding allocations, inclusive of ESG and CoC funds, and establish funding priorities [24 CFR Part 578.7\(c\)\(5\)](#)
- < [Design, operate, and follow a collaborative process for the development of applications \(delegated to CSB\) 24 CFR Part 578.9\(a\)\(1\)](#)

Comment [HN10]: Edits to clarify and facilitate HUD review. No substantive changes.

- < Review, ~~and~~ act on, and approve the HUD CoC Application, including all relevant charts and tables 24 CFR Part 578.9(a)(1) and 578.9(b)
- < Review and act on any programs that should be removed from HUD funding and subsequent funding reallocations
- < Review and make final determination on Partner Agency appeals, if a Partner Agency is not in agreement with the CoC Board determination
- < Establish priorities for funding projects. Review and act annually on new and renewal ~~proposed new supportive housing bonus~~ project(s) for prioritization for the CoC Application 24 CFR Part 578.9(a)(2)
- < Receive a presentation from any new project developer about its proposal(s)
- < Make a final determination on project priorities for the annual Ohio Housing Finance Agency tax credit application
- < Designate a Collaborative Applicant and select it to apply to HUD to be designated as the UFA for the Continuum.
- < Review and act on any other CoC Board recommendations, as needed

3. HMIS Operations (delegated to the CoC Board)

- < Designate a single HMIS for the CoC 24 CFR Part 578.7(b)(1)
- < Designate an HMIS Lead 24 CFR Part 578.7(b)(2)
- < Ensure consistent participation of subrecipients in HMIS (delegated to CSB) 24 CFR Part 578.7(b)(4)
- < Ensure the HMIS compliance with HUD requirements (delegated to CSB) 24 CFR Part 578.7(b)(5)
- < Review and approve the HMIS policies and procedures, privacy plan, security plan and data quality plan 24 CFR Part 578.7(b)(3)

4. ~~Plan to Prevent and End Youth Homelessness~~ A Place to Call Home for Youth

- < Oversee implementation of A Place to Call Home for Youth (the local Plan to Prevent and End Youth Homelessness) and ensure appropriate and sufficient funding for plan implementation
- < Oversee implementation of the programs under HUD's Youth Homelessness Demonstration Project (YHDP) grant, ~~if awarded~~
- < Operate the Committee to Address Youth Experiencing Homelessness as a standing committee under the CoC
- < Operate the Youth Action Board as a standing committee under the CoC
- < Monitor the progress of efforts to prevent and end youth homelessness and the performance of programs implemented under ~~the Plan to Prevent and End Youth Homelessness~~ A Place to Call Home for Youth

Comment [HN11]: Updated name of the new youth community plan.

III. CoC Board Responsibilities

1. Operations of the CoC Board

- < Review and recommend annual membership to the CoC [24 CFR Part 578.7\(a\)\(2\)](#)
- < Review and recommend bi-annually membership to the CoC Board [24 CFR Part 578.7\(a\)\(3\)](#)
- < Select the CoC and CoC Board Chair bi-annually [24 CFR Part 578.7\(a\)\(3\)](#)
- < Review and recommend to the CoC the Annual Plan and the CoC Governance and Policy Statements [24 CFR Part 578.7\(a\)\(5\)](#)

2. CoC Planning

- < Receive community and public policy updates relevant to homelessness issues
- < Receive updates on the Community Framework and take actions that will move the framework forward
- < Provide required information to complete the local Consolidated Plan(s) (delegated to CSB) [24 CFR Part 578.7\(c\)\(4\)](#)
- < Review and recommend CoC action on annual funding allocations, inclusive of ESG and CoC funds, and establish funding priorities [24 CFR Part 578.7\(c\)\(5\)](#)
- < Review and recommend CoC action on the HUD CoC Application, including all relevant charts and tables [24 CFR Part 578.9\(a\)\(1\)](#)
- < Review and act on Partner Agency appeals as necessary
- < Review and act on the annual Point in Time Count [24 CFR Part 578.7\(2\)](#)
- < Review and act on the annual Housing Inventory Chart and Gap Analyses [24 CFR Part 578.7\(2\)](#) and [24 CFR Part 578.7\(3\)](#)
- < Review and act on any other HUD-mandated activity

3. Performance Monitoring

- < Review ~~the performance and evaluate outcomes of~~ existing CoC- and ESG-funded projects ~~and programs, taking into account HUD System Performance Measures,~~ and recommend actions to the CoC, [including consideration for and inclusion in the consolidated HUD CoC application](#) [24 CFR Part 578.7\(a\)\(7\)](#)
- < Review and recommend to the CoC any programs that should be removed from HUD funding and any subsequent funding reallocations
- < Recommend to the CoC actions against poor performers [24 CFR Part 578.7\(a\)\(6\)](#)
- < ~~Review existing projects and make recommendations to the CoC for its consideration, action, and inclusion in the consolidated HUD CoC application~~
- < Review ongoing projects that have participated in [Quality Improvement Intervention \(QII\)](#) at the request of the Partner Agency and/or CSB
- < [In consultation with recipients of ESG program funds and sub-recipients,](#) Review and approve annual performance standards and evaluation of outcomes for programs funded under the ESG and CoC programs [24 CFR Part 578.7\(a\)\(9\)](#)

Comment [HN12]: Edits to clarify and facilitate HUD review. No substantive changes.

4. New Programs

- < Review and incorporate feedback from Partner Agencies on new projects and any other relevant topics
- < Review and incorporate feedback from the CAC on new projects and any other relevant topics
- < Receive a presentation from any new project developer about its proposal(s) for prioritization for the HUD CoC Application
- < Review proposed new supportive housing bonus project(s) and Mmake recommendations to the CoC for ~~its~~ consideration, action, ~~and~~ inclusion, and prioritization in the consolidated HUD CoC application ~~of proposed new supportive housing bonus project(s)~~ 24 CFR Part 578.9(a)(2)
- < Review and recommend to the CoC the permanent supportive housing priority for consideration by the Ohio Housing Finance Agency

Comment [HN13]: Edits to clarify and facilitate HUD review. No substantive changes.

57. HMIS Operations

- < Designate a single HMIS for the CoC 24 CFR Part 578.7(b)(1)
- < Designate an HMIS Lead 24 CFR Part 578.7(b)(2)
- < Ensure consistent participation of subrecipients in HMIS (delegated to CSB) ~~-~~ 24 CFR Part 578.7(b)(4)
- < Monitor that all recipients of financial assistance under the CoC and ESG programs are using the HMIS to collect client-level data on persons served ~~-~~ (delegated to CSB) 24 CFR Part 578.7(b)(4)
- < Ensure ~~the~~ HMIS compliance with HUD requirements (delegated to CSB) 24 CFR Part 578.7(b)(5)
- < Review and approve the HMIS policies and procedures, privacy plan, security plan, and data quality plan for the operation and administration of the local HMIS 24 CFR Part 578.7(b)(3)

68. A Place to Call Home for Youth ~~Plan to Prevent and End Youth Homelessness~~

- < Make recommendations to the CoC on implementation of A Place to Call Home for Youth (the local Plan to Prevent and End Youth Homelessness and ensure appropriate and sufficient funding for plan implementation)
- < Oversee implementation of the programs under HUD's Youth Homelessness Demonstration Project (YHDP) grant, ~~if awarded~~
- < Monitor the progress of efforts to prevent and end youth homelessness and the performance of programs implemented under ~~the Plan to Prevent and End Youth Homelessness~~ A Place to Call Home for Youth.

Comment [HN14]: Updated name of the new youth community plan.

IV. Community Shelter Board Responsibilities

CSB is the primary organization supporting all of the groups involved with moving the Community Framework forward. In addition to its roles as a convener of some of the Community Framework strategies, CSB is responsible for the following, [per CoC delegation](#).

1. Operations of the CoC

- < Serve as the CoC fiscal agent
- < Staff the CoC and CoC Board and provide support
- < Issue annually a public request for new CoC member nominations [24 CFR Part 578.7\(a\)\(2\)](#)
- < Act as the Collaborative Applicant for the Columbus and Franklin County CoC, per ~~HUD's the~~ HEARTH legislation [24 CFR Part 578.9\(a\)\(3\)](#)
- < Act as the Collaborative Applicant for the HUD Youth Homelessness Demonstration Program
- < Act as the Unified Funding Agency for the Columbus and Franklin County CoC, per ~~HUD's the~~ HEARTH legislation
- < Act as the HMIS Lead for the Columbus and Franklin County CoC, per HUD's HEARTH legislation [24 CFR Part 578.7\(b\)\(2\)](#)
- < Act as the subrecipient of ~~the Emergency Solutions Grant (ESG)~~ funds for the Columbus and Franklin County CoC

2. CoC Planning

- < Implement the requirements of the HEARTH legislation as mandated by HUD
- < [Guided by the CoC, implement a housing and service system that meets the needs of persons experiencing homelessness that includes outreach, engagement, and assessment; emergency shelter, housing, and supportive services; and homelessness prevention. 24 CFR Part 578.7\(c\)\(1\)](#)
- < Prepare and present to the CoC Board and CoC annual funding allocations, inclusive of ESG, CoC, and YHDP funds and annual updates on funding allocations
- < Provide program and system level performance monitoring and evaluations of outcomes [appropriate for population and program type. 24 CFR Part 578.7\(a\)\(7\)](#)
- < [Report on and evaluate the performance of ESG program recipients and subrecipients 24 CFR Part 578.7\(c\)\(5\)](#)
- < Establish and operate a coordinated assessment system for homeless individuals and families [24 CFR Part 578.7\(a\)\(8\)](#)
- < [Consult with sub-recipients to propose performance targets appropriate for population and program type. 24 CFR Part 578.7\(a\)\(6\)](#)
- < Establish and consistently follow written standards for the provision of ESG, ~~and CoC, and YHDP~~ assistance, [including policies and procedures for evaluating individuals' and families' eligibility for assistance; policies and procedures for determining and prioritizing which eligible individuals and families will receive transitional housing assistance, rapid re-housing assistance, and permanent supportive housing assistance; policies and procedures for emergency transfers that comply with VAWA requirements under 578.99\(j\)\(8\); and standards for determining what percentage or amount of rent each program participant must pay while](#)

Comment [HN15]: Edits to clarify and facilitate HUD review. No substantive changes.

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receiving rapid re-housing assistance. 24 CFR Part 578.7(a)(9) and 24 CFR Part 578.7(d)

- < Communicate Community Framework progress to the community
- < Meet HUD record keeping requirements, inclusive of CoC and ESG records
- < Plan and conduct a sheltered and unsheltered point-in-time count of homeless persons 24 CFR Part 578.7(c)(2)
- < Plan and conduct an annual Housing Inventory Count and Gap Analyses 24 CFR Part 578.7(c)(3)
- < Conduct annual gaps analyses of the homeless needs and services
- < Provide required information to complete the local Consolidated d Plan(s) 24 CFR Part 578.7(c)(4)
- < Certify the applicants and projects for Ohio Development Services Agency (~~ODSA~~) grants

3. HMIS Operations

- < Ensure consistent subrecipient participation in HMIS 24 CFR Part 578.7(b)(4)
- < Ensure ~~the~~ HMIS compliance with HUD requirements 24 CFR Part 578.7(b)(5)
- < Prepare the HMIS policies and procedures, privacy plan, security plan and data quality plan 24 CFR Part 578.7(b)(3)
- < Prepare annually System Performance Measures, Annual Performance Reports, Annual Homeless Assessment Report Data, and Analysis of National and Local Homelessness Data 24 CFR Part 578.7(a)(7)
- < Operate as the HMIS Lead and make system-wide decisions regarding the HMIS that impact all covered homeless organizations. HMIS Lead means the entity designated by the CoC Board ~~in accordance with 24 CFR 580~~ to operate the Continuum's HMIS on the CoC's behalf. 24 CFR Part 578.7(b)(2)

4. Point in Time Count Plan

Consistent with HUD requirements, an annual Point-in-Time Count is conducted. Participation in the Homeless Count Work Group is open to all interested. The CoC Board reviews and approves the Point-in-Time Count Plan annually and empowers CSB to lead coordination efforts to conduct the count.

5. HUD Application Process

The CoC meets annually to review and act on the HUD CoC Application, including all relevant charts and tables. CSB coordinates the submission of CoC project applications, prepares s the CoC Application for CoC review, and submits a the consolidated a application on behalf of the CoC. CSB coordinates the submission of YHDP project applications, prepares the YHDP application, and submits the application(s) on behalf of the CoC. 24 CFR Part 578.9(a)(1) and 578.9(a)(3)

6. ODSA Application Processes

To fulfill the ODSA Homeless Assistance programs application processes, CSB certifies applicants/projects on behalf of the CoC Board and makes recommendations to ODSA. Agencies that disagree with CSB can appeal to the CoC Board via an electronic appeal.

5. Letters of Support or Certification

Programs and services which meet the needs of ~~homeless~~ families and individuals experiencing homelessness in Franklin County, Ohio are eligible to request letters of support or certification from the CoC Board and CSB. The CoC Board will only provide letters of support or certification to agencies which have a record of providing quality services to persons who are experiencing homelessness or at risk of experiencing 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.

6. Program Performance Standards

Program performance standards are established by CSB and recommended to the CoC Board for approval annually and incorporate HUD requirements and local standards. CSB consults with recipients and sub-recipients to establish performance targets appropriate for population and program type and incorporates these standards into annual program agreements with each Partner Agency (sub-recipient). An annual Program Outcome Plan (POP) is part of the agreement. If CSB and the agency disagree on the annual POP, the agency may appeal to the CoC Board (if ~~HUD pass-through CoC-~~ or ESG-funded) or CSB Board Chair (if CSB-funded). CSB monitors program performance, evaluates outcomes, and provides monthly, quarterly, semi-annual, and annual data reports that are widely disseminated to Partner Agencies, funders, and stakeholders. Performance data and outcome reports are submitted to HUD, as required. Program performance standards are reviewed and approved annually by the CoC Board. 24 CFR Part 578.7(a)(6) and 578.7(a)(7)

Comment [HN16]: Edits to clarify and facilitate HUD review. No substantive changes.

7. Quality Improvement Intervention

CSB addresses 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 Partner Agency and considers agency plans and progress on addressing program issues. CSB and the Partner 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 CoC Board for handling. The Partner Agency will be given an opportunity to present its case to the CoC Board before it makes its recommendation to the CoC.

8. Performance Ratings

Through its evaluative work, CSB establishes performance ratings every year of each ~~HUD pass-through CoC-~~ and ESG-funded and CSB-funded programs. Based on these ratings, CSB recommends to the CoC Board programs that should not continue to receive funding through the annual HUD application process because of underperformance. All programs rated as "Low" performers through CSB's annual Program Evaluation are discussed ~~at~~ by

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the CoC Board. CSB recommends to the CoC Board ~~any~~ funding reallocations ~~that should occur~~ based on program performance and need. The CoC is the final decision maker regarding any programs that should be removed from HUD funding and any subsequent funding reallocations. 24 CFR Part 578.7(a)(7)

9. Meeting Support

CSB provides meeting support for the CoC and CoC Board and all other committee meetings, by scheduling meetings, developing agendas, issuing meeting materials and posting all relevant documents to www.columbusfranklincountycoccsb.org.

- < CoC and CoC Board members may suggest agenda items
- < Agenda and meeting materials are released one week prior to meetings.
- < The agenda is reviewed and adopted at the start of the meeting; changes may be offered for consideration.
- < Meeting notes are produced and distributed within 30 days of the meeting.
- < Materials are posted on [CSB's the](#) website, for all CoC and CoC Board members.

10. Costs

Every effort is made to keep process costs to the minimum necessary to achieve full funding. CSB works to raise funds to support the processes of the CoC, including central administrative requirements related to HMIS and the Point-in-Time Count.

V. HMIS ~~/(CSP)~~ Lead Roles and Activities ~~/Columbus ServicePoint Implementation~~

CSB, as the CoC-designated HMIS Lead, maintains the community's ~~Homeless Management Information System (HMIS)~~ – Columbus ServicePoint – in compliance with HUD's [2017 HMIS data](#) standards and coordinates all related activities including training, maintenance, and technical assistance to agencies. Each participating agency or Contributing HMIS Organization (CHO) is expected to participate in the CSP Administrators Group which oversees CSP operations. Annually, CSB conducts an anonymous Administrator/User survey.

CSB has the following roles:

1. Make decisions about HMIS management and administration
2. Designate a single information system as the official HMIS software for the geographic area

~~Develop all policies and plans the HMIS lead is required to develop. Annually update the Security Plan, Data Quality Plan, and Privacy Policy~~

Comment [HN17]: Included below

3. Develop an [HMIS](#) governance charter and document all assignments and designations consistent with the governance charter. The charter is to contain, at the minimum:
 - < A requirement that the HMIS Lead enter into written HMIS Participation Agreements with each Contributing Homeless Organization (CHO) requiring the CHO to comply with this part and imposing sanctions for failure to comply;
 - < The participation fee charged by the HMIS; and
 - < Such additional requirements as may be issued by notice from time to time.

4. ~~Ensure that the operation of and consistent participation by~~ recipients of [CoC, ESG, YHDP](#), funds ~~from the Emergency Solutions Grants Program~~ and funds from the other programs authorized by Title IV of the McKinney-Vento Act ~~participate in the HMIS~~. CSB ~~D~~uties include establishing the HMIS; conducting oversight of the HMIS; and taking corrective action, if needed, to ensure that the HMIS is compliant with all HUD requirements; Ensure that all recipients of financial assistance under the ~~Continuum of Care~~CoC and ESG programs ~~and the Emergency Solutions Grant program are using~~use the HMIS to collect client-level data on persons served.

Comment [HN18]: Edits to clarify and facilitate HUD review. No substantive changes.

5. Develop written HMIS policies and procedures for all CHOs for the operation of the HMIS;

6. Execute a written HMIS Participation Agreement with each CHO, which includes the obligations and authority of the HMIS Lead and CHO, the requirements of the security plan with which the CHO must abide, the requirements of the privacy policy with which the CHO must abide, the sanctions for violating the HMIS Participation Agreement (e.g., imposing a financial penalty, requiring completion of standardized or specialized training, suspending or revoking user licenses, suspending or revoking system privileges, or pursuing criminal prosecution), and an agreement that the HMIS Lead and the CHO will process Protected Identifying Information consistent with the agreement. The HMIS Participation Agreement may address other activities to meet local needs;

7. Serve as the applicant to HUD for grant funds to be used for HMIS activities for the CoC's geographic area, as directed by the CoC, and, if selected for an award by HUD, enter into a grant agreement with HUD to carry out the HUD-approved activities;

8. Monitor and enforce compliance by all CHOs with the requirements of this part and report on compliance to CoC Board and HUD;

9. ~~The HMIS Lead s~~Submits a security plan, a data quality plan, and a privacy policy to the CoC Board annually for approval. ~~The HMIS Lead r~~Reviews and updates the plans and policy at least annually. During this process, ~~the HMIS Lead seeks~~ and incorporates feedback from the CoC Board and CHO. ~~The HMIS Lead i~~mplements the plans and policy immediately after approval by the CoC Board.

10. ~~The HMIS Lead develops a privacy policy.~~ At a minimum, the privacy policy includes data collection limitations; purpose and use limitations; allowable uses and disclosures; openness description; access and correction standards; accountability standards; protections for victims of domestic violence, dating violence, sexual assault, and stalking; and such additional information and standards as may be established by HUD in notice.

11. ~~The HMIS Lead establishes a~~The security plan ~~which~~ meets the minimum requirements for a security plan as established by HUD in notice.

12. ~~The HMIS Lead d~~Designates ~~one staff member as a~~the HMIS security officer, to be responsible for ensuring compliance with applicable security standards. ~~The HMIS Lead designates one staff member as the HMIS security officer.~~

13. ~~The HMIS Lead e~~Ensures that each ~~covered homeless organization~~CHO designates a security officer and conducts workforce security measures.

14. ~~The HMIS Lead c~~Conducts workforce security screening; ~~The HMIS Lead ensures~~ that each CHO conducts criminal background checks on the HMIS security officer and on all administrative users. Unless otherwise required by HUD, background checks may be conducted only once for administrative users.

15. ~~The HMIS Lead r~~Reports security incidents. ~~The HMIS Lead i~~mplements a policy and chain of communication for reporting and responding to security incidents, including a HUD-determined predefined threshold when reporting is mandatory, as established by HUD in notice.

16. ~~The HMIS Lead d~~Develops and establishes a disaster recovery plan. ~~The HMIS Lead develops a disaster recovery plan,~~ which includes at a minimum, protocols for communication with staff, the CoC Board, and CHOs and other requirements established by HUD in notice.

17. ~~The HMIS Lead c~~Conducts an annual security review. ~~The HMIS Lead completes an annual security review~~ to ensure the implementation of the security requirements for itself

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and CHOs. This security review includes completion of a security checklist ensuring that each of the security standards is implemented in accordance with the HMIS security plan.

18. ~~The HMIS Lead~~eEnsures that each user completes security training at least annually and prior to being given access to the HMIS.

19. ~~The HMIS Lead~~eEnsures that each ~~covered homeless organization~~CHO conducts an annual security review.

20. ~~The HMIS Lead~~sSets data quality benchmarks including bed coverage rates and service-volume coverage rates.

~~19. The HMIS Lead develops and implements a data quality plan.~~

Comment [HN19]: Included above

21. ~~The HMIS Lead~~aArchives data in the HMIS ~~but and~~ follows standards published in the Federal Register notices.

22. ~~The HMIS Lead~~aAt least annually, or upon request from HUD, submits an unduplicated count of clients served and an analysis of unduplicated counts.

23. ~~The HMIS Lead~~sSubmits reports to HUD as required.

VI. Partner Agency ~~and Citizen Advisory Council~~ Activities

Comment [HK20]: Consolidated CAC and YHDP information below to facilitate HUD review. No substantive changes.

1. Partner Agency Input

The CoC values input and participation by the Partner Agencies in all processes, including:

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

2. Partner Agency Program Requirements and Rights

Partner Agencies are the cornerstone of success for the implementation of the Community Framework. A collaborative, streamlined system with clear goals and objectives will result in continued success for Partner Agencies. Partner Agency roles include the following:

- < Continue to develop and implement high-quality programs and services
- < Work ~~together~~ with conveners, collaborators, and funders to build support for programs
- < Share and implement best practices and collaborate with other Partner Agencies
- < Work ~~together~~ with funders to evaluate programs and engage in quality improvement activities
- < Participate in advocacy efforts

The CoC expects that Partner Agencies will meet requirements to receive ~~HUD-CoC and ESG~~ funding and intends to treat all Partner Agencies fairly in evaluating performance. These requirements include:

- < 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 CoC project application per HUD timeline
- < Submit required data through Columbus ServicePoint
- < Submit HUD APR data to CSB, as needed

~~Rights:~~ The CoC also establishes certain rights of Partner Agencies, including the rights to:

- < Participate in ~~Quality Improvement Intervention (QII)~~ prior to HUD funds being reduced or eliminated by the CoC
- < Appeal to the CoC if it disagrees with a recommendation by the CoC Board
- < Request a waiver from compliance with specific program performance standards
- < Submit Concept Papers and Project Plans for new ~~supportive housing~~ projects, for the consideration of the CoC Board and the CoC, in accordance with the standards for development of new projects, found at www.csb.org

VII. Citizens Advisory Council and Youth Action Board Activities

The CoC values input and participation by persons who are experiencing or have experienced homelessness. The Citizens Advisory Council will have the following opportunities:

- < Two seats on the CoC and one seat on the CoC Board;
- < The opportunity for designated seats on all committees;
- < The opportunity to review and comment on new projects prior to CoC Board review;
- < The opportunity to review and comment on CoC annual plan, policies, and program standards; and
- < The opportunity to review and comment on the Community Framework and other system strategy materials.

The Youth Action Board will have the following opportunities:

- < One seat on the CoC;
- < The opportunity for designated seats on all committees, particularly committees addressing youth homelessness;
- < The opportunity to review and comment on new projects prior to CoC Board review; particularly projects addressing youth homelessness;
- < The opportunity to review and comment on CoC annual plan, policies, and program standards; and
- < The opportunity to review and comment on the Community Framework, A Place to Call Home for Youth, and other system strategy materials.

VIII. Committees, Subcommittees, and Workgroups

The following committees are currently operational. These committees are also staffed by CSB representatives.

1. Adult System Operations Workgroup (ASOW) – a Partner Agency group comprised of representatives of non-profit agencies operating emergency shelters for single adults, the coordinated point of access to emergency shelter, rapid re-housing providers, and outreach providers. The group meets at least monthly, ~~(more often during the winter overflow season),~~ to further the provision of services for ~~homeless~~ single adults experiencing homelessness.

2. Family System Operations Workgroup (FSOW) – a Partner Agency group comprised of representatives of non-profit agencies operating ~~the~~ emergency shelters for families, the local domestic violence ~~Partner Agency~~ agency, the coordinated point of access to emergency shelter, ~~providers of~~ rapid re-housing services providers, and ~~providers of family homelessness prevention activities~~ providers. The group meets at least monthly to further the provision of services for ~~homeless~~ families and pregnant women experiencing homelessness.

3. Permanent Supportive Housing Roundtable – a Partner Agency group comprised of representatives of non-profit agencies operating ~~the~~ permanent supportive housing programs in the community, the local mental health and substance abuse board, and the local public housing authority. The group meets quarterly to improve the provision of permanent supportive housing system and services for formerly homeless single adults and families.

4. HMIS (CSP) Administrators Group - a Partner Agency group comprised of representatives of non-profit agencies using the local homeless management information system, Columbus ServicePoint (CSP). Each agency that has access to CSP must have a designated primary and backup administrator. Both are invited to participate at this quarterly meeting where new HMIS developments are discussed and improvements to the system are proposed and implemented.

5. Citizens Advisory Council (CAC) The Citizens Advisory Council is a CSB-sponsored group ~~that has with~~ membership comprised of homeless and formerly homeless individuals. This group meets monthly. The CoC values input and participation by the CAC in all processes. These shall include:

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

6. Point-in-Time Count Workgroup – a group comprised of representatives of non-profit agencies operating emergency shelters, the coordinated point of access to emergency shelter, outreach ~~providers~~, rapid re-housing, local homeless advocacy groups, and other

social service agencies. The group meets starting in the fall of each year and until the annual ~~p~~Point-in-Time count occurs and all the counting is finalized. The purpose of the group is to plan and implement the annual ~~P~~point in-Time count of unsheltered homeless individuals.

7. Committee to Address Youth Experiencing Homelessness – The Committee oversees implementation of the local plan to prevent and end youth homelessness and coordinates development and submission of project applications for the HUD YHDP. The Committee includes nonprofit organizations that serve youth experiencing homelessness, Franklin County Children Services, the Local Education Agency, City and County governments, recipient(s) of federal Runaway and Homeless Youth funding, the Youth Action Board, and CSB.

8. Youth Action Board (YAB) – The YAB is comprised of at least three youth members (age 24 and younger), at least two-thirds of whom are homeless or formerly homeless. The YAB plans and participates in the implementation of the local plan to prevent and end youth homelessness. The YAB reviews and approves all project applications submitted under the YHDP grant and provides feedback to the Committee to Address Youth Experiencing Homelessness. YAB is an active member of the Committee to Address Youth Experiencing Homelessness and the CoC. YAB provides feedback to the Committee and the CoC on programs implemented through the YHDP and the local plan to prevent and end youth homelessness.

9. Veteran System Operations Workgroup – ~~The Workgroup~~^{A group that} oversees implementation of the local policies and procedures to end veteran homelessness. The group includes the U.S. Department of Veterans Affairs, Veterans Service Commission, Supportive Services for Veteran Families providers, and other entities that serve veterans experiencing homelessness. The group meets weekly to further the provision of services for veterans.

Final 8.30.12
Updated 5.16.13
Updated 8.5.13
Updated 5.20.14
Updated 10.14.14
Updated 6.03.15
Updated 1.08.16
Updated 6.1.16
Updated 11.14.16
Updated 5.16.17
Updated 6.19.17
Updated 7.5.17
Updated 6.5.18
Updated 5.29.19

	recurring agenda item for each meeting
	meeting requirement

Continuum of Care (CoC) Responsibilities	
Operations of the CoC	
Month	Activity
Jun-20	Adopt and follow a written process to select the CoC Board. The process must be reviewed, updated, and approved at least once every 5 years.
Jun-20	Appoint members to the CoC Board at least every two years
Jun-20	Review and approve the Annual Plan and CoC Governance and Policy Statements
Jun-20	Review and approve annual membership, including new members
Jun-20	Renew authority of the CoC Board
Jun-20	Submit conflict of interest disclosure statements
Ongoing	Appoint additional committees, subcommittees, or work groups
Ongoing	Review, as needed, decisions made by the CoC Board, including performance targets, Partner Agency performance, outcomes of ESG and CoC funded programs, and actions against poor performers.
CoC Planning	
Month	Activity
Dec-19	Review annual financial reports
Jun-20	Receive annual Program Evaluation
Jun-20	Review and approve annual funding allocations, including ESG and CoC funds, and establish funding priorities
TBD - per HUD schedule	Review and act on the HUD CoC Application, including all relevant charts and tables
TBD - per HUD schedule	Review and act on any programs that should be removed from HUD funding and any subsequent funding reallocations, per CoC Board recommendation
TBD - per HUD schedule	Renew the authority of the Unified Funding Agency and review compliance with HUD regulations
Ongoing	Review quarterly systems and programs performance reports and occupancy reports
Ongoing	Review and make final determination on Partner Agency appeals, if Partner Agency is not in agreement with the CoC Board determination
Ongoing	Receive updates on <i>A Place to Call Home: A Framework for Action to Address Homelessness in Columbus and Franklin County</i> (Community Framework) and <i>A Place to Call Home for Youth: Our Coordinated Community Plan for Youth Facing Homelessness in Columbus and Franklin County</i> (Youth Plan)
Ongoing	Receive community and public policy updates relevant to homelessness issues
Ongoing	Review and act on any other CoC Board recommendations
New Programs	
Jun-20	Review and act on new permanent supportive housing priority for consideration by the Ohio Housing Finance Agency
TBD - per HUD schedule	Review and act annually on proposed new supportive housing CoC bonus projects
Ongoing	Review and incorporate feedback from Partner Agencies on new projects and any other relevant topics
Ongoing	Review and incorporate feedback from the Citizens Advisory Council on new projects and any other relevant topics
Ongoing	Receive presentation from any new project developer about its proposal.

CoC Board Responsibilities

Operations of the CoC

Month	Activity
May-20	Review and recommend annual membership to the CoC
May-20	Review and recommend bi-annually membership to the CoC Board. Approve bi-annually the Chair of the CoC and CoC Board.
May-20	Review and recommend to the CoC the Annual Plan and the CoC Governance and Policy Statements

CoC Planning

Month	Activity
TBD - per HUD schedule	Receive and review HUD score for annual CoC application
Nov-19	Provide feedback and information as needed to the local government (City/County) on their Consolidated Plan
Nov-19	Approve plan/process for unsheltered Point-in-Time count
Nov-19	Review annual financial reports
Jan-20	Review and approve Monitoring Guide for Subrecipients (required for HUD CoC Registration)
Jan-20	Review and approve Procedures for High-Risk Subgrantee Management (required for HUD CoC Registration)
Apr-20	Review and approve the annual Housing Inventory Chart
Apr-20	Review and approve the annual Point in Time Count
May-20	Review and recommend CoC action on annual funding allocations, including ESG and CoC funds, and recommend funding priorities
May-20	Receive annual Program Evaluation
TBD - per HUD schedule	Review and approve Prioritization Options for annual HUD CoC application (electronic approval)
TBD - per HUD schedule	Review and approve CoC Process for Funding Reallocation (electronic approval)
TBD - per HUD schedule	Approve HUD CoC application schedule (electronic approval)
TBD - per HUD schedule	Review and recommend CoC action on the HUD CoC Application, including all relevant charts and tables
Ongoing	Review quarterly systems and programs performance reports and occupancy reports
Ongoing	Review and act on any other HUD-mandated activity
Ongoing	Review and act on Partner Agency appeals as necessary
Ongoing	Receive updates on the Community Framework and take actions to move the framework forward
Ongoing	Receive community and public policy updates relevant to homelessness issues

Performance Monitoring

Month	Activity
Jan-20	Review and approve annual performance standards and evaluation outcomes for ESG- and CoC-funded programs (required for annual CoC Registration)
TBD - per HUD schedule	Review existing projects and make recommendations to the full CoC for its consideration, action, and inclusion in the consolidated HUD CoC application
Ongoing	Review and recommend to the CoC any programs that should be removed from HUD funding and any subsequent funding reallocations
Ongoing	Review existing programs and recommend actions to the CoC
Ongoing	Recommend to the CoC actions against poor performers
Ongoing	Review ongoing projects that have participated in QII at the request of the Partner Agency and/or CSB

New Programs	
Month	Activity
May-20	Review and recommend to the CoC the permanent supportive housing priorities for consideration by the Ohio Housing Finance Agency
TBD - per HUD schedule	Make recommendations to the full CoC for its consideration and inclusion in the HUD CoC application of proposed new supportive housing bonus project(s)
Ongoing	Receive and review quarterly updates on new project developments
Ongoing	Review and incorporate feedback from Partner Agencies on new projects and any other relevant topics
Ongoing	Review and incorporate feedback from the Citizens Advisory Council on new projects and any other relevant topics
Ongoing	Receive presentation from any new project developer about its proposal.
HMIS Operations	
Month	Activity
Apr-20	Designate a single HMIS for the CoC
Apr-20	Designate a HMIS lead
Apr-20	Review and approve the HMIS policies and procedures, privacy plan, security plan and data quality plan for the operation and administration of the local HMIS
Community Shelter Board (CSB) Responsibilities	
Operations of the CoC	
Month	Activity
Jun-19	Issue conflict of interest disclosure statements
Ongoing	Staff the CoC and CoC Board and provide support
Ongoing	Act as the Collaborative Applicant for the Columbus and Franklin County CoC, per HEARTH Act
Ongoing	Act as the Unified Funding Agency for the Columbus and Franklin County CoC, per HEARTH Act
Ongoing	Act as the HMIS Lead for the Columbus and Franklin County CoC, per HEARTH Act
Ongoing	Act as the subrecipient of the ESG funds for Columbus and Franklin County
CoC Planning	
Month	Activity
Oct-19	Participate in Agency and CSB one-on-one meetings (individually scheduled)
Nov-19	Provide required information to complete the local Consolidated Plan(s)
Nov-19	Prepare and present to the CoC Board annual financial reports
Nov-19	Submit to HUD the CoC Annual Performance Reports
Nov-19	Submit to HUD and present to the CoC Board and CoC Annual Homeless Assessment Report Data and Analysis of National and Local Homelessness Data
Jan-20	Establish annual program performance standards and provide for CoC Board review and approval
Jan-20	Plan and conduct a sheltered and unsheltered Point-in-Time count of homeless persons
Feb-20	Issue Program Outcome Plans to agencies, as part of the annual Gateway process
TBD - per HUD schedule	Announce HUD project awards
Apr-20	Process appeals for CSB funded programs
Apr-20	Submit annual Housing Inventory Chart to CoC Board for approval
Apr-20	Submit annual Point-in-Time Count data to CoC Board for approval
Apr-20	Submit Housing Inventory Chart data to HUD via Homelessness Data Exchange (HDX)
Apr-20	Submit Point-in-Time Count data to HUD via Homelessness Data Exchange (HDX)
Apr-20	Participate in Partner Agency and CSB one-on-one meetings (individually scheduled)
Apr-20	Handle POP appeals for CoC-funded Partner Agencies (non-CSB funded agencies)
Apr-20	Present to the CoC Board annual Program Review and Certification Summary
May-20	Present to the CoC Board and CoC annual funding allocations, including ESG and CoC funds

May-20	Present to the CoC Board and CoC System Performance Measures
Jun-20	Certify the applicants/projects for ODSA grants
Jun-20	Report on OHFA decision on new supportive housing programs receiving tax credits
TBD - per HUD schedule	Receive and review HUD score for annual CoC application
TBD - per HUD schedule	Registration for CoC Application
TBD - per HUD schedule	Review CoC NOFA
TBD - per HUD schedule	Prepare Draft CoC Application
TBD - per HUD schedule	Review CoC Project Applications
TBD - per HUD schedule	Finalize CoC Application after CoC approval
TBD - per HUD schedule	Submit Consolidated CoC Application to HUD
Ongoing	Issue letters of support or certification on behalf of the CoC and CoC Board
Ongoing	Meet HUD record keeping requirements, including CoC records
Ongoing	Provide program and system level performance monitoring and evaluations of outcomes
Ongoing	Implement the requirements of the HEARTH Act as mandated by HUD
Ongoing	Communicate progress on the Community Framework
Ongoing	Establish and operate a coordinated assessment system for homeless individuals and families
Ongoing	Establish and consistently follow written standards for provision of ESG and CoC assistance
Ongoing	Provide Quality Improvement Intervention and review programs participating in agency/CSB Quality Improvement Interventions or "of concern" and make recommendations to the CoC Board, as needed
Ongoing	Review new projects and programs and recommend actions to the CoC Board
HMIS Operations	
Month	Activity
Ongoing	Ensure consistent participation in HMIS. Monitor that all recipients of financial assistance under the CoC and ESG programs are using the HMIS to collect client-level data on persons served.
Ongoing	Ensure the HMIS compliance with HUD requirements
Ongoing	Prepare the HMIS policies and procedures, privacy plan, security plan, and data quality plan for the operation and administration of the HMIS
Ongoing	Operate as the HMIS Lead and make system-wide decisions regarding the HMIS that impact all covered homeless organizations. HMIS Lead means the entity designated by the CoC Board with 24 CFR part 580 to operate the CoC's HMIS on the CoC's behalf.

Partner Agency Responsibilities	
Month	Activity
Oct-19	Participate in Partner Agency and CSB 1-on-1 meetings (individually scheduled)
Apr-20	Participate in Partner Agency and CSB 1-on-1 meetings (individually scheduled)
TBD - per HUD schedule	Submit CoC Project Applications
Ongoing	Review and comment on new projects prior to CoC Board review
Ongoing	Review and comment on CoC annual plan, policies, and program standards
Ongoing	Continue to develop and implement high-quality programs and services
Ongoing	Work together with conveners, collaborators, and funders to build support for programs
Ongoing	Share and implement best practices and collaborate with other Partner Agencies
Ongoing	Work together with funders to evaluate programs and engage in quality improvement activities
Ongoing	Participate in advocacy efforts
Ongoing	Meet relevant program and HUD standards and achieve program outcome goals
Ongoing	Submit an annual Program Outcome Plan consistent with HUD and CoC requirements and update Program Descriptions through the annual CSB Gateway process
Ongoing	Submit required data through Columbus ServicePoint (HMIS)
Ongoing	Provide data to CSB for HUD APR requirements, as needed
Ongoing	Participate in Quality Improvement Intervention (QII) prior to HUD funds being reduced or eliminated by the CoC
Ongoing	Appeal to the CoC if it disagrees with a recommendation by the CoC Board
Ongoing	Request a waiver from compliance with specific program performance standards
Ongoing	Submit Concept Papers and Project Plans for new supportive housing projects, for the consideration of the CoC Board and the CoC, in accordance with the standards for development of new projects, found at www.csb.org
Citizens Advisory Council Responsibilities	
Month	Activity
May-20	Submit membership recommendations to the CoC Board
Ongoing	Review and comment on new projects prior to CoC Board review

Columbus and Franklin County, Ohio Continuum of Care

Resolution 2 to Approve the Governance Structure and the Annual Plan of the Continuum of Care

WHEREAS, through the HEARTH legislation, the Continuum of Care (CoC) is asked to make a number of decisions regarding the role of the CoC and the governance of the CoC;

WHEREAS, the CoC Board recommends that the CoC accept the updated Columbus and Franklin County Continuum of Care Governance and Policy Statements as presented;

WHEREAS, the CoC Board recommends that the CoC accept the 2019-2020 Annual Plan as presented;

WHEREAS, the CoC Board recommends that the CoC agrees to reauthorize the CoC Board to act on its behalf according to the responsibilities outlined in the Columbus and Franklin County Continuum of Care Governance and Policy Statements and the 2019-2020 Annual Plan;

WHEREAS, the CoC Board recommends that the CoC agrees to reauthorize Community Shelter Board (CSB) to be the Collaborative Applicant for the community, as defined by the U.S. Department of Housing and Urban Development (HUD) through the HEARTH legislation and apply for HUD funding on its behalf;

WHEREAS, the CoC Board recommends that the CoC agrees to reauthorize CSB as the Unified Funding Agency for the community, as defined by HUD through the HEARTH legislation and its implementation as required by HUD;

THEREFORE, be it resolved that the CoC approves the updated Columbus and Franklin County Continuum of Care Governance and Policy Statements as presented;

THEREFORE, be it resolved that the CoC approves the 2019-2020 Annual Plan as presented;

THEREFORE, be it resolved that the CoC approves reauthorization of the CoC Board to act on its behalf according to the responsibilities outlined in the Columbus and Franklin County Continuum of Care Governance and Policy Statements and the 2019-2020 Annual Plan;

THEREFORE, be it resolved that the CoC approves reauthorization of Community Shelter Board (CSB) to be the Collaborative Applicant for the community, as defined by the U.S. Department of Housing and Urban Development (HUD) through the HEARTH legislation and apply for HUD funding on its behalf;

THEREFORE, be it resolved that the CoC approves reauthorization of CSB as the Unified Funding Agency for the community, as defined by HUD through the HEARTH legislation and its implementation as required by HUD.

Approved by voice vote.

Witnessed by:

Kim Stands, Chair

May 29, 2019
Date

Columbus and Franklin County, Ohio Continuum of Care

CONFLICT OF INTEREST DISCLOSURE FORM

INSTRUCTIONS

Please complete this form for yourself and for all members of your immediate family or household for whom it would be appropriate.

NAME: _____

Continuum of Care relationship

POSITION: _____

CURRENT BOARD MEMBERSHIPS

List all the boards of any voluntary organizations on which you or family/household members are currently a member. Include both those affiliated with the Continuum of Care and Community Shelter Board and those that are unaffiliated.

	Organization	Self or Family- household member
1.	_____	_____
2.	_____	_____
3.	_____	_____
4.	_____	_____

CURRENT VOLUNTEER SERVICES WITH CONTINUUM OF CARE AGENCIES

List all current volunteer services in which you or family/household members are currently involved with Continuum of Care-affiliated agencies or Continuum of Care-funded programs.

	Organization	Self or Family- household member
1.	_____	_____
2.	_____	_____
3.	_____	_____
4.	_____	_____

BUSINESS OR PROFESSIONAL INTERESTS

Are you or family/household members an officer, director, trustee or majority owner of a for-profit organization that directly or indirectly furnishes goods, services or facilities to Continuum of Care-affiliated agencies or Community Shelter Board? If so, please list. Include the address(es) of any low income housing units in Franklin County, Ohio that you or your

family/household members directly or indirectly own. Report this information quarterly to the Continuum of Care Board.

List any organizations in which you or family/household members are employed or have any financial interests, direct or indirect, that currently conduct business with Continuum of Care-affiliated agencies or Community Shelter Board.

Organization/Low Income Housing Units Owned	Self or Family/ Household member
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____

ACKNOWLEDGMENT

Federal regulation 2CFR200.318(c)(1) requires that any potential conflict of interest be disclosed in writing. Such a conflict of interest would arise when the Continuum of Care member, officer, or agent; any member of his or her immediate family; his or her partner; or an organization which employs or is about to employ any of the parties indicated herein has a financial or other interest in or a tangible personal benefit from a firm considered for a contract.

I have not solicited or accepted gratuities, favors, or anything of monetary value from contractors or parties to contractors except as disclosed above. By signing this document I am affirming that I have been given the Columbus and Franklin County Continuum of Care Governance and Policy Statements and am familiar with its contents. I am also affirming that the information contained in this disclosure statement is accurate to the best of my knowledge. *I agree that as my circumstances change, I will promptly notify the Continuum of Care and update this disclosure statement.*

SIGNATURE: _____ **DATE:** _____

This information will be considered confidential. It will be kept on file by the Community Shelter Board Operations Director and will be subject to review by the Continuum of Care Chair.

Performance Ratings at a Glance

System/Project Name	Performance Rating
Family Emergency Shelter System	Low
Men's Emergency Shelter System	Low
Women's Emergency Shelter System	Medium
Emergency Shelter System	Medium
Prevention System	High
Rapid Re-housing System	Low
Permanent Supportive Housing System	High
Homelessness Prevention	
Gladden Community House Family Homelessness Prevention	High
Gladden Community House Family Homelessness Prevention FCCS	Medium
HFF Homelessness Prevention for Pregnant Women ¹	N/A
VOA SSVF Prevention	High
Coordinated Point of Access	
Gladden Community House Family Diversion	High
Netcare Access Family CPoA/Homeless Hotline ¹	N/A
Netcare Access Single Adult CPoA/Homeless Hotline ¹	N/A
Emergency Shelters	
YMCA Van Buren Family Shelter	High
YWCA Family Center	Low
Huckleberry House Emergency Shelter	High
LSS Faith Mission Single Adults (Grant, 8 th , and Nancy's Place)	Medium
Lutheran Social Services VA Emergency Housing	Medium
Maryhaven Engagement Center – Safety	Medium
Maryhaven Engagement Center – Shelter2Housing	Low
Southeast Friends of the Homeless Men's Shelter	Low
VOA Men's Shelter	Medium
VOA VA Emergency Housing	High
YMCA Men's Overflow ²	N/A
YMCA Women's Overflow ²	N/A
YMCA Van Buren Women's Shelter	High
YMCA Van Buren Pregnant Women's Shelter	Medium
Outreach Programs	
Maryhaven Outreach	Medium
Maryhaven Capital Crossroads Special Improvement District Outreach	High
Southeast PATH	Low
Rapid Re-housing	
CSB Transition Program - Single Adult	High
CSB Transition Program - Families	Medium
Homeless Families Foundation Rapid Re-housing	Medium
LSS/Faith Mission SSVF Rapid Re-housing	Medium
The Salvation Army Rapid Re-housing	Low
The Salvation Army Job2Housing	Medium
VOA SSVF Rapid Re-housing	Medium

¹ Project too new to evaluate.

² Project not open during the entire reporting period.

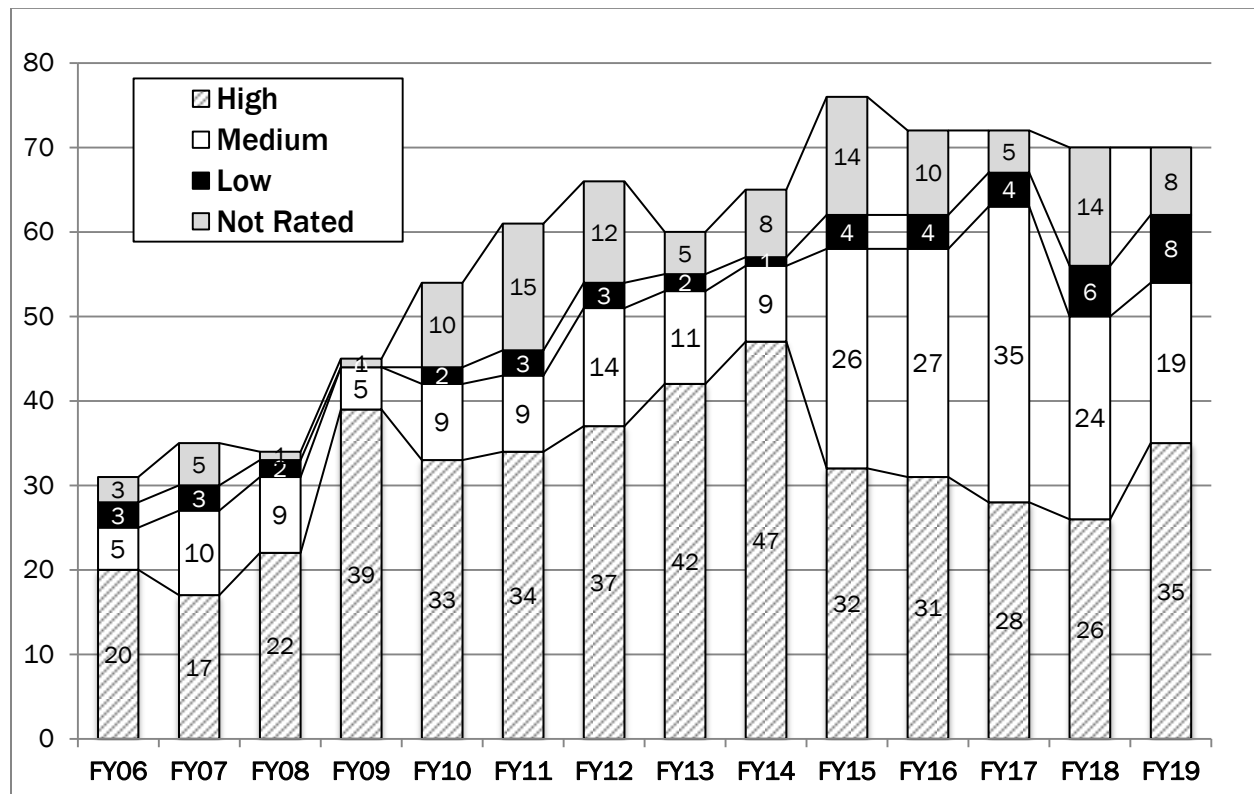
VOA Rapid Re-housing	Medium
YMCA Rapid Re-housing	Low
Permanent Supportive Housing	
Alvis/Amethyst TRA/SRA	Medium
Equitas Health TRA	High
Community Housing Network Briggsdale	High
Community Housing Network Briggsdale 2 ³	N/A
Community Housing Network Cassady Avenue Apartments	High
Community Housing Network Community ACT	High
Community Housing Network East Fifth Avenue Apartments	High
Community Housing Network Family Homes	High
Community Housing Network Inglewood Court	High
Community Housing Network Leasing Supportive Housing	Low
Community Housing Network North 22nd Street	High
Community Housing Network Terrace Place	High
Community Housing Network Parsons Avenue	High
Community Housing Network Rebuilding Lives PACT Team Initiative	Medium
Community Housing Network Safe Haven	Medium
Community Housing Network SRA	Low
Community Housing Network SRA3	High
Community Housing Network TRA	Medium
Community Housing Network TRA2 ¹	N/A
Community Housing Network Southpoint Place	High
Community Housing Network Wilson	High
Maryhaven Commons at Chantry	High
National Church Residences Commons at Buckingham	High
National Church Residences Commons at Grant	High
National Church Residences Commons at Livingston	High
National Church Residences Commons at Third	High
VOA Family Supportive Housing	High
VOA Van Buren Village	High
YMCA 40 West Long Street	High
YMCA 40 West Long Street Expansion	High
YMCA Franklin Station	High
YMCA Isaiah Project ¹	N/A
YMCA Scattered Sites HOME	High
YWCA WINGS	High
Transitional Housing	
Huckleberry House Transitional Living Project	High
Maryhaven Women's Transitional Housing	Medium
VOA Veterans Transitional Housing	Medium

³ Project too new to evaluate.

Conclusion

The findings outlined in this evaluation indicate a good level of performance and service provision by partner agencies. The graph below illustrates the number of rated programs between fiscal years 2006 and 2019 by rating category. CSB commends partner agencies on their performance and continued commitment to quality, responsive services, and housing for some of the most vulnerable members of our community – adults and children who are at risk of or experience homelessness. CSB looks forward to working with partner agencies in the coming year to further improve individual programs and system coordination.

Number of projects by rating category between FY2006 and FY2019



In FY2019, 8 projects out of 70 projects were not rated as being too new to evaluate or not being open during the entire reporting period.

Acknowledgements

CSB thanks partner agency staff for their assistance in completing this evaluation and their responsiveness to CSB's requests for information. CSB appreciates the time and effort given by agency staff in order to make programs both successful and meaningful to those they serve and the broader community.

Sources of Funds	Total	Leveraged Funds	HUD Continuum of Care Funding	CSB Portion	CSB and HUD % of Total
ADAMH/ODMH	\$ 1,630,445	\$ 1,590,445	\$ -	\$ 40,000	2%
City of Columbus ESG	558,978	-	-	558,978	100%
City of Columbus Other	5,104,650	-	-	5,104,650	100%
Franklin County ESG	74,163	-	-	74,163	100%
Franklin County Other	4,568,888	4,398	-	4,564,490	100%
State of Ohio	2,398,130	1,667,505	-	730,625	30%
HUD CoC	16,052,387	-	16,052,387	-	100%
Other Government Grants (HOME, FCCS, other leveraged)	3,476,371	3,031,371	-	445,000	13%
CMHA Section 8-project based	4,519,322	4,519,322	-	-	0%
CMHA Section 8-tenant based	571,140	571,140	-	-	0%
United Way of Central Ohio	1,097,000	15,000	-	1,082,000	99%
Medicare and Medicaid	1,025,619	1,025,619	-	-	0%
Tenant Rent/Fees	1,885,460	1,885,460	-	-	0%
Sponsor generated funds	3,927,831	3,927,831	-	-	0%
Private Contributions/Grants	4,064,812	1,831,677	-	2,233,135	55%
Other	1,529,235	1,529,235	-	-	0%
Total Sources	\$ 52,484,431	\$ 21,599,003	\$ 16,052,387	\$ 14,833,041	59%
Expenses*	Total	Leveraged Funds	HUD Continuum of Care Funding	CSB Portion	CSB and HUD % of Total
CSB Direct Program Expenses					
DCA - Transition and Rapid Re-Housing	\$ 1,831,484	\$ -	\$ -	\$ 1,831,484	100%
DCA - Targeted Prevention Program	251,815	-	-	251,815	100%
Prevention and Diversion					
Gladden Community House - Targeted Homelessness Prevention Hub	163,720	36,720	-	127,000	78%
Gladden Community House - FCCS Family Prevention Pilot	87,105	7,320	-	79,785	92%
Gladden Community House - Enhanced Family Diversion	145,000	-	-	145,000	100%
Homeless Families Foundation - Pregnant Women Homelessness Prevention	103,400	-	-	103,400	100%
Huckleberry House - CARR TEAM - YHDP	280,000	56,000	224,000	-	80%
Netcare Access - Homeless Hotline	446,390	-	-	446,390	100%
Shelter and Outreach Services					
Lutheran Social Services - Faith Mission Shelters	5,763,306	4,956,667	-	806,639	14%
Maryhaven - The Engagement Center	1,296,293	1,063,063	-	233,230	18%
Southeast - Friends of the Homeless	726,285	289,325	-	436,960	60%
TBD - Men's Shelter	135,512	-	-	135,512	100%
YMCA - Van Buren Single Adult Shelters	1,889,025	115,164	-	1,773,862	94%
TBD - for sex offenders	20,000	-	-	20,000	100%
YMCA - Van Buren Family Shelter	2,053,208	320,234	-	1,732,975	84%
YMCA - Van Buren Family Overnight	33,810	3,810	-	30,000	89%
YMCA - Van Buren Family Overflow	631,120	71,120	-	560,000	89%
YWCA - Family Center	2,059,741	1,250,632	-	809,109	39%
YWCA - Family Overflow	71,027	16,027	-	55,000	77%
Maryhaven - Outreach	329,090	137,150	-	191,940	58%
Rapid Re-Housing Programs					
Homeless Families Foundation - Rapid Rehousing	768,278	166,171	-	602,107	78%
Homeless Families Foundation - RRH and Joint TH/RRH - YHDP	1,922,734	294,967	1,627,767	-	85%
Homeless Families Foundation - RRH - YHDP	1,083,084	216,617	866,467	-	80%
The Salvation Army - Rapid Rehousing	312,582	59,102	-	253,480	81%
The Salvation Army - Job2Housing	425,738	94,885	299,837	31,016	78%
VOAGO - Rapid Rehousing	437,764	103,310	-	334,454	76%
YMCA - Rapid Rehousing	2,249,204	81,000	682,054	1,486,150	96%
Permanent Supportive Housing and Transitional Housing					
Alvis - SRA	911,116	707,221	203,895	-	22%
Alvis - TRA	627,158	260,910	366,248	-	58%
Equitas Health - TRA	1,778,853	973,254	805,599	-	45%
CHN - Briggsdale	451,151	213,758	237,393	-	53%
CHN - Cassidy	137,124	85,799	-	51,325	37%
CHN - E. Fifth Ave.	546,477	263,103	232,914	50,460	52%
CHN - Inglewood	682,088	525,831	60,247	96,010	23%
CHN - N. 22nd St.	268,385	220,930	-	47,455	18%
CHN - Terrace Place	771,619	509,310	135,549	126,760	34%
CHN - Parsons	511,872	242,366	256,811	12,695	53%
CHN - Safe Haven	296,589	107,638	188,951	-	64%
CHN - Southpoint Place	1,166,927	731,131	381,136	54,660	37%
CHN - Wilson	123,629	57,350	66,279	-	54%
CHN - Leasing SHP	270,861	25,300	238,081	7,480	91%
CHN - Community Act	453,115	160,764	280,908	11,443	65%
CHN - RLPTI	921,825	109,784	746,621	65,420	88%
CHN - Family Homes	25,298	11,988	13,310	-	53%
CHN - SRA	1,744,795	-	1,744,795	-	100%
CHN - TRA	1,419,351	-	1,419,351	-	100%
CHN - TRA II/Marsh Brook Place	165,398	-	165,398	-	100%
CHN - Briggsdale II	497,891	109,800	388,091	-	78%
CHN - Marsh Brook Place ¹	253,354	-	253,354	-	100%
CHN - Marsh Brook Place - YHDP ¹	398,427	79,686	318,741	-	80%
CSB/YMCA - Isaiah Project	1,928,536	64,779	1,863,757	-	97%
Huckleberry House - Transitional Living Program	770,862	538,727	232,135	-	30%
Maryhaven - Commons at Chantry	618,392	401,569	183,196	33,627	35%
NCR - Commons at Buckingham	907,890	667,191	172,375	68,324	27%
NCR - Commons at Grant	716,076	475,377	172,375	68,324	34%
NCR - Commons at Livingston I & II	679,018	579,236	-	99,782	15%
NCR - Commons at Third	820,191	579,492	172,375	68,324	29%
VOAGO - PSH for Families	729,840	210,690	519,150	-	71%
VOAGO - Van Buren Village	927,850	788,991	64,200	74,659	15%
YMCA - Franklin Station	1,096,448	717,774	-	378,674	35%
YMCA - 40 W. Long/SRA	1,199,252	473,282	211,178	514,792	61%
YMCA - Scattered Sites HOME	811,627	330,630	-	480,997	59%
YWCA - WINGS	1,338,432	1,036,061	257,848	44,523	23%
Total Expenses	\$ 52,484,431	\$ 21,599,003	\$ 16,052,387	\$ 14,833,041	59%
Surplus (deficit)	-	-	-	-	
*Expenses are being pulled based on budgeted revenues. In some instances, unbalanced budgets were submitted to CSB with the understanding that these imbalances will be resolved throughout the year.					
¹ Marsh Brook Place and Marsh Brook Place YHDP will not be operating until FY2021. These are the expected budgets for the two project components.					

Continuum of Care
Unit Cost Matrix
FY2020

NOTE: This document is not intended to consider all factors that affect unit costs. This document is solely intended to present possible guidelines and benchmarks for homeless PSH projects. The means and medians in this document should not be construed as the "appropriate" figure for a particular unit cost, as significant additional factors not included on this document may affect a program's unit cost.

Project Name/Sponsor(s)	# of units All	# of units Homeless	Total On-Going Costs	Total On-Going Homeless Unit Cost	Total CSB and HUD Cost	CSB and HUD Cost per Unit	Total Front Desk Cost	Front Desk Unit Cost	Total Service Cost	Service Unit Cost	Total Operations Cost	Operations Unit Cost	Staff Availability: Intensive, Moderate, Limited	Tenant Attributes: High, Medium, Low	Single or Scattered Site Project
Alvis - SRA	22	22	911,116	41,414	203,895	9,268	-	0	154,296	7,013	756,820	34,401	Intensive	High	Scattered
Alvis - TRA	30	30	627,158	20,905	366,248	12,208	-	0	254,809	8,494	372,349	12,412	Limited	Low	Scattered
Equitas Health - TRA	89	89	1,778,853	19,987	805,599	9,052	-	0	973,254	10,935	805,599	9,052	Moderate	High	Scattered
CHN - Briggsdale	35	25	451,151	18,046	237,393	9,496	54,592	2,184	82,007	3,280	334,309	13,372	Intensive	High	Single
CHN - Cassidy	10	10	137,124	13,712	51,325	5,133	-	0	20,950	2,095	103,925	10,393	Moderate	High	Single
CHN - E. Fifth Ave.	38	38	546,477	14,381	283,374	7,457	145,439	3,827	143,393	3,774	342,319	9,008	Intensive	High	Single
CHN - Inglewood	60	45	682,088	15,158	156,257	3,472	119,220	2,649	109,084	2,424	475,579	10,568	Intensive	High	Single
CHN - N. 22nd St.	30	30	268,385	8,946	47,455	1,582	-	0	54,874	1,829	208,882	6,963	Moderate	High	Single
CHN - Terrace Place	60	47	771,619	16,417	262,309	5,581	123,550	2,629	158,011	3,362	483,789	10,293	Intensive	High	Single
CHN - Parsons	25	25	511,872	20,475	269,506	10,780	145,440	5,818	84,090	3,364	221,661	8,866	Intensive	High	Single
CHN - Safe Haven	13	13	296,589	22,815	188,951	14,535	145,440	11,188	45,748	3,519	79,262	6,097	Intensive	High	Single
CHN - Southpoint Place	80	46	1,166,927	25,368	435,796	9,474	115,359	2,508	138,563	3,012	942,905	20,498	Intensive	High	Single
CHN - Wilson	8	8	123,629	15,454	66,279	8,285	-	0	53,318	6,665	47,641	5,955	Moderate	High	Single
CHN - Leasing SHP	25	25	270,861	10,834	245,561	9,822	-	0	283,939	11,358	38,306	1,532	Moderate	High	Scattered
CHN - Community Act	75	42	453,115	10,788	292,351	6,961	-	0	453,523	10,798	79,598	1,895	Moderate	High	Scattered
CHN - RLPTI	80	80	921,825	11,523	812,041	10,151	-	0	872,865	10,911	102,383	1,280	Moderate	High	Scattered
CHN - Family Homes	10	10	25,298	2,530	13,310	1,331	-	0	21,518	2,152	7,853	785	Limited	High	Scattered
CHN - SRA	208	208	1,744,795	8,388	1,744,795	8,388	-	0	1,982,176	9,530	61,757	297	Moderate	High	Scattered
CHN - TRA	171	171	1,419,351	8,300	1,419,351	8,300	-	0	1,629,707	9,530	52,822	309	Moderate	High	Scattered
CHN - TRA II/Marsh Brook Place	20	20	165,398	8,270	165,398	8,270	-	0	191,906	9,595	11,968	598	Moderate	High	Scattered
CHN - Briggsdale II	40	40	497,891	12,447	388,091	9,702	62,391	1,560	17,687	442	345,747	8,644	Intensive	High	Single
CHN - Marsh Brook Place1	20	20	253,354	12,668	253,354	12,668	-	0	-	-	-	-	Intensive	High	Single
CHN - Marsh Brook Place - YHDP ¹	20	20	398,427	19,921	318,741	15,937	-	0	-	-	-	-	Intensive	High	Single
CSB/YMCA - Isaiah Project	150	150	1,928,536	12,857	1,863,757	12,425	-	0	343,286	2,289	86,352	576	Moderate	Medium	Scattered
Maryhaven - Commons at Chantry	100	50	618,392	12,368	216,823	4,336	50,000	1,000	132,446	2,649	435,946	8,719	Intensive	Medium	Single
NCR - Commons at Buckingham	100	75	907,890	12,105	240,699	3,209	95,000	1,267	272,646	3,635	445,244	5,937	Moderate	Medium	Single
NCR - Commons at Grant	100	50	716,076	14,322	240,699	4,814	67,500	1,350	253,029	5,061	328,047	6,561	Moderate	Medium	Single
NCR - Commons at Livingston I & II	100	60	679,018	11,317	99,782	1,663	78,750	1,313	102,932	1,716	418,586	6,976	Moderate	Medium	Single
NCR - Commons at Third	100	60	820,191	13,670	240,699	4,012	82,500	1,375	263,139	4,386	392,052	6,534	Moderate	Medium	Single
VOAGO - PSH for Families	38	38	729,840	19,206	519,150	13,662	-	0	567,094	14,924	162,746	4,283	Moderate	Medium	Scattered
VOAGO - Van Buren Village	100	60	927,850	15,464	138,859	2,314	95,525	1,592	236,600	3,943	595,725	9,929	Moderate	Medium	Single
YMCA - Franklin Station	100	75	1,096,448	14,619	378,674	5,049	109,442	1,459	226,591	3,021	760,415	10,139	Moderate	Medium	Single
YMCA - 40 W. Long/SRA	403	143	1,199,252	8,386	725,970	5,077	105,412	737	359,131	2,511	734,709	5,138	Moderate	Medium	Single
YMCA - Scattered Sites HOME	50	50	811,627	16,233	480,997	9,620	-	0	136,165	2,723	350,462	7,009	Moderate	Medium	Scattered
YWCA - WINGS	91	91	1,338,432	14,708	302,371	3,323	234,519	2,577	615,751	6,766	488,162	5,364	Intensive	High	Single
Total*	2,581	1,946	26,196,855		14,475,860		1,830,079		11,234,528		11,073,920				
			MEAN:	14,972		7,639		2,649		5,385		7,587			
														Single	15,126
														Scattered	14,711

* Removed 20 units from total to adjust for TRA II/Marsh Brook Place duplication

¹ Marsh Brook Place and Marsh Brook Place YHDP will not be operating until FY2021. These are the expected budgets for the two project components.

Staff Availability:	Services Unit Cost Mean	Operations Unit Cost Mean*
Intensive	3,601	15,942
Moderate	6,373	6,367
Limited	5,323	6,598

Tenant Attributes:		
High	5,826	11,795
Medium	4,260	7,789

* Operations Cost Mean includes Front Desk Costs, where applicable.

**Columbus and Franklin County, Ohio
Continuum of Care**

Resolution 3 to Approve Funding Strategy for FY19

WHEREAS, the staff of Community Shelter Board (CSB) has projected revenues and expenses for all homeless programs for FY 2020 (July 1, 2019 – June 30, 2020) to the extent that provider agencies submitted data;

WHEREAS, CSB will continue to prepare funding applications or requests to the City of Columbus, Franklin County Board of Commissioners, the United Way, the U. S. Department of Housing and Urban Development, State of Ohio, and other prospects from the public, philanthropic, and corporate communities to support the services and operations of the programs serving at risk and homeless individuals and families;

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

WHEREAS, the agencies requesting renewal funding have successfully operated programs in a manner that meets CSB's Partner Agency Standards; assist homeless persons to access emergency, crisis services, and obtain and maintain housing; improve housing stability; increase client access to resources; and promote housing retention;

WHEREAS, agencies have been found to be in compliance with CSB Partner Agency Program Review and Certification Standards for 2018 as of May 2019, with six exceptions which will receive a conditional contract from CSB for FY 2020;

WHEREAS, the Continuum of Care (CoC) Board recommends that the CoC authorize grants for funding associated with providing access to homelessness prevention and diversion, emergency shelter and transitional housing, street outreach services, housing services, and supportive housing for homeless individuals and families, and recommends approval of the FY20 funding strategy as presented, inclusive of CoC and ESG funding;

WHEREAS, the CoC Board recommends that the CoC authorize CSB to submit funding proposals consistent with this strategy on its behalf;

THEREFORE, be it resolved that the CoC authorizes grants for funding associated with providing access to homelessness prevention and diversion, emergency shelter and transitional housing, street outreach services, housing services, and supportive housing for homeless individuals and families, and approves the FY20 funding strategy as presented, inclusive of CoC and ESG funding;

THEREFORE, be it resolved that the CoC authorizes CSB to submit funding proposals consistent with this strategy on its behalf.

Approved by voice vote.

Witnessed by:

Kim Stands, Chair

May 29, 2019
Date

**Columbus and Franklin County, Ohio
Continuum of Care**

Resolution 4 to Approve FY20 Funding Awards

WHEREAS, Community Shelter Board (CSB) staff have conducted a fair and open process for Requests for Proposals for funding services related to homelessness prevention and diversion, emergency shelter and street outreach, and housing services, as governed by CSB Board's Ends Policies and administrative procedures;

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

WHEREAS, agencies have been found to be in compliance with CSB Partner Agency Program Review and Certification Standards for 2018 as of May 2019, with six exceptions which will receive a conditional contract from CSB for FY 2020;

WHEREAS, CSB staff are recommending that programs serving at risk and homeless individuals and families receive FY20 funding, inclusive of CoC and ESG funding, not to exceed the amounts indicated below;

FY20 CSB and UFA Program Investment	CSB	UFA	Total
Grants to Agencies	12,749,741	16,052,387	28,802,128
<u>Prevention and Diversion</u>	901,575	224,000	1,125,575
Gladden Community House - FCCS Family Prevention Pilot	79,785	-	79,785
Gladden Community House - Targeted Homelessness Prevention Hub	127,000	-	127,000
Gladden - Enhanced Family Diversion	145,000	-	145,000
Homeless Families Foundation - Pregnant Women Homelessness Prevention	103,400	-	103,400
Netcare - Coordinated Point of Access	446,390	-	446,390
Huckleberry House - CARR Team - HUD YHDP funded project	-	224,000	224,000
<u>Shelter and Street Outreach</u>	6,785,226	-	6,785,226
<u>Adult Shelter</u>	3,877,496	-	3,877,496
Lutheran Social Services - Faith Mission Shelters	806,639	-	806,639
Volunteers of America - Men's Shelter replacement TBD	135,512	-	135,512
Maryhaven - The Engagement Center	233,230	-	233,230
Southeast - Friends of the Homeless Shelter	436,960	-	436,960
YMCA - Van Buren Single Adult Shelters	1,302,568	-	1,302,568
YMCA - Kitchen Operations	320,784	-	320,784
YMCA - Maintenance	-	-	-

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	579,803		579,803
CSB Van Buren Facility Costs	42,000	-	42,000
Shelter for sex offenders, TBD	20,000	-	20,000
<u>Family Shelter</u>	2,715,790	-	2,715,790
YMCA - Van Buren Family Shelter	1,261,681	-	1,261,681
YMCA - Van Buren Family Shelter Overflow and Overnight	590,000	-	590,000
YWCA - Family Center	809,109	-	809,109
YWCA - Family Overflow	55,000	-	55,000
<u>Other Services</u>	191,940	-	191,940
Maryhaven Outreach	191,940	-	191,940
<u>Housing</u>	5,062,940	15,828,387	20,891,327
<u>Rapid Re-housing/Transitional Housing</u>	2,707,206	3,708,260	6,415,466
Homeless Families Foundation - Rapid Re-housing	602,106	-	602,106
Salvation Army - Rapid Re-housing	253,480	-	253,480
Salvation Army - Job2Housing	31,016	299,837	330,853
Volunteers of America - Rapid Re-housing	334,454	-	334,454
YMCA - Rapid Re-housing	1,486,150	-	1,486,150
Huckleberry House - Transitional Living Program	-	232,135	232,135
YMCA - Domestic Violence Rapid Re-housing	-	682,054	682,054
Homeless Families Foundation - RRH and Joint TH/RRH - HUD YHDP funded projects	-	2,494,234	2,494,234
<u>Permanent Supportive Housing</u>	2,355,734	12,120,127	14,475,861
Alvis - Rental Assistance SRA/TRA	-	570,143	570,143
Equitas - Rental Assistance TRA	-	805,599	805,599
Community Housing Network - All Supportive Housing	523,708	6,809,189	7,332,897
CSB/YMCA - Isaiah Project	-	1,863,757	1,863,757
Maryhaven - Commons at Chantry	33,627	183,196	216,823
National Church Residences - All Supportive Housing	304,754	517,126	821,880
Volunteers of America - All Supportive Housing	74,659	583,350	658,009
YMCA - 40 West Long, Franklin Station, Scattered Sites	1,374,463	211,178	1,585,641
YWCA - WINGS	44,523	257,848	302,371
Community Housing Network - Marsh Brook PI - HUD YHDP funded project	-	318,741	318,741

WHEREAS, the Continuum of Care (CoC) Board recommends that the CoC authorize grants not to exceed the amounts listed above for continued operations of the projects listed above and provision of access to homelessness prevention and diversion, emergency shelter and transitional housing, outreach services, housing services, and supportive housing to homeless individuals and families;

THEREFORE, be it resolved that the CoC authorizes grants not to exceed the amounts listed above for continued operations of the projects listed above and provision of access to homelessness prevention and diversion, emergency shelter, outreach services, housing services, and supportive housing to homeless individuals and families.

Approved by voice vote.

Witnessed by:

Kim Stands, Chair

May 29, 2019
Date

Point-in-Time Count/Housing Inventory Chart

Point-in-Time Count

Planning – CSB, Outreach Teams, community partners (~4 months)

PIT Count – last 10 days in January, per HUD rules

Unsheltered Count – camps, streets (4am-6pm), meal sites, service sites during the day. Volunteers administer surveys with HUD-required questions.

Sheltered Count – Data pull from HMIS/CSP, collaboration with partners for data from DV shelters

Data analysis and quality assurance – de-duplicate sheltered and unsheltered counts and prepare data for submission (~2 months)

Housing Inventory Chart

Compilation of all units and beds for every program in the system (shelter, RRH, PSH, TH) at the time of the PIT Count. Collaboration with VA for VASH.

Data analysis and quality assurance, prepare data for submission

Multiple rounds of review to ensure data quality and accuracy, include verification by partner agencies

Present PIT and HIC data to CoC Board

Submit data to HUD (April)

Timely and complete submission is a scoring factor in the CoC funding competition

~ 2 months

2019 PIT COUNT	Total	PIT Count Breakdown				
		Families	Family Members	Individuals	Children only	
					Unaccompanied	Parenting
Emergency Shelters	1,447	142	512	927	8	0
Transitional Housing	78	12	31	47	0	0
Total Sheltered	1,525	154	543	974	8	0
Unsheltered	382	5	14	367	1	0
Total Homeless	1,907	159	557	1341	9	0

2019 Homeless Population and Subpopulations

Part 1: Homeless Population	Sheltered		Unsheltered	Total
	Emergency	Transitional		
Number of Families with Children (Family Households):	142	12	5	159
1. Number of Persons in Families with Children:	512	31	14	557
2. Number of Single Individuals and Persons in Households without Children:	927	47	367	1,341
3. Children Only	8	0	1	9
Total Persons:	1,447	78	382	1,907
Part 2: Homeless Subpopulations	Sheltered		Unsheltered	Total
1. Chronically Homeless	24		73	97
2. Severely Mentally Ill	240		161	401
3. Chronic Substance Abuse	125		168	293
4. Veterans	57	19	16	92
5. Persons with HIV/AIDS	6		3	9
6. Victims of Domestic Violence	242		106	348

2019 PIT COUNT	PIT Count Breakdown														
	Total			Families			Family Members			Individuals			Under 18		
	2019	2018	Difference	2019	2018	Difference	2019	2018	Difference	2019	2018	Difference	2019	2018	Difference
Emergency Shelters	1,447	1,427	20	142	147	-5	512	515	-3	927	908	19	8	4	4
Transitional Housing	78	92	-14	12	20	-8	31	45	-14	47	47	0	0	0	0
Total Sheltered	1,525	1,519	6	154	167	-13	543	560	-17	974	955	19	8	4	4
Unsheltered	382	288	94	5	2	3	14	6	8	367	282	85	1	0	1
Total Homeless	1,907	1,807	100	159	169	-10	557	566	-9	1,341	1,237	104	9	4	5
			5.5%			-5.9%			-1.6%			8.4%			125.0%

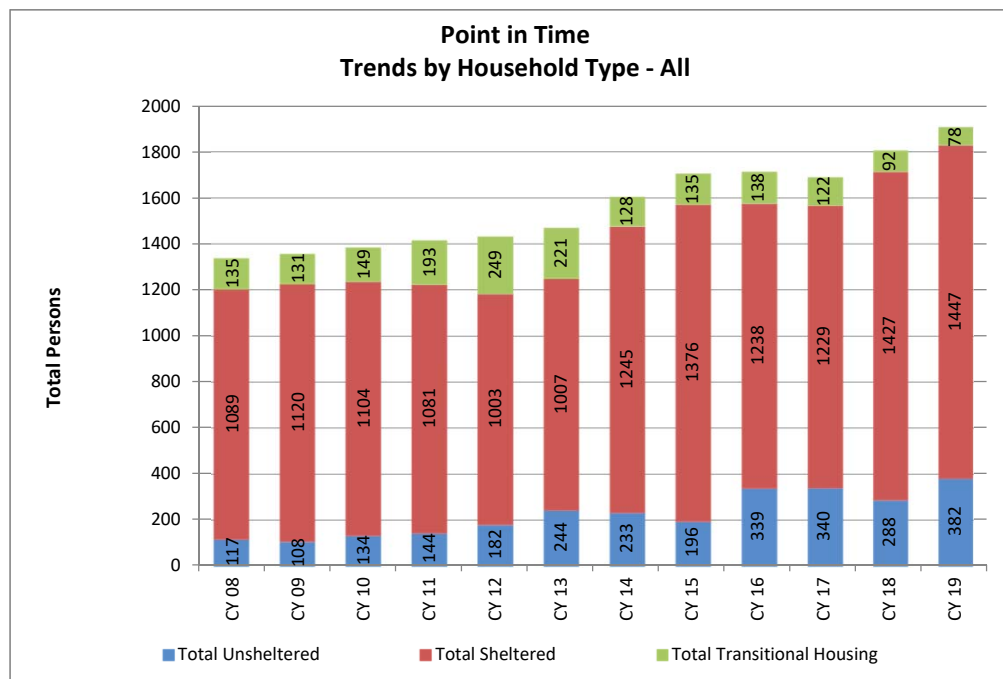
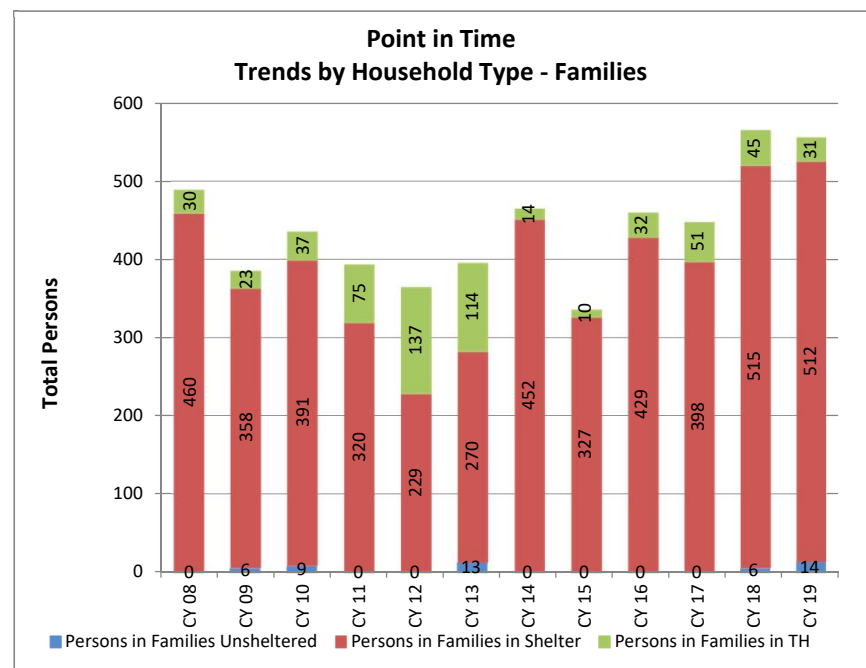
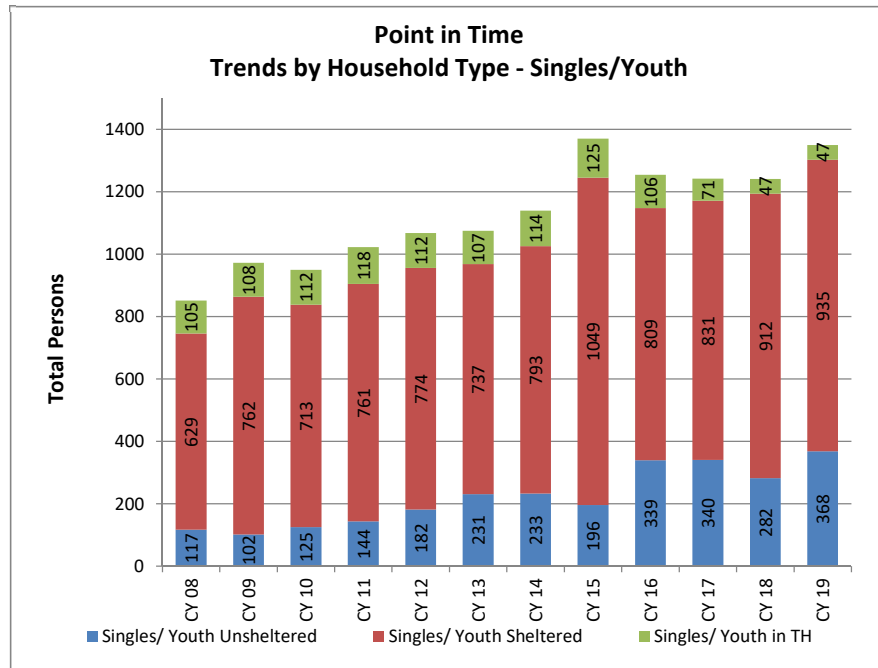
2019 Continuum of Care Homeless Population and Subpopulations Chart

Part 1: Homeless Population	Sheltered						Unsheltered			Total		
	Emergency 2019	2018	Difference	Transitional 2019	2018	Difference	2019	2018	Difference	2019	2018	Difference
Number of Families with Children (Family Households):	142	147	-5	12	20	-8	5	2	3	159	169	-10
1. Number of Persons in Families with Children:	512	515	-3	31	45	-14	14	6	8	557	566	-9
2. Number of Single Individuals and Persons in Households without Children:	927	908	19	47	47	0	367	282	85	1,341	1,237	104
3. Under 18 Youth	8	4	4	0	0	0	1	0	1	9	4	5
(Add Lines Numbered 1, 2 & 3) Total Persons:	1,447	1,427	20	78	92	-14	382	288	94	1,907	1,807	100
			1.4%			-15.2%			32.6%			5.5%

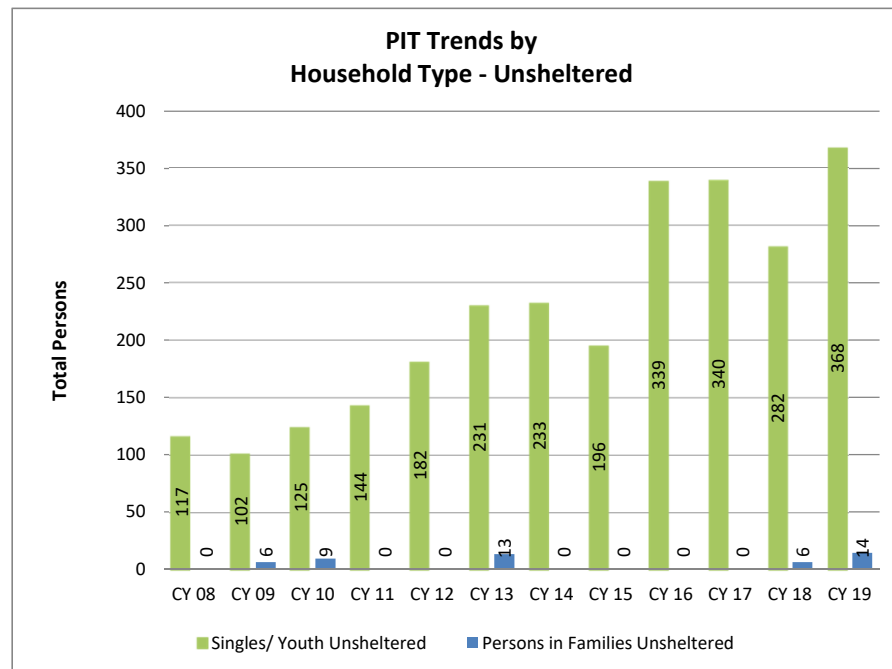
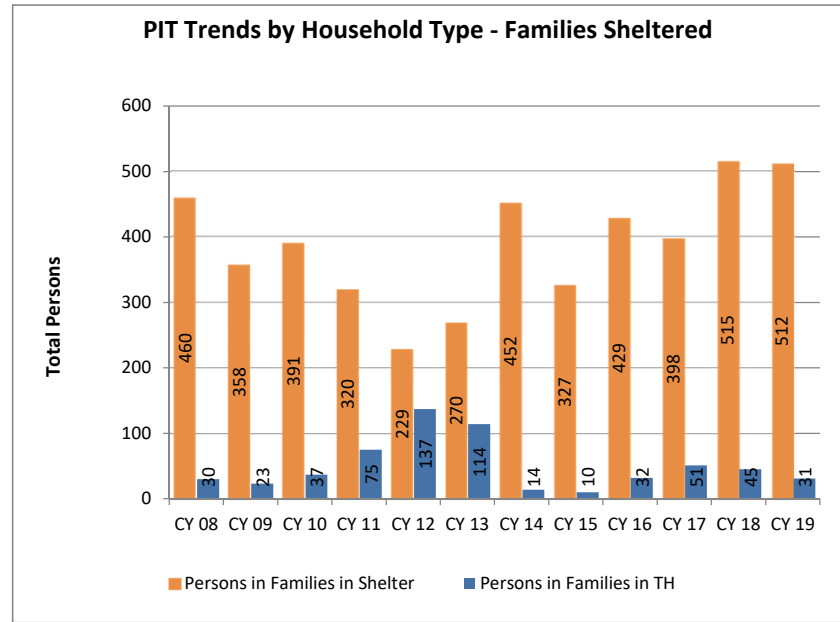
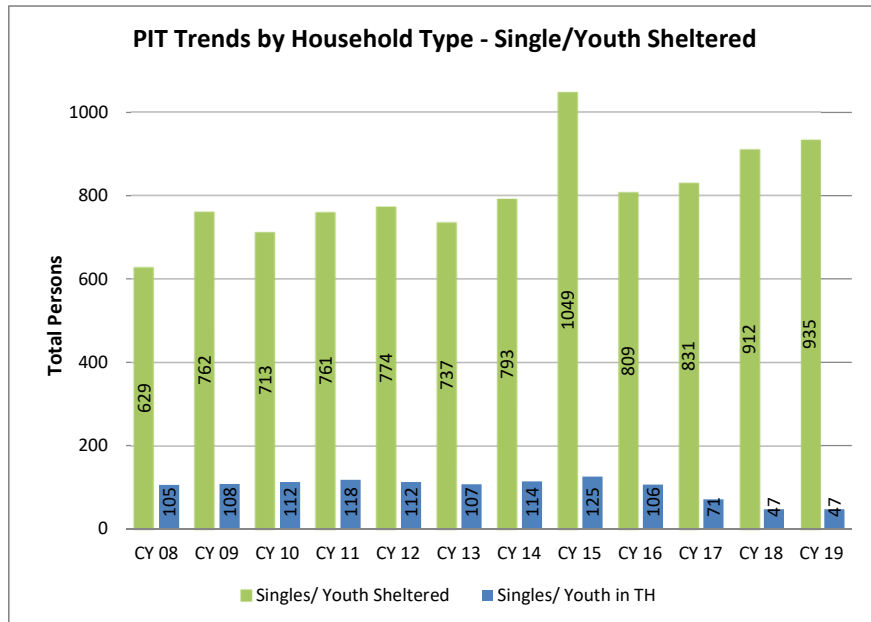
Part 2: Homeless Subpopulations	Sheltered			Unsheltered			Total		
	2019	2018	Difference	2019	2018	Difference	2019	2018	Difference
1. Chronically Homeless (For sheltered, persons in emergency shelter only)*	24	41	-17	73	96	-23	97	137	-40
			-41.5%			-24.0%			-29.2%
2. Severely Mentally Ill*	240	200	40	161	93	68	401	293	108
3. Chronic Substance Abuse*	125	105	20	168	89	79	293	194	99
4. Veterans*	76	86	-10	16	14	2	92	100	-8
5. Persons with HIV/AIDS*	6	6	0	3	6	-3	9	12	-3
6. Victims of Domestic Violence*	242	276	-34	106	115	-9	348	391	-43

* Self reported data. For chronic homeless, self reported for those without an HMIS active record.

**POINT IN TIME COUNT
2008 - 2019**



**POINT IN TIME COUNT
2008 - 2019**



SYSTEM & PROGRAM INDICATOR REPORT

FY2019
1/1/19 – 3/31/19

Our Mission

To lead a coordinated, community effort to make sure everyone has a place to call home.

We thank our Partner Agencies for their assistance in collecting data and ensuring data accuracy for our community reports.

FEATURED PROGRAMS OF EXCELLENCE

FY2019 Quarter 3: 1/1/19 – 3/31/19

 <p>FAMILY DIVERSION</p> <p>Met every goal for numbers served, shelter linkage, and successful diversion outcomes.</p>	 <p>TRANSITIONAL HOUSING</p> <p>Met every goal for numbers served, occupancy, housing stability, and successful housing outcomes.</p>	 <p>PREVENTION FOR VETERANS</p> <p>Met every goal for numbers served, length of participation, and successful housing outcomes.</p>
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And a SHOUT OUT to these partners that pulled together to ensure that everyone in our community was safe during dangerously cold winter nights:



Community Shelter Board is pleased to recognize and feature programs of excellence that demonstrated compelling results during the past quarter. We aim to acknowledge extraordinary leadership, collaborative practices, and high quality operations and services among partner agencies in their work to serve people facing homelessness every day. Our network includes partners delivering an array of services including homelessness prevention, shelter, rapid re-housing, street outreach, and supportive housing.

Community Shelter Board sets specific outcomes for each partner agency, and performance is measured and reported in the accompanying report. We monitor data constantly to track how effectively the system is working to move people to stable housing. We partner with agencies both individually and as a system to continuously improve results.

Along the way, we relish the opportunity to take a moment to recognize the tireless efforts by these partners delivering critical services to those facing homelessness.

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Overview

System and Program Indicator Reports are published quarterly and furnished to CSB trustees and the Continuum of Care. All reports are posted to www.csb.org. Results are also shared with CSB funders consistent with funding contracts and agreements.

The System and Program Indicator Report monitors the current CSB funded programs and some non-CSB funded programs that participate in our data system. The report evaluates each system and program based on a system or program goal, actual performance data, variances, and outcome achievements. Outcome achievement is defined as 90% or better of numerical goal or within 5 percentage points of a percentage goal, except where a lesser or greater value than this variance also indicates an achieved goal. Systems or programs which meet less than one-half of outcome goals are considered to be a “program of concern”. The following key is used to express outcome achievement status for each indicator:

Outcome Achievement:	Key
Outcome achieved	√
Outcome not achieved	≠
Outcome goal not applicable	N/A

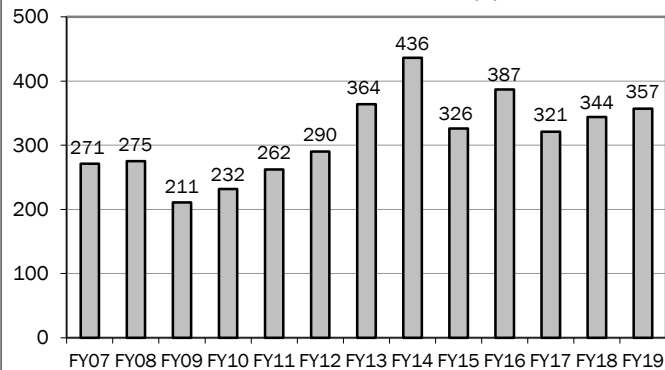
All data generated from the Columbus ServicePoint (CSP) and used in the report met CSB quality assurance standards, which require current and accurate data and a 95% completion rate for all required CSP data variables.

Data included in the report is analyzed per the Evaluation Definitions and Methodology document that can be found at www.csb.org under the Publications section.

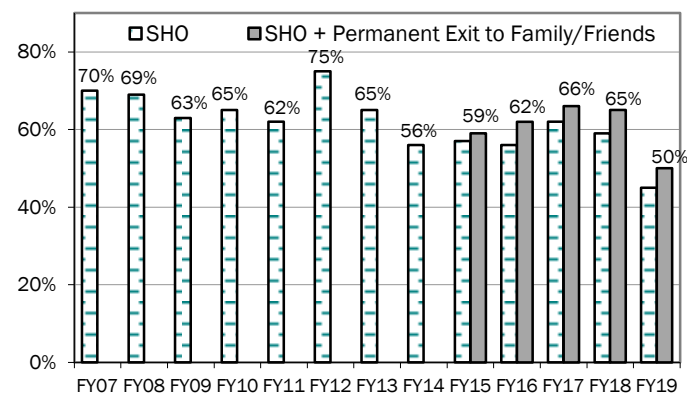
System and Program Indicator Report

FY19 EMERGENCY SHELTER	Households Served			Nightly Occupancy		Average Length of Stay (Days)			Successful Housing Outcomes ²					
1/1/2019 - 3/31/2019	Goal	Actual	Outcome Achievement	Capacity ¹	Actual	Goal	Actual	Outcome Achievement	Goal (#)	Actual	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement
Family System	340	357	√	114	128	25	47	≠	158	115	≠	70%	50%	≠

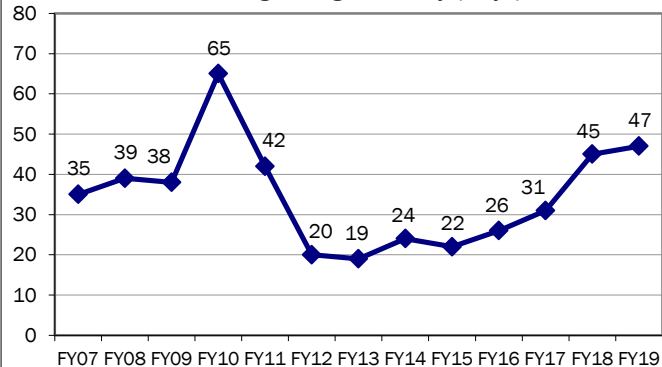
Qtr3 Household Served (#)



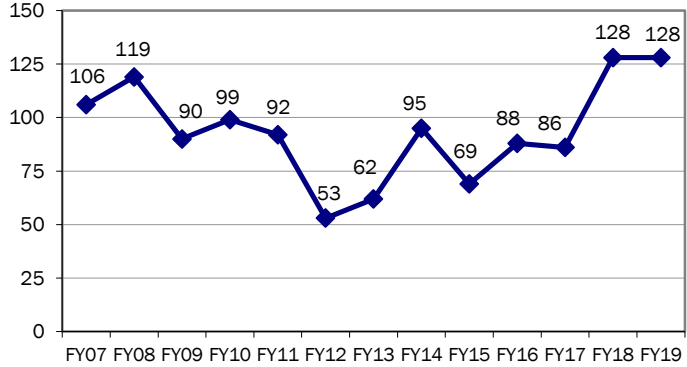
Qtr3 Successful Housing Outcomes (%)²



Qtr3 Average Length of Stay (Days)



Qtr3 Average Nightly Occupancy (#)



DEMOGRAPHICS	Family
Households Served	357
Percent Newly homeless	62%
Clients Served	1,302
Average Age (HoH)	32
Gender - Male (HoH)	8%
Gender - Female (HoH)	92%
Veterans (U.S. Military) served	7
Veterans % of all adults	1%
Average Monthly Household Income	\$655
Percent Working at Entry	33%
Race - White (HoH) ³	25%
Race - Black (HoH) ³	73%
Race - Other (HoH) ³	3%
Hispanic (HoH)	5%
Non-Hispanic (HoH)	95%
Adults Served	506
Children Served	796
Mean Family Size	3.6
Average Number of Children	2.2
Adults 18-24 years (HoH)	19%
Children 0 - 2 years ³	22%
Children 3 - 7 years ³	38%
Children 8 - 12 years ³	25%
Children 13 - 17 years ³	14%
Pregnant Women Served	38
Long Term Disability (HoH)	16%
Franklin County Residents	87%

Four percent more households needed shelter compared to the same period of last fiscal year. The success rate at exit from shelters decreased 15 percentage points to the lowest measured rate historically. The length of time homeless increased, causing the nightly occupancy to exceed planned capacity and tied the record high. The employment rate at entry decreased from the FY18 rate of 36% to 33% currently, coupled with a decrease in average income (FY18 \$712). The percent of newly homeless was calculated using homelessness experience from the past two years and is at a record low. An additional 41 families stayed in the Overnight shelter program only, waiting for a face-to-face shelter eligibility assessment. These families were subsequently either diverted from shelter or self-exited.

¹ Overflow capacity is not included.

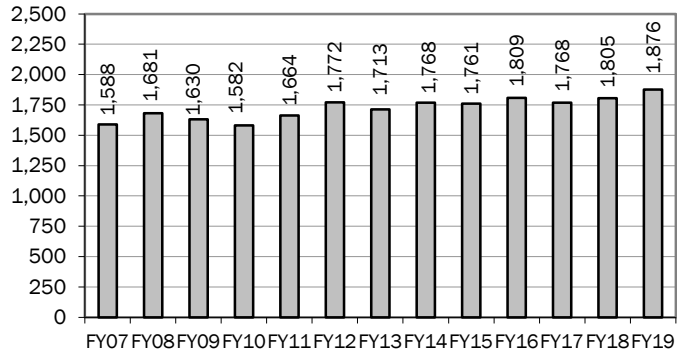
² Starting 7/1/15, Successful Housing Outcomes include permanent exits to family. Starting 7/1/18, Successful Housing Outcomes include permanent exits to friends.

³ Due to rounding percentage does not add up to 100%.

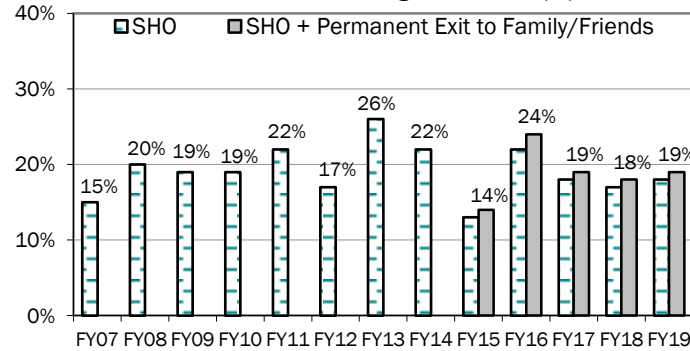
System and Program Indicator Report

FY19 EMERGENCY SHELTER	Households Served			Nightly Occupancy		Average Length of Stay (Days)			Successful Housing Outcomes ¹					
1/1/2019 - 3/31/2019	Goal	Actual	Outcome Achievement	Capacity ²	Actual	Goal	Actual	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement
Men's System	1,800	1,876	√	431	619	30	40	≠	452	242	≠	33%	19%	≠

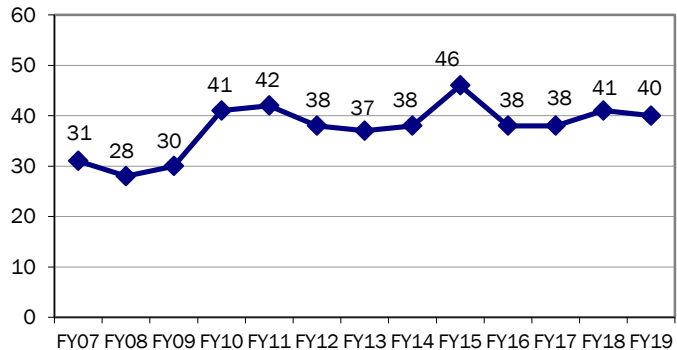
Qtr3 Households Served (#)



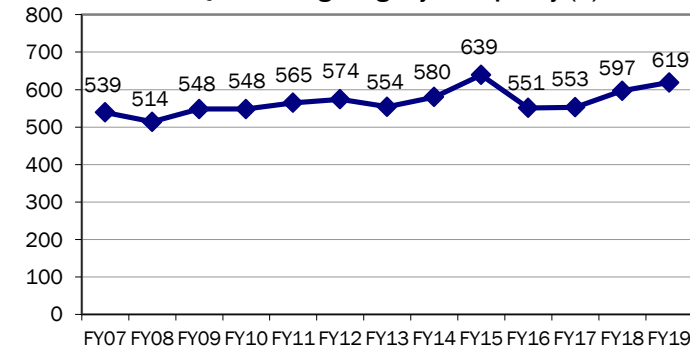
Qtr3 Successful Housing Outcomes (%)¹



Qtr3 Average Length of Stay (Days)



Qtr3 Average Nightly Occupancy (#)



DEMOGRAPHICS	Men
Households Served	1,876
Percent Newly homeless	49%
Average Age	44
Men as a percent of total single adults served	72%
Veterans (U.S. Military) served	187
Veterans % of all adults	10%
Average Monthly Household Income	\$592
Percent Working at Entry	28%
Average Daily Waitlist Number	0
Race - White	35%
Race - Black	64%
Race - Other	1%
Hispanic	2%
Non-Hispanic	98%
Adults 18 - 24 years	7%
Adults 25 - 34 years	22%
Adults 35 - 44 years	22%
Adults 45 - 55 years	27%
Adults 56 - 61 years	14%
Adults 62+ years	8%
Long Term Disability (HoH)	36%
Franklin County Residents	84%

The number of single men sheltered increased 4% when compared to the same reporting period of last fiscal year. The success rate at exit increased and the average length of time homeless decreased. The rapid re-housing program now only serves individuals with high needs and barriers, which makes outcome achievement much more challenging. The employment rate at entry increased from the FY18 rate of 26% to 28% currently, coupled with an increase in average income (FY18 \$530). The percent of newly homeless was calculated using homelessness experience from the past two years.

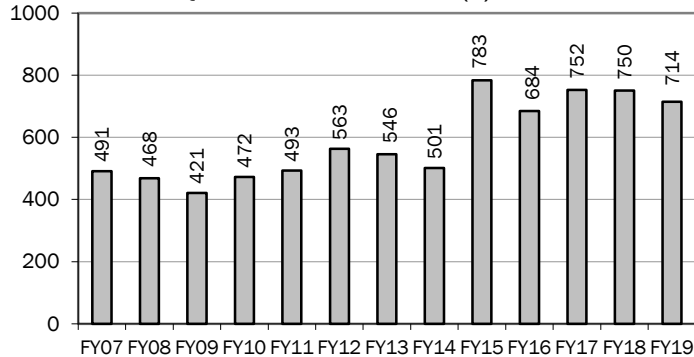
¹ Starting 7/1/15, Successful Housing Outcomes include permanent exits to family. Starting 7/1/18, Successful Housing Outcomes include permanent exits to friends.

² Overflow capacity is not included. Overflow beds opened 11/9/18.

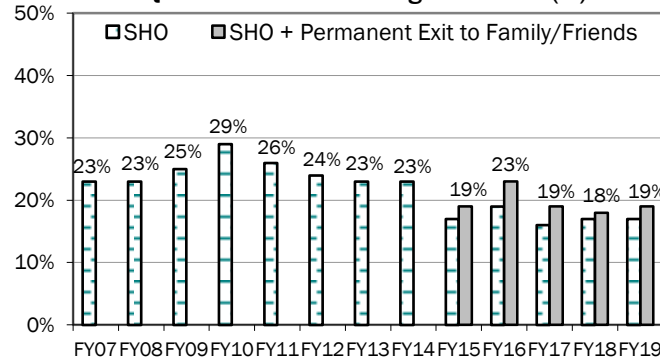
System and Program Indicator Report

FY19 EMERGENCY SHELTER	Households Served			Nightly Occupancy		Average Length of Stay (Days)			Successful Housing Outcomes ¹					
1/1/2019 - 3/31/2019	Goal	Actual	Outcome Achievement	Capacity ²	Actual	Goal	Actual	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement
Women's System	725	714	√	201	239	30	44	≠	186	89	≠	33%	19%	≠

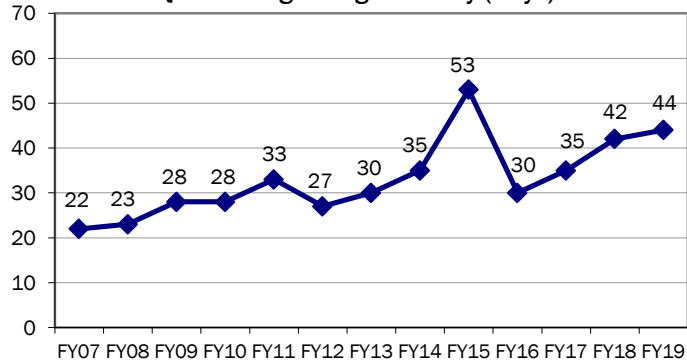
Qtr3 Households Served (#)



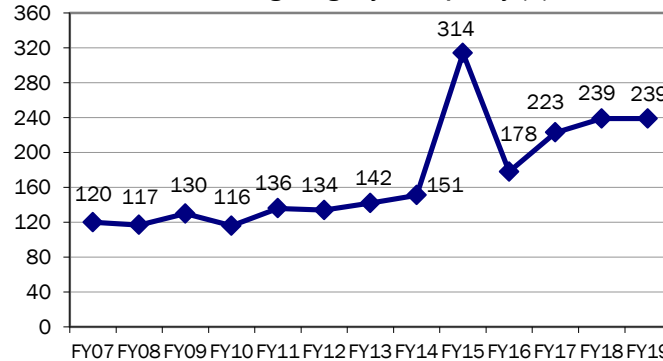
Qtr3 Successful Housing Outcomes (%)¹



Qtr3 Average Length of Stay (Days)



Qtr3 Average Nightly Occupancy (#)



DEMOGRAPHICS	Women
Households Served	714
Percent Newly homeless	58%
Average Age	41
Women as a percent of total single adults served	28%
Veterans (U.S. Military) served	11
Veterans % of all adults	2%
Average Monthly Household Income	\$571
Percent Working at Entry	26%
Average Daily Waitlist Number	0
Race - White	40%
Race - Black	58%
Race - Other	2%
Hispanic	3%
Non-Hispanic	97%
Adults 18 - 24 years	13%
Adults 25 - 34 years	26%
Adults 35 - 44 years	23%
Adults 45 - 55 years	22%
Adults 56 - 61 years	9%
Adults 62+ years	7%
Pregnant Women Served	48
Long Term Disability (HoH)	20%
Franklin County Residents	84%

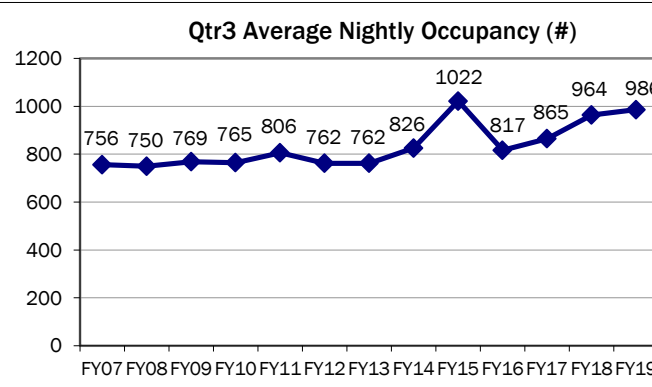
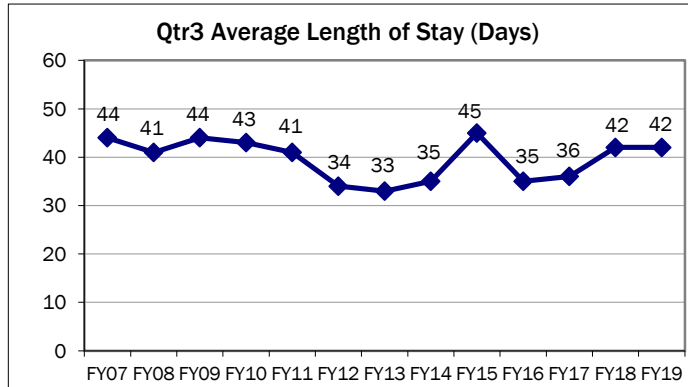
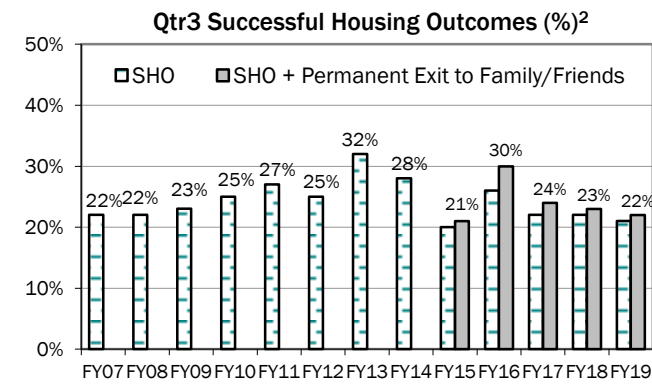
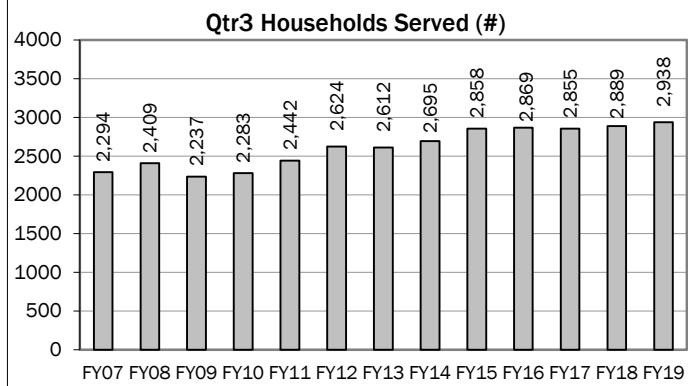
The number of single women sheltered is 5% lower when compared to the same reporting period of last fiscal year. The average length of time homeless increased compared to the same reporting period of the last fiscal year, causing the decrease in number served. The employment rate at entry increased from the FY18 annual rate of 25%, while average income increased from \$502 to \$571. The rapid re-housing program now only serves individuals with high needs and barriers, which makes outcome achievement much more challenging. The percent of newly homeless was calculated using homelessness experience from the past two years.

¹ Starting 7/1/15, Successful Housing Outcomes include permanent exits to family. Starting 7/1/18, Successful Housing Outcomes include permanent exits to friends.

² Overflow capacity is not included. Overflow beds opened 11/9/18.

System and Program Indicator Report

FY19 EMERGENCY SHELTER	Households Served			Nightly Occupancy		Average Length of Stay (Days)			Successful Housing Outcomes ²					
1/1/2019 - 3/31/2019	Goal	Actual	Outcome Achievement	Capacity ³	Actual	Goal	Actual	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement
Emergency Shelter System ¹	2,850	2,938	√	746	986	30	42	≠	794	444	≠	37%	22%	≠



DEMOGRAPHICS	Family & Adults
Households Served	2,938
Percent Newly homeless	53%
Clients Served	3,873
Adults Served	3,077
Children Served	796
Average Age (HoH)	41
Gender - Male (HoH)	65%
Gender - Female (HoH)	35%
Veterans (U.S. Military) served	202
Veterans % of all adults	7%
Average Monthly Household Income	\$592
Percent Working at Entry	28%
Average Daily Waitlist Number	0
Race - White (HoH)	35%
Race - Black (HoH)	63%
Race - Other (HoH)	2%
Hispanic (HoH)	3%
Non-Hispanic (HoH)	97%
Adults 18-24 years (HoH)	10%
Pregnant Women Served	88
Long Term Disability (HoH)	29%
Franklin County Residents	84%

The system experienced a 2% increase in the number of households sheltered when compared to the same period of last fiscal year and reached a record high for this time of the year, due to the increase in the number of families sheltered. The successful housing outcomes percent decreased 1 percentage point compared to the same period of the prior fiscal year. The average length of time homeless stayed the same, and the nightly occupancy increased by 2%. The employment rate and average income increased as well. 53% of sheltered households did not experience homelessness within the prior two years.

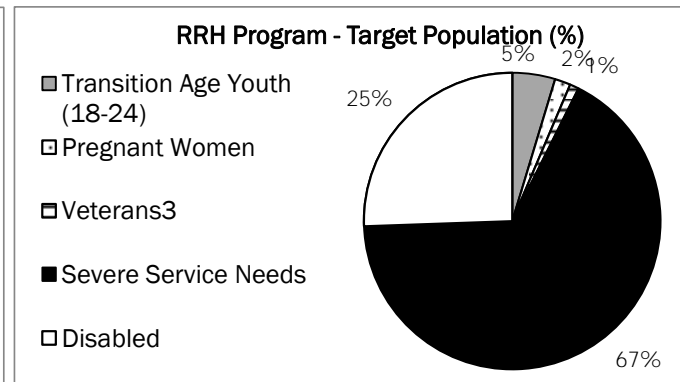
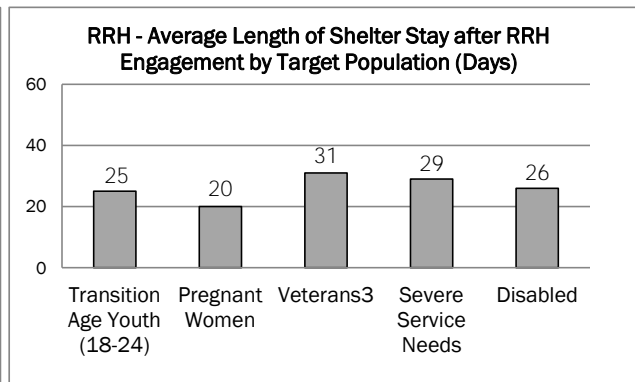
¹ System includes single adult and family shelters. Excludes Huckleberry House Emergency Shelter and YMCA Family Overnight; total distinct households served including the youth shelter and overnight program is 3,122.

² Starting 7/1/15, Successful Housing Outcomes include permanent exits to family. Starting 7/1/18, Successful Housing Outcomes include permanent exits to friends.

³ Overflow capacity is not included. Overflow beds opened 11/9/18.

communityshelterboard
Until everyone has a place to call home

Target Population	Successful Housing Outcomes (%)
Transition Age Youth (18-24)	44%
Pregnant Women	71%
Veterans	67%
Severe Service Needs	50%
Disabled	59%



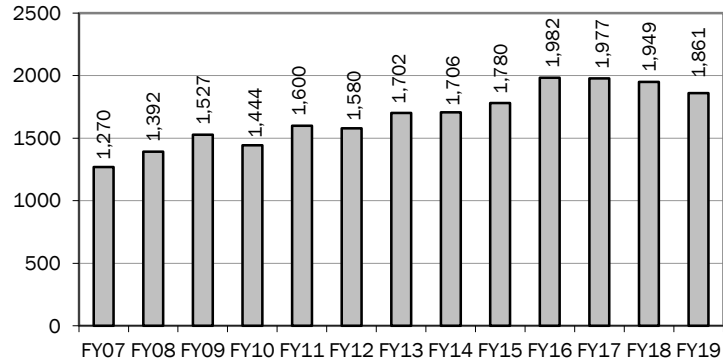
¹System implemented 10/1/2014. Includes shelters where the Rapid Re-housing Program is operating. These shelters include LSS Faith Mission, Southeast Friends of the Homeless, VOAGO Men's, YMCA Women's and Maryhaven Shelter2Housing. Program is not contracted to provide services for the overflow or VA programs.

³ These veterans are not eligible for VA funded services.

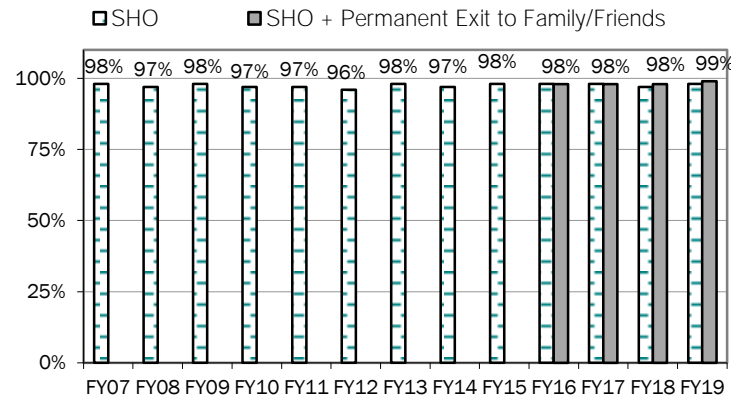
System and Program Indicator Report

FY19 Permanent Supportive Housing (PSH)	Households Served			Occupancy Rate			Housing Stability (Months)			Successful Housing Outcomes ¹					
1/1/2019 - 3/31/2019	Goal	Actual	Outcome Achievement	Goal	Actual	Outcome Achievement	Goal	Actual	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement
Total PSH System	2,040	1,861	√	95%	94%	√	24	48	√	1,836	1,828	√	90%	99%	√

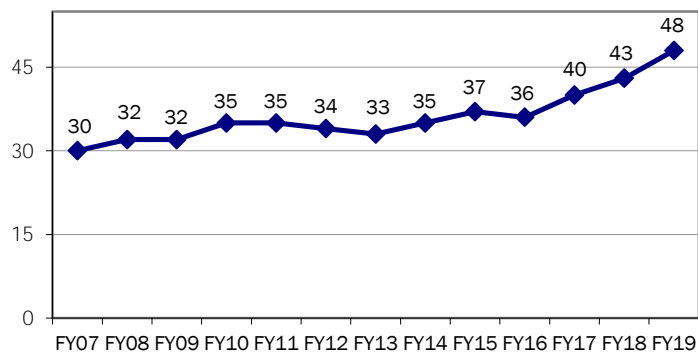
Qtr3 Households Served (#)



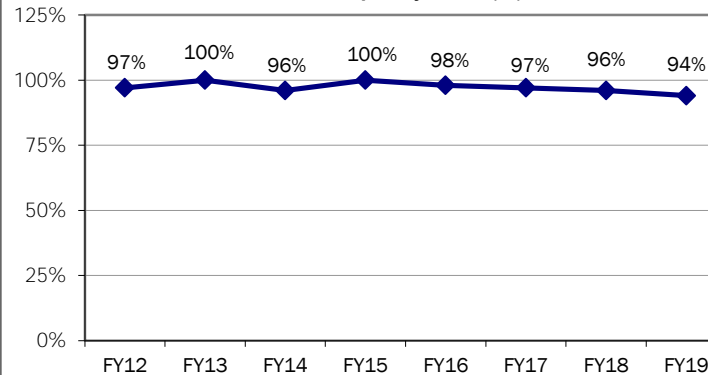
Qtr3 Successful Housing Outcomes (%)¹



Qtr3 Housing Stability (Months)



Qtr3 Occupancy Rate (%)

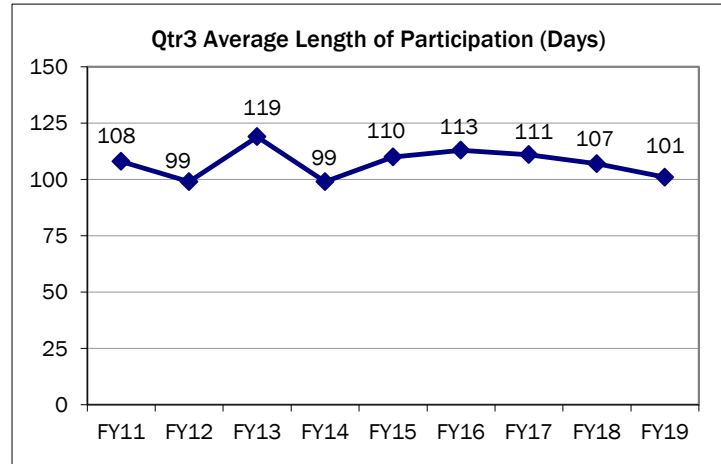
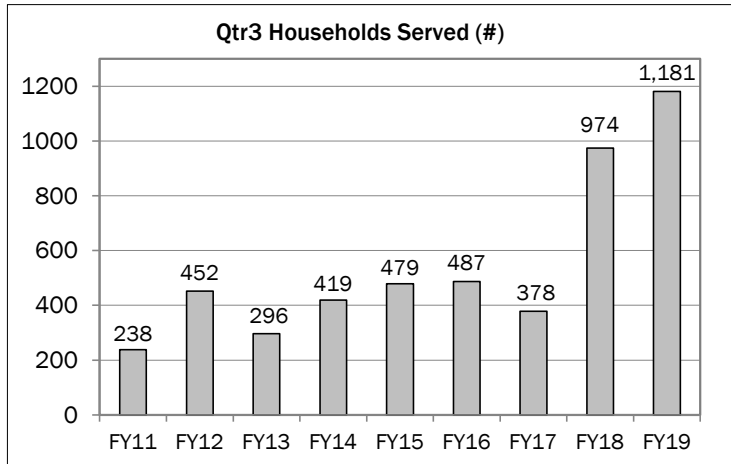
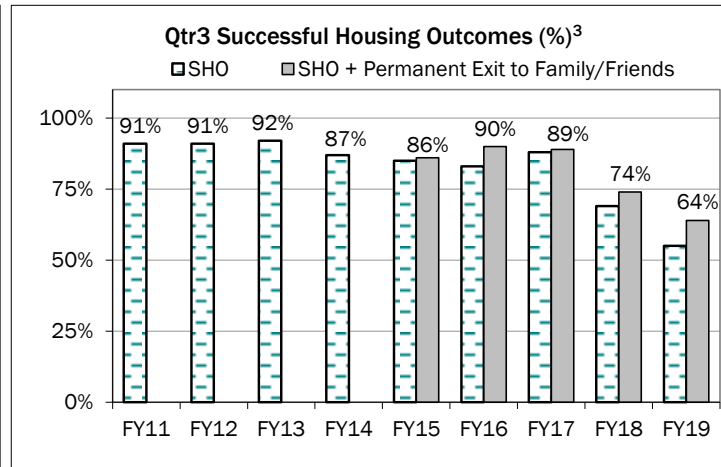
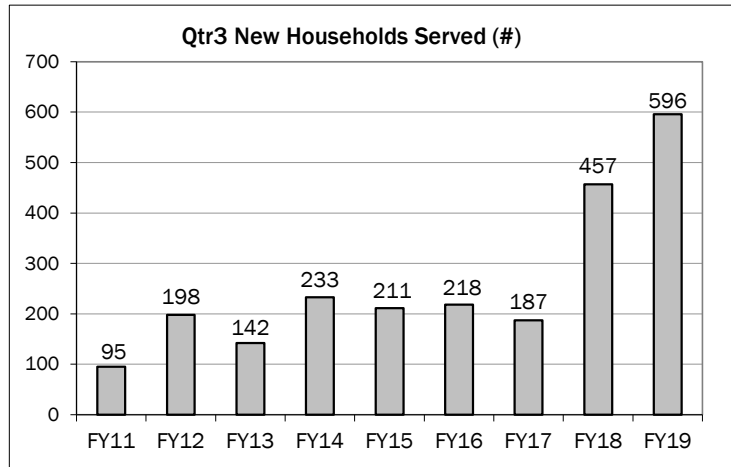


The system continues to perform well, with good occupancy and success rates. However, the occupancy rate is the lowest measured rate historically, coupled with a 5% decrease in numbers served. The current capacity of Permanent Supportive Housing units included in Columbus Service Point (CSP) and reported on here is 1926. VA VASH voucher capacity of 364 is not included.

¹ Starting 7/1/15, Successful Housing Outcomes include permanent exits to family. Starting 7/1/18, Successful Housing Outcomes include permanent exits to friends.

System and Program Indicator Report

FY19 Rapid Re-housing	New Households Served			Households Served			Average Length of Participation (Days)			Successful Housing Outcomes ³					
1/1/2019 - 3/31/2019	Goal	Actual	Outcome Achievement	Goal	Actual	Outcome Achievement	Goal	Actual	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement
Rapid Re-housing System ¹	735	596	≠	1,452	1,181	≠	100	101	√	368	318	≠	50%	64%	√



DEMOGRAPHICS	Family & Adults
Households Served	1,181
Clients Served	1,842
Average Age (HoH)	43
Gender - Male (HoH)	57%
Gender - Female (HoH)	43%
Veterans (U.S. Military) served	146
Veterans % of all adults	12%
Average Monthly Household Income	\$584
Percent Working at Entry	25%
Adults Served	1,262
Children Served	580
Race - White (HoH) ⁴	32%
Race - Black (HoH) ⁴	67%
Race- Other (HoH) ⁴	2%
Hispanic (HoH)	3%
Non-Hispanic (HoH)	97%
Mean Family Size ²	3.7
Average Number of Children ²	2.4
Adults 18-24 years (HoH)	8%
Children 0 - 2 years ^{2,4}	26%
Children 3 - 7 years ^{2,4}	38%
Children 8 - 12 years ^{2,4}	24%
Children 13 - 17 years ^{2,4}	13%
Long Term Disability (HoH)	27%
Pregnant Women Served	70

The system served 21% more households than the same reporting period of last fiscal year, due to full operations of the rapid re-housing program for single adults, but was still below goal as both the family and single adult rapid rehousing providers served less households than projected. This impacted the performance of the entire system. The rapid rehousing programs now only serve households with high needs and barriers, which makes outcome achievement much more challenging.

¹ System includes HFF Rapid Re-housing, VOAGO Rapid Re-housing, TSA Rapid Re-housing, TSA J2H, YMCA Rapid Re-housing, LSS SSVF, and VOAGO SSVF programs.

² Data refers to families served.

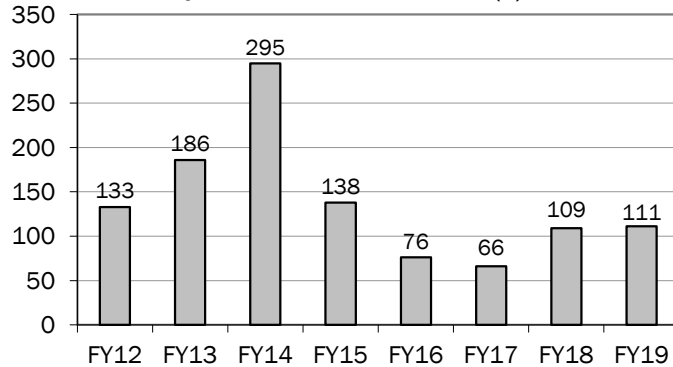
³ Starting 7/1/15, Successful Housing Outcomes include permanent exits to family. Starting 7/1/18, Successful Housing Outcomes include permanent exits to friends.

⁴ Due to rounding percentages do not add up to 100%.

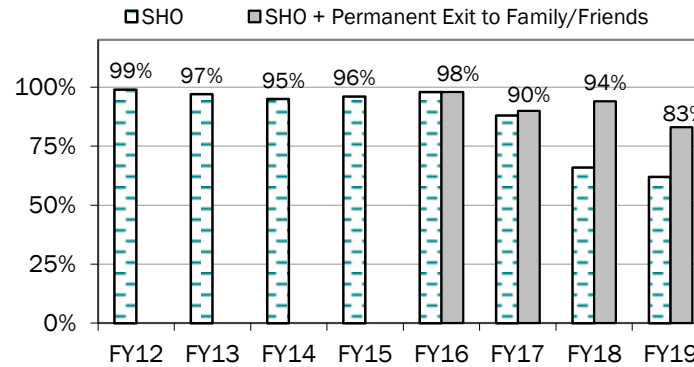
System and Program Indicator Report

FY19 Prevention	New Households Served			Households Served			Average Length of Participation (Days)			Successful Housing Outcomes ³					
1/1/2019 - 3/31/2019	Goal	Actual	Outcome Achievement	Goal	Actual	Outcome Achievement	Goal	Actual	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement
Prevention System ¹	82	111	√	160	222	√	120	95	√	74	93	√	90%	83%	≠

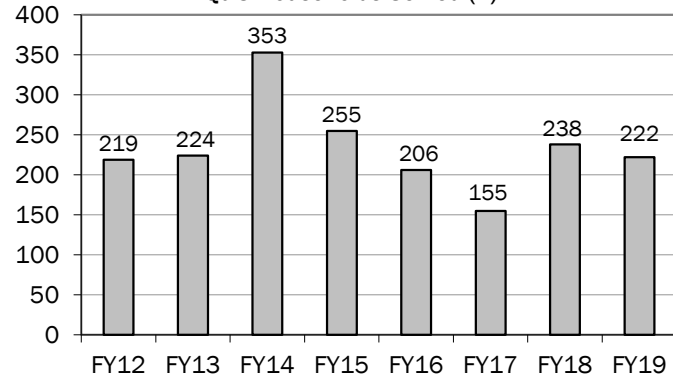
Qtr3 New Households Served (#)



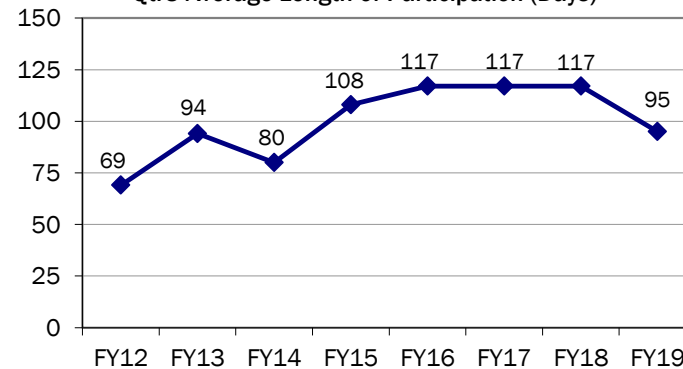
Qtr3 Successful Housing Outcomes (%)³



Qtr3 Households Served (#)



Qtr3 Average Length of Participation (Days)



DEMOGRAPHICS	Family & Adults
Households Served	222
Clients Served	701
Average Age (HoH)	35
Gender - Male (HoH)	22%
Gender - Female (HoH)	78%
Veterans (U.S. Military) served	49
Veterans % of all adults	18%
Average Monthly Household Income	\$789
Percent Working at Entry	49%
Race - White (HoH) ⁴	25%
Race - Black (HoH) ⁴	73%
Race - Other (HoH) ⁴	1%
Hispanic (HoH)	3%
Non-Hispanic (HoH)	97%
Adults Served	276
Children Served	425
Mean Family Size ²	3.5
Average Number of Children ²	2.2
Children 0 - 2 years ²	25%
Children 3 - 7 years ²	37%
Children 8 - 12 years ²	23%
Children 13 - 17 years ²	15%
Long Term Disability (HoH)	11%
Pregnant Women Served	40

Seven percent less households were served than the same reporting period of last fiscal year. The number of veterans and pregnant women served doubled compared to the same reporting period of last fiscal year. The success rate at program exit fell significantly. 62% of households are stable in their own housing and 21% decided to permanently move in with family/friends, a continued high rate for family/friends move-ins. Income and percent working at entry decreased compared to FY18 annual rate (\$833 and 54% respectively) showing better targeting and prioritization of households at greater risk of homelessness.

¹ System includes Gladden Community House prevention hub programs, Homeless Families Foundation prevention program for pregnant women, and VOAGO SSVF program for veterans.

² Data refers to the families served.

³ Starting 7/1/15, Successful Housing Outcomes include permanent exits to family. Starting 7/1/18, Successful Housing Outcomes include permanent exits to friends.

⁴ Due to rounding percentages do not add up to 100%.

System and Program Indicator Report

Special Populations Served : 1/1/2019 - 3/31/2019		Pregnant Women Served by Program Type					
Pregnant Women	Totals	Homelessness Prevention	Street Outreach	Emergency Shelter	Transitional Housing	PH - Rapid Re-Housing	PH - Permanent Supportive Housing
Total Households Served (#)	173	40	9	88	4	70	1
Successful Housing Outcomes (#) ¹	N/A	20	1	23	1	19	1
Successful Housing Outcomes (%) ¹	N/A	83%	25%	35%	50%	76%	100%
Average Length of Shelter Stay (Days) ²	N/A	125	302	32	4	113	2
Average Length of Participation (Days) ³							
Housing Stability (Months) ⁴							
DEMOGRAPHICS	Percentage	Pregnant Women Served by Program Type					
Race - White (HoH)	23%						
Race - Black (HoH)	75%						
Race - Other (HoH)	2%						
Hispanic (HoH)	2%						
Non-Hispanic (HoH)	98%						
Long Term Disability	19%						
Franklin County Residents	90%						

		Veterans Served by Program Type					
Veterans (All Adults)	Totals	Homelessness Prevention	Street Outreach	Emergency Shelter	Transitional Housing	PH - Rapid Re-Housing	PH - Permanent Supportive Housing
Total Households Served (#)	783	49	8	203	42	146	504
Successful Housing Outcomes (#) ¹	N/A	16	5	61	19	41	497
Successful Housing Outcomes (%) ¹	N/A	100%	100%	39%	70%	82%	99%
Average Length of Shelter Stay (Days) ²	N/A	89	67	30	2	117	47
Average Length of Participation (Days) ³							
Housing Stability (Months) ⁴							
DEMOGRAPHICS	Percentage	Veterans Served by Program Type					
Gender - Male (HoH)	92%						
Gender - Female (HoH)	8%						
Race - White (HoH) ⁵	41%						
Race - Black (HoH) ⁵	58%						
Race - Other (HoH) ⁵	2%						
Hispanic (HoH)	2%						
Non-Hispanic (HoH)	98%						
Long Term Disability	65%						
Franklin County Residents	86%						

¹Successful outcomes measure for Street Outreach.

²Average Length of Shelter Stay (Days) measured for Emergency Shelter.

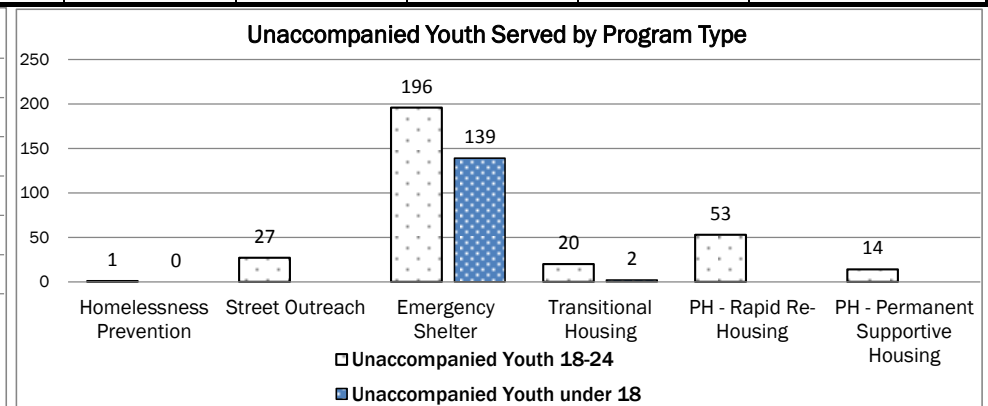
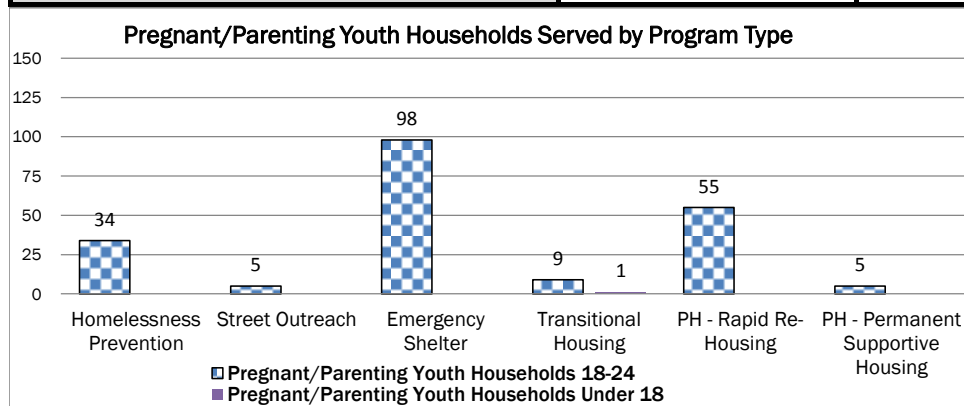
³Average Length of Participation (Days) measured for Street Outreach, PH - Rapid Re-Housing and Homelessness Prevention.

⁴Housing Stability (Months) measured for PH - Permanent Supportive Housing and Transitional Housing.

⁵Due to rounding percentages do not add up to 100%.

System and Program Indicator Report

TAY Population Served: 1/1/2019 -3/31/2019		Transition Age Youth Served by Program Type					
Transition Age Youth Population ¹	Totals	Homelessness Prevention	Street Outreach	Emergency Shelter	Transitional Housing	PH - Rapid Re-Housing	PH - Permanent Supportive Housing
Unaccompanied Youth 18-24	245	1	27	196	20	53	14
Pregnant/Parenting Youth Households 18-24	170	34	5	98	9	55	5
Unaccompanied Youth under 18	139	0	0	139	2	0	0
Pregnant/Parenting Youth Households Under 18	1	0	0	0	1	0	0
Total Households Served	555	35	32	433	32	108	19
Total Households Entered	416	12	13	384	8	60	3
Total Households Exited	363	16	12	350	9	41	1
Total Pregnant Women Served	71	13	4	38	3	22	0
Successful Housing Outcomes (%) ²	N/A	88%	50%	39%	78%	59%	95%
Successful Housing Outcomes (#) ²	N/A	14	6	137	7	24	18
Average Length of Shelter Stay (Days) ³	N/A	123	231	23	7	94	22
Average Length of Participation (Days) ⁴							
Housing Stability (Months) ⁵							
	DEMOGRAPHICS						
	Race - White (HoH) ⁶	11%	34%	30%	13%	27%	21%
	Race - Black (HoH) ⁶	89%	59%	66%	88%	72%	79%
	Race - Other (HoH) ⁶	0%	6%	3%	0%	1%	0%
	Hispanic (HoH)	3%	3%	7%	0%	7%	0%
	Non-Hispanic (HoH)	97%	97%	93%	100%	93%	100%
	Long Term Disability	0%	91%	33%	97%	19%	95%
	Franklin County Residents	97%	87%	84%	97%	89%	100%



¹ Includes unaccompanied and pregnant/parenting youth where all adult members are between 18 - 24 years of age and unaccompanied parenting/youth under 18.

² Successful outcomes measure for Street Outreach

³ Average Length of Shelter Stay (Days) measured for Emergency Shelter.

⁴ Average Length of Participation (Days) measured for Street Outreach, PH - Rapid Re-Housing and Homelessness Prevention.

⁵ Housing Stability (Months) measured for PH - Permanent Supportive Housing and Transitional Housing.

⁶ Due to rounding percentages do not add up to 100%.

HOMELESS HOTLINE	Total Households Served			Shelter Linkage			Successful Diversion Outcomes					
1/1/2019 -3/31/2019	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement
Netcare - Homeless Hotline (Single Adults)	2,500	2,699	√	95%	99%	√	625	335	≠	25%	12%	≠
Netcare - Homeless Hotline (Families)	800	636	√ ⁵	95%	99%	√	240	126	≠	30%	19%	≠
Gladden Community House - Family Diversion	290	548	√	95%	99%	√	102	150	√	35%	35%	√

OUTREACH	New Households Served			Total Households Served			Successful Outcomes						Successful Housing Outcomes ⁴						Usage of CSB DCA (%) ²		
1/1/2019 -3/31/2019	Goal (#)	Actual (#)	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement
Maryhaven - Capital Crossroad SID Outreach	25	15	≠	45	28	≠	19	22	√	75%	100%	√	10	15	√	55%	68%	√	N/A	22%	N/A
Maryhaven - Outreach	79	30	≠	139	142	√	59	19	≠	75%	45%	≠	32	11	≠	55%	58%	√	25%	18%	≠
Southeast - PATH Outreach ³	70	35	≠	140	56	≠	35	5	≠	50%	63%	√	N/A	5	N/A	N/A	100%	N/A	N/A	N/A	N/A

EMERGENCY SHELTER - Families	Households Served			Nightly Occupancy				Average Length of Stay (Days)			Successful Housing Outcomes ⁴						Movement
1/1/2019 -3/31/2019	Goal (#)	Actual (#)	Outcome Achievement	Capacity ¹	Actual	Actual (%)	Outcome Achievement	Goal	Actual	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement	Actual (%) Goal 15%
YWCA - Family Center	225	136	≠	50	52	104%	√	25	48	≠	123	51	≠	70%	59%	≠	5%
YMCA - Van Buren Family Shelter	200	232	√	64	76	119%	√	25	44	≠	95	65	≠	70%	42%	≠	6%

¹ Capacity does not include overflow.² Households that exited successfully without accessing DCA are excluded from calculation.³ The goal of PATH Outreach is to outreach to homeless individuals for the purpose of linking them to ongoing mental health and other treatment.⁴ Starting 7/1/15, Successful Housing Outcomes include permanent exits to family. Starting 7/1/18, Successful Housing Outcomes include permanent exits to friends.⁵ Hotline provided services to all families that called in.

EMERGENCY SHELTER - Single Adult Programs ⁵	Households Served				Nightly Occupancy				Average Length of Stay (Days)			Successful Housing Outcomes ^{3,4}						Movement
1/1/2019 - 3/31/2019	Goal (#)	Actual (#)	Variance	Outcome Achievement	Capacity ¹	Actual	Actual (%)	Outcome Achievement (95%)	Goal	Actual	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement	Actual (%) Goal <15%
MEN																		
LSS - Faith Mission - Men's on Grant ²	N/A	307	N/A	N/A	89	109	122%	N/A	30	46	N/A	N/A	56	N/A	33%	29%	N/A	23%
LSS - Faith Mission on 8th ²	N/A	262	N/A	N/A	95	93	98%	N/A	30	49	N/A	N/A	49	N/A	33%	29%	N/A	28%
Friends of the Homeless - Men's Shelter ⁵	489	459	(30)	√	130	139	107%	√	30	40	≠	118	61	≠	33%	19%	≠	30%
VOAGO - Men's Shelter ⁵	188	186	(2)	√	40	44	110%	√	30	31	√	49	32	≠	33%	22%	≠	38%
YMCA - Men's Overflow ⁶	900	1069	169	√	162	162	100%	√	30	15	√	N/A	3	N/A	N/A	0%	N/A	N/A
WOMEN																		
LSS - Faith Mission - Women's on Grant ²	N/A	130	N/A	N/A	38	43	113%	N/A	30	41	N/A	N/A	26	N/A	33%	30%	N/A	21%
YMCA - Van Buren Women's Shelter ⁵	275	377	102	√	139	145	104%	√	30	54	≠	58	46	≠	33%	20%	≠	34%
YMCA - Van Buren Pregnant Women's Shelter ⁵	52	31	(21)	≠	12	7	58%	≠	37	28	√	13	6	≠	33%	26%	≠	26%
YMCA - Women's Overflow ⁶	300	473	173	√	32	32	100%	√	30	6	√	N/A	4	N/A	N/A	1%	N/A	N/A
INEBRIATE																		
Maryhaven - Engagement Center Safety	275	262	(13)	√	32	36	113%	√	12	14	≠	73	59	≠	30%	26%	√	N/A
Maryhaven - Engagement Center Shelter2Housing ⁵	45	34	(11)	≠	18	15	83%	≠	30	78	≠	9	15	√	33%	60%	√	12%
YOUTH																		
Huckleberry House - Emergency Shelter	100	147	47	√	16	13	81%	≠	10	9	√	72	119	√	80%	92%	√	0%
VA EMERGENCY HOUSING																		
VOAGO - VA Emergency Housing	35	41	6	√	15	13	87%	≠	60	38	√	11	23	√	50%	70%	√	0%
LSS - VA Men & Women	50	74	24	√	24	20	83%	≠	60	34	√	13	16	√	50%	30%	≠	21%
AGENCY																		
Lutheran Social Services - Faith Mission ^{2,5}	837	680	(157)	≠	222	245	110%	√	30	47	≠	203	130	≠	33%	30%	√	24%

¹ Capacity does not include overflow.² Lutheran Social Services is evaluated at the agency level rather than at the individual program level. Inclusive programs are Faith Mission Men's on Grant, Faith Mission on 8th, and Nancy's Place.³ Successful outcomes measure for Maryhaven Engagement Center Safety.⁴ Exit to family (permanent tenure) is a successful housing outcome for all starting 7/1/2015. Exit to friends (permanent tenure) is a successful housing outcome for all starting 7/1/2018.⁵ Starting 7/1/2017 housing services are provided by the single adult Rapid Re-housing project. Some of the measures for emergency shelters are shared with the rapid re-housing program.⁶ Men's and women's seasonal overflow was opened 11/09/18. Capacity is actual average nightly number served.

PERMANENT SUPPORTIVE HOUSING		Households Served				Project Occupancy			Housing Stability (Months)			Successful Housing Outcomes ¹					
1/1/2019 - 3/31/2019	Capacity	Goal (#)	Actual (#)	Variance	Outcome Achievement	Actual (#)	Actual (%)	Attainment of Goal (95%)	Goal (# of months)	Actual (# of months)	Attainment of Goal	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement
Community Housing Network - Briggsdale	25	26	24	(2)	√	24	96%	√	24	50	√	23	24	√	90%	100%	√
Community Housing Network - Briggsdale 2 ⁴	40	40	40	0	√	40	100%	√	N/A	5	N/A	36	40	√	90%	100%	√
Community Housing Network - Cassady	10	10	12	2	√	10	100%	√	24	37	√	9	12	√	90%	100%	√
Community Housing Network - Community ACT	42	44	40	(4)	√	38	90%	√	24	70	√	40	38	√	90%	97%	√
Community Housing Network - East 5th Avenue	38	40	37	(3)	√	36	95%	√	24	39	√	36	35	√	90%	97%	√
Community Housing Network - Inglewood Court	45	47	44	(3)	√	43	96%	√	24	45	√	42	44	√	90%	100%	√
Community Housing Network - Leasing Supportive Housing	25	26	24	(2)	√	24	96%	√	24	49	√	23	24	√	90%	100%	√
Community Housing Network - North 22nd Street	30	31	31	0	√	30	100%	√	24	44	√	28	30	√	90%	100%	√
Community Housing Network - Parsons	25	26	26	0	√	24	96%	√	24	29	√	23	25	√	90%	96%	√
Community Housing Network - RLPTI	80	84	76	(8)	√	76	95%	√	24	61	√	76	76	√	90%	100%	√
Community Housing Network - Safe Haven	13	16	13	(3)	≠	12	92%	√	24	64	√	14	13	√	90%	100%	√
Community Housing Network - Southpoint Place ²	46	48	48	0	√	47	102%	√	24	48	√	43	47	√	90%	100%	√
Community Housing Network - Terrace Place	47	49	46	(3)	√	46	98%	√	24	57	√	44	46	√	90%	100%	√
Maryhaven - Commons at Chantry	50	52	49	(3)	√	48	96%	√	24	57	√	47	49	√	90%	100%	√
National Church Residences - Commons at Buckingham	75	79	74	(5)	√	72	96%	√	24	58	√	71	73	√	90%	99%	√
National Church Residences - Commons at Grant	50	52	52	0	√	49	98%	√	24	82	√	47	51	√	90%	100%	√
National Church Residences - Commons at Livingston	60	63	61	(2)	√	59	98%	√	24	43	√	57	60	√	90%	98%	√
National Church Residences - Commons at Third ²	60	63	63	0	√	61	102%	√	24	43	√	57	62	√	90%	98%	√
National Church Residences - VOAGO Van Buren Village	60	63	60	(3)	√	59	98%	√	24	28	√	57	58	√	90%	97%	√
YMCA - 40 West Long Street	105	110	104	(6)	√	99	94%	√	24	47	√	99	102	√	90%	98%	√
YMCA - Franklin Station	75	79	79	0	√	74	99%	√	24	67	√	71	76	√	90%	96%	√
YMCA - Isaiah Project ³	150	157	154	(3)	√	145	97%	√	6	9	√	141	150	√	90%	97%	√
YMCA - Scattered Sites HOME ²	50	52	65	13	√	64	128%	√	9	12	√	47	64	√	90%	98%	√
YWCA - WINGS	91	96	91	(5)	√	86	95%	√	24	25	√	86	90	√	90%	100%	√

¹ Starting 7/1/15, Successful Housing Outcomes include permanent exits to family. Starting 7/1/18, Successful Housing Outcomes include permanent exits to friends.

² Occupancy exceeds 100% due to project serving homeless individuals in non-homeless units or eligible roommates/couples or project is able to increase census due to funding availability.

³ YMCA took over CHN Leasing 2 project effective 7/1/2018 and had a planned census decrease.

⁴ Project started 7/1/2018.

PERMANENT SUPPORTIVE HOUSING/TRANSITIONAL HOUSING		Households Served				Program Occupancy Rate			Housing Stability (Months)			Successful Housing Outcomes ¹						
1/1/2019 - 3/31/2019	Capacity	Goal (#)	Actual (#)	Variance	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement	
PERMANENT SUPPORTIVE HOUSING																		
Community Housing Network - Family Homes	10	11	10	(1)	√	95%	100%	√	24	23	√	10	10	√	90%	100%	√	
Community Housing Network - Wilson	8	8	8	0	√	95%	88%	≠	24	86	√	7	8	√	90%	100%	√	
VOAGO - Family Supportive Housing	38	40	38	(2)	√	95%	97%	√	24	47	√	36	37	√	90%	97%	√	
PERMANENT SUPPORTIVE HOUSING RENTAL ASSISTANCE																		
Amethyst/Alvis - SRA/TRA	52	55	41	(14)	≠	100%	73%	≠	24	67	√	50	41	≠	90%	100%	√	
Equitas Health - TRA	89	93	88	(5)	√	100%	98%	√	24	116	√	84	88	√	90%	100%	√	
Community Housing Network - SRA ³	197	207	158	(49)	≠	100%	77%	≠	24	47	√	186	156	≠	90%	99%	√	
Community Housing Network - SRA 3	11	12	11	(1)	√	100%	91%	≠	9	13	√	11	9	≠	90%	90%	√	
Community Housing Network - TRA	171	180	152	(28)	≠	100%	88%	≠	24	60	√	162	149	√	90%	98%	√	
Community Housing Network - TRA 2 ⁴	20	20	12	(8)	≠	100%	56%	≠	2	5	√	14	12	≠	90%	100%	√	
YMCA - 40 West Long Expansion SRA	38	40	38	(2)	√	100%	100%	√	24	35	√	36	38	√	90%	100%	√	
Total Rental Assistance	578	607	500	(107)	≠	100%	84%	≠	24	62	√	543	493	√	90%	99%	√	
TRANSITIONAL HOUSING																		
Huckleberry House - TLP ⁵	24	35	31	(4)	√	98%	96%	√	10	7	√	5	6	√	77%	75%	√	
Maryhaven - Women's ^{2,6}																		
VOAGO - Veterans	40	70	42	(28)	≠	95%	40%	≠	4	2	√	23	19	≠	77%	70%	≠	

¹ Starting 7/1/15, Successful Housing Outcomes include permanent exits to family. Starting 7/1/18, Successful Housing Outcomes include permanent exits to friends.

² Project capacity fluctuates based on need and available capacity.

³ Community Housing Network - SRA and SRA 2 programs were combined starting 7/1/2018.

⁴ Project started 7/1/2018.

⁵ Project capacity of 24 units as of 7/1/2018.

⁶ CSB does not have confidence in the reliability of the data for this reporting period.

RAPID RE-HOUSING	New Households Served			Total Households Served			Average Length of Shelter Stay			Average Length of Participation			Successful Housing Outcomes ³						Usage of CSB DCA (Average \$)			Usage of CSB DCA (%) ¹		
1/1/2019 - 3/31/2019	Goal (#)	Actual (#)	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal	Actual	Outcome Achievement	Goal	Actual	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement	Goal	Actual	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement
Homeless Families Foundation - Rapid Re-housing ²	46	35	≠	92	93	✓	15	38	≠	100	122	≠	42	35	≠	90%	80%	≠	\$800	\$1,116	≠	90%	75%	≠
The Salvation Army - Rapid Re-housing ²	41	30	≠	78	46	≠	15	43	≠	100	162	≠	37	13	≠	90%	87%	✓	\$1,800	\$1,648	✓	90%	83%	≠
The Salvation Army - Job2Housing ²	16	17	✓	46	60	✓	15	36	≠	180	164	✓	14	15	✓	90%	100%	✓	N/A	\$3,579	N/A	N/A	100%	N/A
VOAGO Families - Rapid Re-housing ²	19	14	≠	43	34	≠	15	22	≠	100	126	≠	17	14	≠	90%	100%	✓	\$800	\$942	≠	90%	100%	✓
YMCA - Rapid Rehousing ²	500	439	≠	1,000	812	≠	23	28	≠	90	91	✓	350	206	≠	70%	56%	≠	\$1,200	\$1,335	≠	50%	47%	✓
CSB - Transition Program - Family	N/A	N/A	N/A	68	26	≠	N/A	N/A	N/A	N/A	N/A	N/A	67	26	≠	98%	100%	✓	\$1,300	\$2,038	✓ ⁵	98%	100%	✓
CSB - Transition Program - Single	N/A	N/A	N/A	275	264	✓	N/A	N/A	N/A	N/A	N/A	N/A	270	262	✓	98%	99%	✓	\$1,000	\$963	✓	98%	99%	✓

PREVENTION	New Households Served			Total Households Served			Average Length of Participation (Days)			Successful Housing Outcomes ³						Usage of CSB DCA (Average \$)			Usage of CSB DCA (%) ¹		
1/1/2019 - 3/31/2019	Goal (#)	Actual (#)	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal	Actual	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement	Goal	Actual	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement
Gladden Community House - Family Homelessness Prevention	64	60	✓	114	123	✓	120	85	✓	57	56	✓	90%	79%	≠	\$1,100	\$1,570	✓ ⁵	90%	70%	✓ ⁶
Gladden Community House - FCCS Prevention	20	18	✓	25	31	✓	120	87	✓	18	13	≠	90%	81%	≠	\$900	\$1,392	✓ ⁵	80%	75%	✓
HFF Pregnant Women Homelessness Prevention	4	4	✓	25	21	≠	240	197	✓	4	8	✓	90%	89%	✓	\$2,200	\$3,369	✓ ⁵	100%	86%	≠

SSVF - Supportive Services for Veteran Families	New Households Served			Total Households Served			Average Length of Shelter Stay (Days) ²			Average Length of Participation (Days)			Successful Housing Outcomes ³						Usage of SSVF DCA (%) ¹		
1/1/2019 - 3/31/2019	Goal (#)	Actual (#)	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal	Actual	Outcome Achievement	Goal	Actual	Outcome Achievement	Goal (#)	Actual (#)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement	Goal (%)	Actual (%)	Outcome Achievement
LSS - SSVF Rapid Re-housing ²	35	21	≠	60	44	≠	30	17	✓	100	64	✓	28	21	≠	80%	84%	✓	80%	33%	≠
VOAGO - SSVF Prevention ⁴	8	30	✓	10	49	✓	N/A	N/A	N/A	90	87	✓	7	17	✓	90%	100%	✓	75%	100%	✓
VOAGO - SSVF Rapid Re-housing ^{2,4}	78	43	≠	133	95	✓ ⁴	30	21	✓	100	161	≠	62	16	≠	80%	73%	≠	80%	38%	≠

¹ Households that exited successfully without accessing DCA are excluded from calculation.² Households were excluded from ALOS measure if they still resided in emergency shelter at the time of the report. For Job2Housing, ALOS including pregnant women is 177.³ Starting 7/1/15, Successful Housing Outcomes include permanent exits to family. Starting 7/1/18, Successful Housing Outcomes include permanent exits to friends.⁴ Program may not have had enough veterans to serve to meet the RRH goal, instead the prevention goal was exceeded.⁵ Funding availability allows for the average DCA amount to exceed the goal.⁶ Program participants did not need to use DCA at the projected rate.



111 liberty street, suite 150 | columbus, ohio 43215
614 221 9195/ main | 614 221 9199/ fax | www.csb.org



FY2018 - Performance Measurement Module (Sys PM)

Summary Report for OH-503 - Columbus/Franklin County CoC

Measure 1: Length of Time Persons Remain Homeless

This measures the number of clients active in the report date range across ES, SH (Metric 1.1) and then ES, SH and TH (Metric 1.2) along with their average and median length of time homeless. This includes time homeless during the report date range as well as prior to the report start date, going back no further than October, 1, 2012.

Metric 1.1: Change in the average and median length of time persons are homeless in ES and SH projects.

Metric 1.2: Change in the average and median length of time persons are homeless in ES, SH, and TH projects.

a. This measure is of the client's entry, exit, and bed night dates strictly as entered in the HMIS system.

	Universe (Persons)		Average LOT Homeless (bed nights)			Median LOT Homeless (bed nights)		
	Submitted FY 2017	FY 2018	Submitted FY 2017	FY 2018	Difference	Submitted FY 2017	FY 2018	Difference
1.1 Persons in ES and SH	9388	9231	51	57	6	39	43	4
1.2 Persons in ES, SH, and TH	9529	9314	55	60	5	40	44	4

b. This measure is based on data element 3.17.

This measure includes data from each client's Living Situation (Data Standards element 3.917) response as well as time spent in permanent housing projects between Project Start and Housing Move-In. This information is added to the client's entry date, effectively extending the client's entry date backward in time. This "adjusted entry date" is then used in the calculations just as if it were the client's actual entry date.

The construction of this measure changed, per HUD's specifications, between FY 2016 and FY 2017. HUD is aware that this may impact the change between these two years.

FY2018 - Performance Measurement Module (Sys PM)

	Universe (Persons)		Average LOT Homeless (bed nights)			Median LOT Homeless (bed nights)		
	Submitted FY 2017	FY 2018	Submitted FY 2017	FY 2018	Difference	Submitted FY 2017	FY 2018	Difference
1.1 Persons in ES, SH, and PH (prior to "housing move in")	9673	9312	172	204	32	54	69	15
1.2 Persons in ES, SH, TH, and PH (prior to "housing move in")	9817	9398	179	210	31	57	71	14

FY2018 - Performance Measurement Module (Sys PM)

Measure 2: The Extent to which Persons who Exit Homelessness to Permanent Housing Destinations Return to Homelessness

This measures clients who exited SO, ES, TH, SH or PH to a permanent housing destination in the date range two years prior to the report date range. Of those clients, the measure reports on how many of them returned to homelessness as indicated in the HMIS for up to two years after their initial exit.

After entering data, please review and confirm your entries and totals. Some HMIS reports may not list the project types in exactly the same order as they are displayed below.

	Total # of Persons who Exited to a Permanent Housing Destination (2 Years Prior)	Returns to Homelessness in Less than 6 Months		Returns to Homelessness from 6 to 12 Months		Returns to Homelessness from 13 to 24 Months		Number of Returns in 2 Years	
		FY 2018	% of Returns	FY 2018	% of Returns	FY 2018	% of Returns	FY 2018	% of Returns
Exit was from SO	190	17	9%	10	5%	20	11%	47	25%
Exit was from ES	4552	445	10%	470	10%	400	9%	1315	29%
Exit was from TH	347	28	8%	15	4%	21	6%	64	18%
Exit was from SH	0	0		0		0		0	
Exit was from PH	1107	109	10%	109	10%	98	9%	316	29%
TOTAL Returns to Homelessness	6196	599	10%	604	10%	539	9%	1742	28%

Measure 3: Number of Homeless Persons

Metric 3.1 – Change in PIT Counts

4/29/2019 2:00:53 PM

3

FY2018 - Performance Measurement Module (Sys PM)

This measures the change in PIT counts of sheltered and unsheltered homeless person as reported on the PIT (not from HMIS).

	January 2017 PIT Count	January 2018 PIT Count	Difference
Universe: Total PIT Count of sheltered and unsheltered persons	1691	1807	116
Emergency Shelter Total	1229	1427	198
Safe Haven Total	0	0	0
Transitional Housing Total	122	92	-30
Total Sheltered Count	1351	1519	168
Unsheltered Count	340	288	-52

Metric 3.2 – Change in Annual Counts

This measures the change in annual counts of sheltered homeless persons in HMIS.

	Submitted FY 2017	FY 2018	Difference
Universe: Unduplicated Total sheltered homeless persons	9684	9445	-239
Emergency Shelter Total	9519	9346	-173
Safe Haven Total	0	0	0
Transitional Housing Total	323	241	-82

FY2018 - Performance Measurement Module (Sys PM)

Measure 4: Employment and Income Growth for Homeless Persons in CoC Program-funded Projects

Metric 4.1 – Change in earned income for adult system stayers during the reporting period

	Submitted FY 2017	FY 2018	Difference
Universe: Number of adults (system stayers)	1079	946	-133
Number of adults with increased earned income	67	103	36
Percentage of adults who increased earned income	6%	11%	5%

Metric 4.2 – Change in non-employment cash income for adult system stayers during the reporting period

	Submitted FY 2017	FY 2018	Difference
Universe: Number of adults (system stayers)	1079	946	-133
Number of adults with increased non-employment cash income	253	269	16
Percentage of adults who increased non-employment cash income	23%	28%	5%

Metric 4.3 – Change in total income for adult system stayers during the reporting period

	Submitted FY 2017	FY 2018	Difference
Universe: Number of adults (system stayers)	1079	946	-133
Number of adults with increased total income	292	316	24
Percentage of adults who increased total income	27%	33%	6%

FY2018 - Performance Measurement Module (Sys PM)

Metric 4.4 – Change in earned income for adult system leavers

	Submitted FY 2017	FY 2018	Difference
Universe: Number of adults who exited (system leavers)	580	452	-128
Number of adults who exited with increased earned income	56	28	-28
Percentage of adults who increased earned income	10%	6%	-4%

Metric 4.5 – Change in non-employment cash income for adult system leavers

	Submitted FY 2017	FY 2018	Difference
Universe: Number of adults who exited (system leavers)	580	452	-128
Number of adults who exited with increased non-employment cash income	99	114	15
Percentage of adults who increased non-employment cash income	17%	25%	8%

Metric 4.6 – Change in total income for adult system leavers

	Submitted FY 2017	FY 2018	Difference
Universe: Number of adults who exited (system leavers)	580	452	-128
Number of adults who exited with increased total income	147	133	-14
Percentage of adults who increased total income	25%	29%	4%

FY2018 - Performance Measurement Module (Sys PM)

Measure 5: Number of persons who become homeless for the 1st time

Metric 5.1 – Change in the number of persons entering ES, SH, and TH projects with no prior enrollments in HMIS

	Submitted FY 2017	FY 2018	Difference
Universe: Person with entries into ES, SH or TH during the reporting period.	8951	8654	-297
Of persons above, count those who were in ES, SH, TH or any PH within 24 months prior to their entry during the reporting year.	3235	2971	-264
Of persons above, count those who did not have entries in ES, SH, TH or PH in the previous 24 months. (i.e. Number of persons experiencing homelessness for the first time)	5716	5683	-33

Metric 5.2 – Change in the number of persons entering ES, SH, TH, and PH projects with no prior enrollments in HMIS

	Submitted FY 2017	FY 2018	Difference
Universe: Person with entries into ES, SH, TH or PH during the reporting period.	9601	9301	-300
Of persons above, count those who were in ES, SH, TH or any PH within 24 months prior to their entry during the reporting year.	3665	3439	-226
Of persons above, count those who did not have entries in ES, SH, TH or PH in the previous 24 months. (i.e. Number of persons experiencing homelessness for the first time.)	5936	5862	-74

FY2018 - Performance Measurement Module (Sys PM)

Measure 6: Homeless Prevention and Housing Placement of Persons defined by category 3 of HUD's Homeless Definition in CoC Program-funded Projects

This Measure is not applicable to CoCs in FY2018 (Oct 1, 2017 - Sept 30, 2018) reporting period.

Measure 7: Successful Placement from Street Outreach and Successful Placement in or Retention of Permanent Housing

Metric 7a.1 – Change in exits to permanent housing destinations

	Submitted FY 2017	FY 2018	Difference
Universe: Persons who exit Street Outreach	676	470	-206
Of persons above, those who exited to temporary & some institutional destinations	165	90	-75
Of the persons above, those who exited to permanent housing destinations	265	214	-51
% Successful exits	64%	65%	1%

Metric 7b.1 – Change in exits to permanent housing destinations

FY2018 - Performance Measurement Module (Sys PM)

	Submitted FY 2017	FY 2018	Difference
Universe: Persons in ES, SH, TH and PH-RRH who exited, plus persons in other PH projects who exited without moving into housing	8688	7977	-711
Of the persons above, those who exited to permanent housing destinations	4082	3836	-246
% Successful exits	47%	48%	1%

Metric 7b.2 – Change in exit to or retention of permanent housing

	Submitted FY 2017	FY 2018	Difference
Universe: Persons in all PH projects except PH-RRH	2912	2697	-215
Of persons above, those who remained in applicable PH projects and those who exited to permanent housing destinations	2703	2513	-190
% Successful exits/retention	93%	93%	0%

FY2018 - SysPM Data Quality

OH-503 - Columbus/Franklin County CoC

This is a new tab for FY 2016 submissions only. Submission must be performed manually (data cannot be uploaded). Data coverage and quality will allow HUD to better interpret your Sys PM submissions.

Your bed coverage data has been imported from the HIC module. The remainder of the data quality points should be pulled from data quality reports made available by your vendor according to the specifications provided in the HMIS Standard Reporting Terminology Glossary. You may need to run multiple reports into order to get data for each combination of year and project type.

You may enter a note about any field if you wish to provide an explanation about your data quality results. This is not required.

FY2018 - SysPM Data Quality

	All ES, SH				All TH				All PSH, OPH				All RRH				All Street Outreach			
	2014-2015	2015-2016	2016-2017	2017-2018	2014-2015	2015-2016	2016-2017	2017-2018	2014-2015	2015-2016	2016-2017	2017-2018	2014-2015	2015-2016	2016-2017	2017-2018	2014-2015	2015-2016	2016-2017	2017-2018
1. Number of non-DV Beds on HIC	899	1034	1070	1047	141	136	102	88	2368	2661	2732	2708	422	378	392	734				
2. Number of HMIS Beds	883	1034	1051	1047	141	136	98	88	2013	2249	2239	2651	422	378	365	734				
3. HMIS Participation Rate from HIC (%)	98.22	100.00	98.22	100.00	100.00	100.00	96.08	100.00	85.01	84.52	81.95	97.90	100.00	100.00	93.11	100.00				
4. Unduplicated Persons Served (HMIS)	10445	10436	9117	9033	723	700	323	241	2904	3021	3129	2946	4784	5278	4892	3682	205	178	470	191
5. Total Leavers (HMIS)	9510	9276	7954	7693	484	599	251	185	581	493	560	655	3609	3965	4212	2744	114	78	342	103
6. Destination of Don't Know, Refused, or Missing (HMIS)	1611	2445	1050	579	22	39	14	2	19	40	41	21	829	1099	997	14	42	36	6	0
7. Destination Error Rate (%)	16.94	26.36	13.20	7.53	4.55	6.51	5.58	1.08	3.27	8.11	7.32	3.21	22.97	27.72	23.67	0.51	36.84	46.15	1.75	0.00

Homeless Crisis Response System (HCRS) Policies and Procedures

Summary of Major Changes by Section for FY2020

The HCRS policies and procedures were reorganized by major sub-population and edited for clarity for FY2020. Major content changes are detailed below.

Overview

- System overview updated to incorporate goals and principles from A Place to Call Home

Homelessness Prevention

- Added case closure guidelines.

Single Adult System

- System flow map unique to single adults added.

Shelter and Rapid Re-Housing

- Changed Welcome Screen to Housing Assistance Screen and updated Housing Assistance Screen to incorporate factors relevant to youth and presumptive targeting for permanent supportive housing.
- Clarified that shelters should generally wait to complete a Housing Assistance Screening (formerly shelter Welcome Screen) with individuals who are newly homeless unless they have significant housing barriers and no other potential housing options. Shelters should immediately re-screen and ensure continuity of re-housing assistance for clients who were previously homeless within the last 90 days.
- Added eligibility condition that individual must not have been enrolled in RRH in prior 12 months.
- Removed requirement that rapid re-housing partners must request an extension for families via System Manager.
- Added case closure guidelines.

Family System

- System flow map unique to families added.

Shelter and Rapid Re-Housing

- Changed Welcome Screen to Housing Assistance Screen and updated Housing Assistance Screen to incorporate factors relevant to youth and presumptive targeting for permanent supportive housing.
- Added in language regarding families linked with Rapid Re-housing only receive a “light touch” or as needed services from shelter case managers.
- Added in language regarding shelters refer families to rapid re-housing/permanent supportive housing based on standardized Housing Assistance Screening tool. Families should be referred to rapid re-housing if they cannot self-resolve their housing crisis on their own.

- Clarified that shelters should generally wait to complete a Housing Assistance Screening (formerly shelter Welcome Screen) with individuals who are newly homeless unless they have significant housing barriers and no other potential housing options. Shelters should immediately re-screen and ensure continuity of re-housing assistance for clients who were previously homeless within the last 90 days.
- Added eligibility condition that family must not have been enrolled in RRH in prior 12 months.
- Removed requirement that a “packet” of family information is provided to the rapid re-housing partner upon referral.
- Removed time frame a family is moved into permanent housing after intake.
- Removed requirement that rapid re-housing partners must request an extension for families via System Manager.
- Added case closure guidelines.

Veteran System

- New section – previously was separate attachment.
- System flow map unique to Veterans added.
- Added that veterans may be placed in an overflow (humanitarian) bed at VOA while eligibility and interest in other shelter and transitional housing options is determined.
- Added case closure guidelines.

Direct Client Assistance

- Clarified that clients served in rapid re-housing retain their homeless and chronic homelessness status (if applicable) once housed by RRH, so long as still enrolled, for purposes of retaining eligibility for permanent supportive housing.

Unified Supportive Housing System Policies and Procedures

Summary of Major Changes for FY2020

- Added definitions for “Non-Chronically Homeless Applicant” and Long-Episodic Homelessness”.
- Updated all language around Non-Chronically homeless applicants.
- Updated policy and procedure concerning “Determination of Prospective Applicant Eligibility.”
- Updated “Documentation of Homelessness” policy and procedure to include clarification around clients enrolled in rapid re-housing and continued homeless and chronic homeless status for PSH eligibility purposes.
- Updated of “Appendix 2” around documentation of eligible immigration status, including acceptable documents.

Project for Youth Homelessness Demonstration Program

Huckleberry House Coordinated Access and Rapid Resolution Team

Project Configuration	
Households Served	270 per year / 540 over 2 years
Location	Huckleberry House YOP Shop, on street, in camps and other locations where youth congregate; available 24/7 via phone, email, text, social media
Target Population	Youth up to and including age 24 who are experiencing homelessness or are at imminent risk (within 14 days) of homelessness
Staff Availability	3 Street Outreach Specialists, 1 Team Leader (0.5 FTE), 1 Peer Mentor (0.6 FTE) 24/7 on-call availability (rotates among staff)
Services	<u>Outreach services</u> , including access to shelter, food, clothing, treatment, counseling, crisis and trauma intervention, referral to community services, and linkage with housing providers. <u>Case management</u> , including documentation, education, and employment support.

Project development (2 years)	
Total Project Costs	\$560,000
Services & Admin Costs	<u>\$ 560,000 total</u> CoC funds \$ 448,000 (HUD CoC YHDP) Other funds \$112,000 (in-kind)
Operations Costs	n/a
Timeline	July 1, 2019 – HUD contract with CSB / CSB contract with Huckleberry House starts July 2019 – Internal hires for Outreach Specialists and Team Leader July/August 2019 – Hire Peer Mentor (former client)

Youth Homelessness Demonstration Program Request for Proposals

PART 2A: COORDINATED ACCESS AND RAPID RESOLUTION

January 7, 2019

Project Name: Coordinated Access & Rapid Resolution Team

Applicant
Organization: Huckleberry House, Inc.

Applicant Organization: Huckleberry House, Inc.		
Executive Director: Becky Westerfelt, MSW		
Mailing Address: 1421 Hamlet St Columbus, OH 43201-2533		
Telephone: (614) 294-8097	Fax: (614) 294-6109	email: rwesterfelt@huck-house.org
Applicant Federal Tax ID Number: 31-0795573		

Project Name: Youth - Coordinated Access & Rapid Resolution (CARR) Team		
Contact Person & Title: Lynda Leclerc, LISW, Associate Director		
Mailing Address, if different from above: same as above		
Telephone: (614) 294-8097 x108	Fax: (614) 294-6109	email: lleclerc@huck-house.org

Project Partner:		none	
Executive Director/CEO:		n/a	
Mailing Address:		n/a	
Telephone:	n/a	Fax:	n/a
Email:		n/a	

Budget Summary:	
Funds Request:	\$ 448,000
Match (Cash):	0
Match (In-Kind)	112,000
Other:	0
TOTAL PROJECT BUDGET:	\$ 560,000

To the best of my knowledge and belief, the information contained in this application is true and correct. This document has been duly authorized by the governing body of the applicant organization to comply with the required assurances if the application is approved. If selected, we affirm that we will abide by locally-established coordinated entry policies, Homeless Management Information System requirements, CSB's Partner Agency Standards, Columbus and Franklin County HEARTH Policies and Procedures, HUD Regulation 24 CFR Part 578, and the program structure proposed in this application. We confirm that we will work with the Youth Core Team, Youth Action Board, Continuum of Care, and CSB on program implementation consistent with the Coordinated Community Plan to Prevent and End Homelessness for Youth.

Applicant Executive Director	Executive Director
Becky Westerfelt	3/29/2019
Name	Date

1. Agency Experience

Huckleberry House was established in 1970 to provide comprehensive services to young people and their families in crisis. We work with youth and their families to identify and build upon individual and family strengths, develop new skills, foster community connections, and create opportunities for stable, rewarding futures. Our Youth Outreach Program offers 30 years of success connecting with disconnected area youth as demonstration of our capacity to achieve the requirements of this Project as well as the overarching, community-wide goal of **preventing youth homelessness, and when it cannot be prevented, to ensure that it is rare, brief and one time**. There is no punitive discharge from any of our agency's programs, which aligns with the fundamental approach of our Franklin County Coordinated Community Plan to Prevent & End Homelessness Among Youth (the Community Coordinated Plan).

We are the best agency to receive CARR Team funding because we specialize in meeting the unique needs of youth. All of our programs, services and engagement strategies are rooted in the specific developmental tasks of adolescence. We see each young adult as unique; possessing strengths. We provide truly individualized services to each of our clients. We do not give up on anyone, and we keep pursuing different avenues until we find a strategy that results in success for each young person we meet.

(1) the target population's identified housing and supportive service needs

Our entire agency is dedicated to serving youth and their families. Our primary criteria for service provision is age: each of our clients is 12-24 years old. Last year we provided 2,955 bed nights of shelter and an additional 1,162 extended stays in partnership with FCCS. Every year we shelter over 400 teens and provide supportive services to their families. 90% of children who stay in our shelter exit to safe, appropriate housing. We maintain 24 units of housing for young people 17-21 years old who meet the HUD definition of homeless. Last year all program graduates secured permanent, independent housing; 80% achieved their education goals. Our Family Support Program provides mental health assessments and ongoing counseling and support to develop communication, anger management, conflict resolution, coping, and self-sufficiency skills to over 200 youth (ages 12-22) and their families each year. We know the range of the target population's housing and supportive service needs are because we find ways to meet these needs every day. We also know that every day we learn something new.

Since 1989, the Youth Outreach Team at Huckleberry House has executed an effective Outreach Program that provides comprehensive prevention and intervention services to homeless youth and young adults. Last year our Youth Outreach Team connected with over 4,000 young people in schools, community hangouts and on the streets. We reached out to over 2,000 adults in the community to help us spread the word about area programs and other resources available to help youth. We provided over 1,200 hours of outreach and individual case management to help youth access food, safe housing, education and employment resources. We build relationships with area young people that support and guide them as they leave homelessness to either reunite with their families or move into safe housing. Like all Huck House services, Youth Outreach focuses on enhancing young adults' safety and well-being while cultivating their self-sufficiency and encouraging them to build permanent connections within our community.

We have decades of experience working with transition age youth who are staying in the adult shelter system, living on the land, in an inpatient medical facility (addiction recovery, psychiatric, or physical health, e.g.), in jail or prison or on parole, and who are victims or survivors of domestic violence and other forms of gender-based violence. We have experience providing eviction

prevention education as well as helping youth navigate the eviction process once it is engaged. Our entire agency is devoted to helping families find ways to be in healthy relationships; as such, when family reunification is an option we work with the entire family to make this happen. Working with the target population is at the center of everything we do; it is our expertise, and we are consistently improving our services based in the needs presented by area youth.

For example, recently a young man was staying in our Crisis Program shelter and he kept asking, “can’t my brother come stay with me? When can my brother come stay with me?” His brother, at age 19, was too old to stay in our shelter. Both boys left home because they could no longer tolerate the abusive environment or their parents’ drug use. The younger sibling had access support from Huck House and Children’s Services. Meanwhile, his 19-year-old brother Tyrone¹ was living in his car. Per his brother’s request, Marvetta, Youth Outreach Specialist, reached out to the older sibling. He assured her repeatedly that he “would be fine” and “had the situation handled.” Marvetta offered her contact information and kept checking in on the young man. Eventually she learned his resistance to receiving services was because he feared discrimination. He is gay with health problems, and he didn’t want to be judged for either of these things. He was managing with visits to the ER when necessary. Once this young man shared his story and experienced a judgment-free, supportive response he engaged Marvetta for help with health care. She forged a new relationship with Equitas Health, who specializes in services for LGBT+ people. He is now moving into Huck House’s Transitional Living Program. Marvetta’s persistence in identifying the underlying barrier to Tyrone accessing housing and services represent the tenacity necessary to successfully provide CARR Team services.

(2) developing and implementing relevant programs and services

Huckleberry House has a history of program innovation based in client and community need. All agency programs are relevant to the target population. In 2016, we opened our YOP Shop: a retail approach to Outreach services. It is a storefront in South Linden from which we provide gateway services: essential, primary crisis intervention services. This program innovation allows us to collaborate daily, in person, with community resources: within one block of the YOP Shop is police department and the Nationwide Children’s Hospital Outpatient Center. The Linden Life Fellowship Church next door offers space for events, support and education groups. Our YOP Shop is a benefits bank location where anyone can submit one application for all public benefits – everything from food assistance and Medicaid to student aid and veteran’s benefits. This program innovation also means one Street Out3.0

Specialist is at the YOP Shop during posted hours (12:00 p.m. – 8:00 p.m.). This extends our ability to provide direct access – including transportation – to our 24-hour shelter and augments our ability to reach area young people in a way that’s truly unique and appropriate to Columbus. Each year 200 youth walk in or call the YOP Shop.

The YOP Shop was created because the demand for our Outreach services was so great that we needed to find a convenient, efficient way to expand our resources. The YOP Shop allows us to have one worker who is in the same place every day, so that youth can find us in the same, stable location every day. The importance of stability to homeless youth cannot be overstated. The CARR Team will share space in the YOP Shop.

(3) identifying and securing matching funds from a variety of sources

¹ All client names have been changed to protect their confidentiality. Their stories are depictions of actual outreach conducted in the past 6 months that represent routine client presentation.

We have successfully identified funding sources that match our program goals, secured grants and other purchase of service agreements, and administered these funds since 1970. Our ability to identify and secure matching funds from a variety of sources is demonstrated by our continued mission-driven service provision. We will match this grant with private donations and in-kind match.

(4) managing basic organization operations including financial accounting systems

Huckleberry House demonstrates the organizational capacity necessary to oversee Federal grants and to comply with CSB Partner Agency Standards through our non-profit incorporation, governing oversight and fiscal controls. We are accredited through the Council on Accreditation (COA), an international, independent, not-for-profit, child- and family-service and behavioral healthcare accrediting organization. In order to be accredited, all aspects of our organization are reviewed every four years. We meet and/or exceed COA standards at each review. Our internal controls require three people at each level of our organization to engage in input, processing and oversight. This means that a different person engages in each aspect of processing expenses and revenue. For example, for Accounts Payable our receptionist opens mail and enters relevant data into our internal accounting software. Then the CFO prepares invoices, and reviews accounting detail. Our Associate Director reviews both prior processes for errors and makes corrections, and our Executive Director provides oversight. Becky Westerfelt, MSW, Executive Director, assumes the obligations imposed by the federal laws, regulations, requirements and conditions that apply to this grant application and receipt of any awards made by CSB. Huckleberry House adheres to applicable federal and programmatic regulations. Becky Westerfelt and Lynda Leclerc, in coordination with our Board of Trustees, are responsible for maintaining oversight of program activities and staff. We identify the source and application of federal and other funds and demonstrate effective control over and accountability for funds.

2. Leveraging Other Funds

We consistently engage in quality improvement strategies and program evaluation that allow our practices to evolve and improve, ultimately resulting in improved outcomes for children and families. We administer grants and receive support from a variety of public and private sources including HHS, HUD, Ohio DOJ, the Ohio Department of Education, Medicaid, ADAMH, FCCS, the United Way of Central Ohio, the City of Columbus, the Columbus Foundation, private corporations and individual donors. Here is an example of how we leverage funds from various sources to provide shelter, case management and mental health services in our Crisis Program:

REVENUE CASE EXAMPLE		
Joey is a 16-year-old who has not been going to school consistently because he's been couch-surfing between friends and extended family for months. He came to our Crisis Program and said, "I need a job." Once we get to know him, we learn he also has undiagnosed and (subsequently)	Services Provided	Funder (sector)
	Safe place to stay overnight	Franklin County Children's Services (local) or ADAMH (local)
	Food (3 meals/day)	Ohio Department of Education (State)
	Mental Health Assessment & Counseling	ADAMH (local) or Medicaid (State)
	Employment	U.S. Department of Health & Human Services

unmanaged mental health issues.	Coaching & Life Skills Development	(federal) Private Donors or Foundation Grants (private)
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3. Organization & Management Structure

Huckleberry House employs 75 individuals to provide all agency services. We are an equal opportunity employer with an affirmative action plan. We have a strong commitment to hiring staff with gender, ethnicity and life experience relevant to the homeless youth we serve. Our Organizational Structure includes five levels: 1) our Board of Trustees; 2) our Executive Director; 3) the Associate & Clinical Director; 4) Program Team Leaders; 5) Supervisors and 6) Specialists. We maintain internal coordination through bi-weekly and quarterly in-person staff meetings and each program has a representative on each of our committees. We coordinate externally informally and formally by working with all working groups and initiatives that impact transition age youth. Specifically, Huck House represents youth-serving organizations to the local Continuum of Care and Becky Westerfelt chairs the Committee to Address Youth Experiencing Homelessness.

4. Financial Capability

We follow generally accepted accounting practices recognizing revenue and expenses on an accrual basis. We compare outlays with budget amounts, and can provide accounting records supported by source documentation. **We consistently track and invoice costs correctly** for a variety of private and public funding sources. Huckleberry House uses these fiscal controls to ensure prudent use, proper disbursement and accurate accounting of funds received under this program announcement. Huckleberry House is currently funded by CSB. We have been incorporated as a 501(c)3, private, non-profit since 1970. We are registered with the Ohio Secretary of State. Audit reports, financial statements, 990s, a list of our Board of Trustees and additional, related documentation is available upon request. **We employ the internal controls and organizational systems necessary to ensure that CSB will only fund services to the target population.**

5. Audit Findings

Huckleberry House has no unresolved monitoring or audit findings related to grants from HUD or any other department of the federal government. Huckleberry House is currently in compliance with CSB Partner Agency Standards in our Transitional Living Program. We manage federal funds from 4 sources, each of whom review our financial practices as part of ensuring contract compliance. We are independently audited each year, and have received no management letter or notifications of weakness, material of otherwise.

6. Scope of the Proposed Project

The goal of this project is to prevent youth homelessness, and if it cannot be prevented, to ensure that it is rare, brief and one time. The proposed CARR Team will provide dynamic, comprehensive community and street-based services to homeless young people in Franklin County, Ohio. Services include, but are not limited to: street-based outreach and education; case management; direct access to 24-hour emergency shelter or waitlist; food, clothing and other survival aids; individual assessments; treatment and counseling; crisis and trauma intervention; prevention and education activities; community building; follow-up support and aftercare; information, linkages and referrals.

SCOPE OF THE PROJECT

The CARR Team is a mobile team of 3 youth specialists (3.2 FTE) and 1 peer mentor (.60 FTE) who will do outreach, coordinate with system access points and providers, and provide screening and referral support for youth who are literally homeless or imminently at-risk of homelessness. Successful outreach means engaging and assisting. It requires high levels of flexibility and spontaneity on the part of each outreach specialist. CARR Specialists meet at-risk, disconnected teens and young adults where they're at: in terms of geography, availability for services, and basic needs. For homeless youth, a relationship with a supportive, caring adult who possesses extensive knowledge of community resources is an essential first step towards permanency. Core CARR Team services will include: homelessness screening, rapid resolution assistance, individual needs and mental health assessments, vulnerability assessment, data collection and reporting. The CARR Team will provide youth-specific support to consumers as well as providers of the homeless response system. We understand that this is a demonstration project. As such, we will also identify gaps in our coordinated service provision, and practice-based evidence for how our community can best respond to homeless youth. Going forward, these best practices will ensure that our community can meet our shared goal of ending youth homelessness.

The CARR Team will help youth navigate our adult homeless services system by keeping track of youth at each point in the process. When a young person accepts services from a housing service provider, the CARR Team worker will remain available as a resource; s/he will be a stable source of support. Youth assisted by the team will include those needing more individualized support to successfully navigate community and youth homeless crisis system resources to quickly resolve their crises and address other critical needs.

We will be mobile, flexible and responsive. We are committed to the success of this Coordinated Community Plan to End Youth Homelessness. After a youth connects with a CARR Team Specialist s/he will either: a) be linked with an appropriate service provider; b) be assisted in accessing the adult shelter system and enter that system; and/or c) be placed on an Active List with access to supportive services through the CARR Team. Each of these options results in an individual client receiving the services s/he requires to succeed in the transition from homeless to safely housed.

Some youth will access the adult system directly by calling the Homeless Hotline. Often, youth don't know how to ask for what they actually need when they call to access resources. When they call the Homeless Hotline, they may not ask the right question or specifically identify themselves as homeless. For example, most homeless teens and young adults who need shelter and approach a Huck House Youth Outreach Worker say, "I need money." Understanding this, we propose that Kyra, CARR Team Leader, will facilitate trainings on issues relating to teens, transition-age youth, positive youth development and more. As CARR Team Leader, Kyra will regularly meet with the other components of the youth homeless crisis response system in order to address individual case issues and systemic barriers to successful service provision.

The CARR Team will refer some youth placed on the Active List to Huckleberry House's Family Support Program for mental health assessments and ongoing counseling; others, they will serve directly or refer to our Youth Outreach Program for ongoing support and case management while on the Active List. The CARR Team will provide support to youth who are in the adult shelters and/or in the RRH Joint Transitional Housing/Rapid Re-Housing (Joint TH/RRH) programs as needed. This will be a primary focus for the Peer Mentor. Their primary job will be to maintain young adults' engagement with the supportive services provided and encourage clients' active engagement. The CARR Team will also work as integral members of our local Coordinated Point of Access (CPoA). We

will be trained in the system screening, diversion and prioritization tools. We will know how to use and implement these tools as needed to support the other parts of the system. **The Program Specifications outlined in the RFP are consistent with our existing CARR Team Program design. Our existing project plan will allow us to address already identified housing and supportive service needs;** our challenge with this Project is to determine which housing and supportive needs are yet to be identified.

TARGET POPULATION

The target population² for this project is individual youth up to and including the age of 24 who are either unaccompanied or pregnant and/or parenting. We understand that in order to be eligible for YHDP-funded assistance beyond initial contact, screening and triage, clients must be literally homeless.. We will track all literally homeless youth and those imminently at-risk of literal homelessness within 14 days, including those who are assessed and prioritized for transitional and permanent housing interventions, as well as other targeted assistance, as part of coordinated access processes for youth. We will communicate with the CSB in an effort to consistently improve service provision. We anticipate each worker will work with 15-17 youth at a time for an average of 2 months per case. We intend to link as many youth as possible with re-housing services. When housing is not immediately available we will use our internal and external resources and support network to help homeless youth obtain vital documents and establish necessary records in order to be considered for housing when it becomes available. Right now, the primary barrier to the target population securing housing is a lack of housing options. The other aspects of the Plan to Prevent & End Youth Homelessness will assure that there is enough housing to meet our community's needs. The proposed CARR Team will work closely with the case managers at all housing service providers as well as existing adult shelters to make sure transition-age youth succeed in these programs.

PROJECT PLAN FOR ADDRESSING THE IDENTIFIED HOUSING & SUPPORTIVE SERVICE NEEDS

The CARR Team will use a Positive Youth Development Approach rooted in Relational-Cultural Theory and Cognitive Behavioral Theory integrated with trauma informed care and harm reduction methods. All Huckleberry House programs use this evidence-informed approach. We take this approach because: 1) we believe in every youth's capacity to identify her/his thoughts and feelings, distinguish between the two, and make positive choices; 2) relationships are central to young adults' experience and of paramount influence on young adults' behavior; and 3) our approach builds protective factors that promote social and emotional competence that helps young adults thrive now and in the future. Protective factors are the positive influences that reduce the effects of stressful life events on young people and increase their ability to make good decisions. Specifically, our approach cultivates: 1) safety & security; 2) clear expectations for behavior; 3) supportive relationships with adults; 4) healthy, supportive peer connections; 5) a sense of belonging and personal value; 6) positive social values and norms; 7) opportunities for skill building and mastery; 8) opportunities to connect with and contribute to our community; and 9) strong links among area families, schools and other community resources, including the housing supports to which the CARR Team will link young people. **The proposed CARR Team will be available via phone, text, and in-person during hours to be determined in coordination with system administrators. We will identify and report common locations for youth experiencing homelessness and provide in-reach to known locations with high youth presence. Our CARR Team will be trained in system coordinated entry screening tool, diversion or prioritization tool. We will know how to use and implement these tools**

² This proposal assumes the definitions of Literal Homelessness and At-Risk of Literal Homelessness presented by the Community Shelter Board in the Framework for Action: Youth Homelessness Demonstration Program Request for Proposals, page 2, January 7 2019.

as needed to support the other parts of the system.

We anticipate that CARR Team Outreach Specialists will engage the target population in a traditional case arc:

Engagement → Agreement → Implementation of Agreement

The majority of the time CARR Team Specialists will spend with youth is during Engagement, the first phase of the case arc. CARR Specialists build rapport by establishing common ground, demonstrating empathy, validating feelings, acknowledging shared experience and establishing trust. CARR Specialists approach youth with the knowledge that all teens and young adults are at a stage in their lives that impacts their thoughts, feelings, choices and activities. Youth need to be engaged and enter into an agreement to accept and receive services. Once engagement is achieved, agreement is relatively facile and revolves around clients making informed decisions about what they want, what they need, and how they think they can meet their individualized goals. For youth imminently at risk for homelessness, our first choice is diversion: we engage all possible resources to facilitate safe & appropriate family reunification in order to avoid shelter placement. The role of the CARR Team Specialist is to share information and introduce young people to options to facilitate Agreement. Some clients will be able to implement their Agreements – meet their goals – without further assistance, or with the support from a linked housing provider. Other youth will still struggle to trust new people or systems. Towards this end – helping youth implement their agreement – CARR Team members will stay in contact with any youth who needs and desires CARR Team support in order to sustain their engagement while they navigate the homeless service system and/or secure permanent housing. At the same time, we will collaborate with partners and work to not duplicate services provided by another system provider. We do not anticipate a linear process with any client. Whenever a young person reaches out, or a fellow service provider calls for support, we will work with the young person and the service provider to facilitate a productive outcome rooted in the client's developmental capacity.

ANTICIPATED PROJECT OUTCOMES

The CARR Team will have the capacity to adapt our data collection and data entry to coordinate with other aspects of the YHDP. As CSB and the CoC determine appropriate outcomes for YHDP, a more specific POP will be generated. However, we expect that the POP for the CARR Team will be the number served and the disposition (diversion, housing, shelter).

We expect to serve 270 youth. This is based on 3 workers averaging a caseload of 15-17 with a case turnover of 2 months (estimated, subject to change as program is implemented). **The CARR Team will work with youth in a variety of settings, such as community-based access points (e.g., libraries, recreation centers), drop-in centers (e.g., Star House), unsheltered locations, and emergency shelters. In addition to being accessible to youth at Huck House's YOP Shop, CARR Team Specialists will be accessible via phone, email, text, and social media.**

COORDINATION WITH OTHER ORGANIZATIONS

The CARR Team will build on the current approach of the Huck House Youth Outreach Program as demonstrated in question #12 and in keeping with the wide level of community engagement, which is the core of the Coordinated Community Plan. Individualized service provision requires that we meet each client where s/he's at: this means we forge relationships with any business, service provider or other organization in order to help our clients meet their needs. **Continuum of Care funding is required for this Coordinated Access & Rapid Resolution Team for youth because this is a**

project of the CoC that is critical to the successful implementation of our Coordinated Community Plan.

PROGRAM SPECIFICATIONS

The entire YHDP has certain principles that provide the foundation for all the interventions funded – including the CARR Team. Those principles include being client-centric, that housing is a basic need, and that youth present unique needs related to both their development stage of life and various traumas such as abuse, neglect or poverty which affects their ability to succeed in the current system. Those principles are reinforced daily at Huck House and will be the foundation for our CARR Team. As you see throughout this proposal, we understand what will help youth engage in services and achieve their goals. Our approach gives young people the confidence they need to rise above their situations, realize their own capabilities, and take advantage of the resources available to begin changing their lives for the better. **This CARR Team will meet the characteristics included in the RFP under Program Specifications by adhering to all of the Overarching Requirements.**

PROPOSED STAFF COMPOSITION & THEIR RESPECTIVE ROLES

As illustrated in our budget, we are proposing a team of 3 CARR Specialists (3.2 FTE), supervised by Kyra, our Team Leader (0.54 FTE) and supported by a Peer Mentor (0.60 FTE). **This staffing plan is based on available YHDP and match funding and accounts for other necessary program and staffing costs.** The Team Leader will provide general oversight, maintain strong connections within the YHDP and help with immediate problem-solving throughout the system. The CARR Specialists will provide direct services to youth, conduct outreach and provide case management when needed for youth on the Active List. The Peer Mentor will facilitate Youth Empowerment Groups in adult shelters and other participant-led activities, be available to clients for one-on-one support and participate with the Youth Advisory Board.

We will coordinate with outreach teams, emergency shelters, and other community partners (see Table of Key Partnerships, Item 12). We have decades of experience that yields comprehensive knowledge of the resources available to youth experiencing homelessness or at risk of homelessness. We consistently, appropriately and effectively match youth with necessary services and programs. We provide transportation assistance to youth as needed. We propose sufficient staffing and a 24-hour on-call rotation that ensures we will respond to all prospective program participants within 24 hours.

The proposed Coordinated Access & Rapid Resolution Team (CARR Team) for youth will meet all the requirements stated in the RFP, including the principles, approaches and goals outlined above and further described in the CCP. This program will adhere to CSB's Partner Agency standards, Columbus and Franklin County HEARTH Policies and Procedures, and HUD regulation 24 CFR Part 578. Further, we agree to work with CSB to fully develop, implement and continuously improve programs, including developing and maintaining detailed program policies and procedures. We understand that final decisions around program design and staffing configuration will be made in consultation with – and approved by – CSB post-award and prior to July 1, 2019.

7. Experience Working with Youth Up to & Including age 24

Research reflects our 50 years' worth of experience working with youth and young adults: when young people lack the essential supports and stability necessary to achieve the benchmarks of adulthood they struggle to succeed in all life arenas. Specifically, homeless transition age youth lack the skills required to succeed in the adult shelter system. Without the ability to consistently

organize one's own behavior and make plans for the future, maintaining employment is impossible. Lacking the tools to process consequence, how can a homeless transition age youth prioritize obtaining her GED? If one cannot integrate her emotions with her cognition, how can she make good parenting choices?

For homeless youth their desire for autonomy, self-discovery, and identity is not less than their healthy, safely housed peers: it is more difficult to express and articulate because of their lack of external and internal supports. We will support youth through this stage in healthy and appropriate manners because we concede the developmental requirements of emerging adulthood co-exist with the basic needs of homeless youth.

Jasmine, Youth Outreach Specialist, recently spent weeks engaging Mykayla, a young woman with significant mental health issues and extensive experience “passing” psychiatric evaluations by withholding the truth. After a period of engagement, Mykayla was available to set goals with Jasmine: she wanted safe shelter and she was ready to make choices about her health care that could benefit her long-term. Specifically, they decided that the combination of shelter provided by Van Buren and outpatient psychiatric care offered by Sun Behavioral Health (SBH) were a good fit. Once they secured the necessary documentation to enroll the young person in Sun Behavioral Health's outpatient program, Jasmine made sure there would be a bed for Mykayla at Van Buren. Because this young woman is 19 years old and has been removed from the structure and routine of high school since age 14, she is wont to “let loose” after a day of outpatient psychiatric care rather than make her priority getting to Van Buren on time. This is developmentally normal. The lack of structure in emerging adulthood emphasizes independence and self-sufficiency. The centrality of independence and self-sufficiency is more than the consequence of transition age youth's lack of social and institutional structure: it is a belief that they hold among their highest values. If we judged Mykayla as “unsuccessful” because of her inability to quash her desire to go out with her friends after a day at SBH she may never feel successful or meet her goals. In order to consistently implement their agreement, Jasmine provided transportation to this particularly vulnerable young person. Mykayla's mental health was too fragile and she could not be expected to make safe, healthy choices about riding the bus. Every day, Jasmine would pick Mykayla up from the Van Buren Shelter and bring her to Sun Behavioral Health. In order to make sure Mykayla returned to the shelter on time Jasmine would pick her up from the Columbus Metropolitan Library every evening and take her to check in at the Van Buren Shelter. During these rides, Jasmine took advantage of the opportunity to talk with Mykayla about the choices she made each day. How were your choices good? How were they bad? What would you do differently next time? We acknowledge that engaging in risky behavior – in Mykayla's case hanging out with friends, risking losing her bed at Van Buren - is developmentally normal. We try to teach our clients that unfortunately they don't have a giant safety net. Unlike their safely housed peers, they can't afford as many missteps. The routine Jasmine established with Mykayla allowed her to successfully transition into housing.

The CARR Team will rely on the goodwill established by Huckleberry House's Youth Outreach Program. Huck House has established credibility with young people throughout our community: from camps of homeless young adults to area schools. **This project will serve all youth up to and including age 24. We do not intend to focus on a specific sub-population.**

8. Experience providing services for people with unique needs and/or underserved populations

Our experience is that each of us, by virtue of the combination of circumstances that preceded our adolescence, has unique needs. Some of our clients have been disconnected from peers and

education but have close, supportive relationships with extended family. Others need help finding a job even though they completed high school and earned a diploma. At Huck House we believe that which makes each of us unique is an asset. Our extensive internal training to integrate cultural competency and trauma-informed care into each client interaction allows us to see each young person as an individual. Our CARR Team will adopt this approach. We are already well-connected in the community and we have established relationships that can benefit CARR Team clients.

For example, we often see children from underserved families for whom disability is the primary barrier to their receipt of housing, health care, education or employment. Once a child turns 18, they are no longer eligible for the various benefits and services available to children with disabilities. Between the ages of 21-31, there are specific rules and employment requirements in order to be considered disabled by Social Security Administration (SSA) standards. Very few of the homeless youth the CARR Team will meet a SSA definition of disabled adult; yet, they exhibit physical, cognitive, learning and/or mental health limitations that impede their successful, independent living. Some of the transition age homeless youth we meet are physically disabled, but they lack work histories to support an application for SSDI benefits. After decades of working with underserved young adults we have learned to be effective, persistent problem-solvers. We see each young person as an individual without preconception and help them design service plans with achievable goals.

Kyra, our Youth Outreach Team Leader and the proposed CARR Team Leader, helped Samir access SSI benefits. 21 years old, Samir had tried on his own to apply for SSI. Like many, his application was incomplete and therefore rejected. Kyra turned to COHHIO – an organization with whom our Youth Outreach Team has worked extensively over the years – and asked for guidance. Kyra accompanied Samir through the process of applying for benefits through the SSI/SSDI Outreach, Access and Recovery (SOAR) program. With SSI, Samir can afford his own apartment. He presented with independent living skills. Now, he's working with Kyra to secure employment.

9. Education & employment; social, emotional & physical well-being; permanent connections

Central to all aspects of our Youth CARR Team's work is that linking youth to community resources provides better long-term results. While our team is well connected within the human services community, we have also established connections with employers, schools, youth empowerment organizations, churches and other civic entities. By being “fully present” in our community, our workers can connect youth with a wide range of resources.

Education & Employment

Education and employment goals are based in prior achievement. If a young person has not completed high school, we start there. Can s/he return to school and earn a diploma? Is s/he appropriate for a GED program? We help them register for school or GED programs. We help them secure financial assistance for registration fees, pay for school uniforms, buying books, etc. We follow-up to make sure that once enrolled, youth continue to share their challenges. Only by remaining engaged and supporting them throughout the school year will a young person actually matriculate. When a young person is ready for college, we help students complete FAFSA forms. We use this same approach for employment. If a young person has never held a job, we begin by teaching them basic skills – arriving on time, keeping commitments, appropriate dress and hygiene, e.g. When a young person is employed, we engage them about next steps. What do they

want to do in the future? What do they like? What don't they want to do? How much money do they need to earn to own a car? We teach youth to budget for a life at their current wage. Then we teach them how to calculate an aspirational wage and find a job that pays more.

Our experience also reflects the research that children who grow up in poverty are more likely to complete fewer years of school and experience more years of unemployment throughout their lifetimes. On average, each year 60% of Youth Outreach Program participants with education goals written into their Individual Service Plan show progress towards their education goals; 45% of teens with employment goals show progress towards these goals.

Social, Emotional, and Physical Well-being

Increasingly we meet young adults with significant mental health issues. As a result, last fall we educated – and certified – each Outreach Specialist as a Qualified Mental Health Specialist (QMHS) who can coordinate with therapists in our Family Support Program to receive mental health assessments and ongoing psychotherapy. The CARR Team will all be certified QMHS, will link transition age youth with Medicaid, and will help youth find physical and mental health care providers. The Peer Mentor we hire as part of this demonstration project will facilitate support and education groups designed to allow youth to share their experiences as well as experience positive peer socialization.

Permanent Connections

We meet at-risk, disconnected teens and young adults where they're at: in terms of geography, availability for services, and basic needs. For our clients this relationship – with a supportive, caring adult who possesses extensive knowledge of community resources – is the first step towards permanency. We build trusting relationships and attempt to engage youth into ongoing services when needed.

All of our services focus on enhancing the safety and well-being of young people while cultivating their self-sufficiency and encouraging them to build permanent connections. In order to meet the goals set forth in the Plan to Prevent & End Homelessness Among Youth, family reunification is essential. For transition age youth, connection with family and/or caring adults remains a primary indicator of positive outcomes. Just as the primary goal of many runaway & homeless youth programs is family reunification, family connection should be seen as a first line of intervention for homeless, transition age youth. Research shows that family stability can have positive effects on a child's health behaviors and outcomes, academic performance and achievement, social skills development, and emotional functioning regardless of whether family members cohabit. For CARR Team clients, family reunification likely does not mean trying to house an 18-24 year-old with a family member. But we intend to focus on helping youth cultivate a supportive, meaningful relationship with a family member that will endure through this developmental stage. One of the first things a CARR Team Specialist will do is look at family relationships to determine if there is a way to connect the young person with family. We will sit with a young person when s/he makes a phone call, or accompany her/him to a family member's home.

10. Describe your organizational mission and how this project relates to your mission

At Huck House our mission is to reach young people and their families to build stronger lives. The most critical aspects of our mission as it relates to this Youth Demonstration Project are *reaching*,

and *building stronger lives*. While focused on housing, we agree with the Plan to Prevent & End Homelessness Among Youth that independence and stability are goals of this project.

It is our belief that, regardless of current circumstances, every young person has the right to expect more for their lives. More from their community. And more from themselves. That's why we've built our programs around doing so much more than providing an alternative to the streets. Yes, we offer warm beds, hot meals, and a place for at-risk and homeless young people to turn for the most basic of needs. But stepping in to address the current crisis is not, and never has been, our end game. We work with youth, and, often, their parents, to identify and build upon individual and family strengths, develop new skills, foster community connections, and open doors to opportunities for more stable, more meaningful, and more rewarding futures. We expect more for the young people and families we serve. And we expect more from them in return, asking them to leverage their unique abilities and actively participate in setting and achieving their own goals. In short, we expect them to thrive. This attitude and approach go a long way in giving young people the confidence they need to rise above their situations, realize their own capabilities, and take advantage of the resources available to begin changing their lives for the better. We are determined to create opportunity for homeless youth in our community to live independently, earn housing wages, achieve their educational goals, and enjoy healthy relationships.

This project relates directly to our mission by allowing us to share our experience and determination to reach young people and their families with the extremely vulnerable cohort of transition age youth who are disconnected from their families as well as our community. Our long-term program outcomes include family reunification, ending youth homelessness, and minimizing pregnancies to teenagers without adequate resources to parent and raise healthy families. Ultimately, this program helps keeps youth safe. All of our agency's services help youth reframe their life narrative from one of victim to resilient survivor by creating a low-anxiety atmosphere characterized by high levels of trust. We introduce family reunification options and supportive services to facilitate transition age youth' successful transition to independent living.

11. Project Timeline Feasibility

We will begin program operations the Monday following receipt of contract from CSB. Huckleberry House can be under grant agreement by July 1, 2019. The only staff position for which we need to hire a new employee is the Peer Mentor program. The rest of the team will be staffed by current Outreach Program employees, who were defunded by the City of Columbus effective 7/1/2019. We are in the process of assessing current clients to compile a list of all who would be ideal for this role. The community partnerships upon which we rely to do our work are already secure. Community-wide, youth know us and trust us to help them.

12. Key Community Partnerships

We are committed to coordinating with community partners and other systems to create and maintain a collaborative approach to assisting youth. This includes, but is not limited to, organizations and resources serving minors, youth of color, LGBTQ youth, pregnant and parenting youth, restored-citizens, child welfare-involved youth, and youth who are new Americans.

We will refer and partner with Equitas, VOA/RRH, Center for Healthy Families, ETSS, Moms2B, FCDJFS/CCMEP, Salvation Army, Homeless Families Foundation, Maryhaven Outreach, Southeast PATH, Mount Carmel, PrimaryOne as well as the following:

<u>Agency/Organization</u>	<u>Program</u>	<u>Services</u>
Sun Behavioral Health		behavioral health
Twin Valley Behavioral Health		behavioral health
Netcare		behavioral health
ODJFS		benefits acquisition
Gladden House		community resources
Reeb Center		community resources
Somali Community Center		community resources
YMCA	PALS	diversion program
STAR House		drop in day center
Kaleidoscope		LGBTQ+ community center
Dream Center		drop in warming center
Youth Build North		education
Godman Guild		education (GED program)
Job Corps		employment
Hilton Downtown		employment
Opportunities for Ohioans Disabilities		employment
Paramount Staffing		employment
Eckerds Kids		employment
MCS TOUCH		employment
Columbus Foundation	Gifts of Kindness	financial assistance
NEMAP		food pantry/ community resources
St. Stephens Community Center		food pantry/ community resources
Mt. Carmel Outreach		health care
Nationwide Children's Hospital	Adolescent Center	health care
Maryhaven	Outreach Team	homeless resources
Belle Harbour Communities		housing
YMCA	rapid rehousing	housing
CMHA		housing
Emmys House		housing for parenting moms
Dress for Success		interview suiting
Capital Law Clinic		legal services
Help Me Grow		parenting support
Celebrate One		parenting support
Area schools – public, private, charter & alternative		referral/staff support*
Beatty Recreation Center		referral/staff support
Bread of Life Food Pantry		referral/staff support
Bridgegate		referral/staff support

* referral/staff support means these schools and organizations contact this Team to refer youth in need and to request support for staff who work with homeless youth and youth at-risk for homelessness.

<u>Agency/Organization</u>	<u>Program</u>	<u>Services</u>
Columbus Area Libraries		referral/staff support
Family Missionary Baptist Church		referral/staff support
Linden Recreation Center		referral/staff support
Milo Recreation Center		referral/staff support
Molina Healthcare		referral/staff support
New Salem Baptist Church		referral/staff support
North YMCA		referral/staff support
Righteous Cuts		referral/staff support
Walnut Ridge	Be The One	referral/staff support
Impact Community Action	Emergency Services, CCEMP ISY/OSY Youth	rent/utility/ furniture employment training/internships
Faith on 8th		shelter
Friends of the Homeless		shelter
Van Buren Shelter		shelter
COVA		skill building
HALT Violence		support for clients on paper or with criminal records/CJS involvement
Empower Bus		transportation

13. Participant Motivation & Engagement

The key to working with the target population – transition age youth and pregnant and parenting young adults– is hearing past their initial request for help. Almost all of our Outreach encounters begin with a young person saying: “I want a blanket”, “I need a bus pass”, “I can’t (get into shelter), I got a warrant” or “I’m hungry”. When we ask a few other questions, we discover that in fact this young person is homeless, unstably housed, and likely struggling due to a dearth of life skills. According to Kyra, Team Leader, every week, “I meet a kid who is homeless and refusing to go the adult shelter because they don’t trust The System. My first job is to be consistent. Once I establish that I am a constant in their life, they trust me enough to ask for help. Real help. This means removing immediate barriers. Until I prove that every time they call or come around I’ll be here; a young person won’t tell me why they can’t retain housing. I can’t remove barriers I can’t see.” We know that developmentally it’s all-but impossible for young adults to understand why they need to do certain things now in order to receive long-term gains later like housing or employment. More, we know how to keep young people engaged with us. Through trusting, productive relationships with Outreach Specialists we help youth sustain their motivation to acquire housing while establishing necessary records. We keep showing up because **our consistent presence is the best way to keep young people motivated and engaged** while doing what we can to prepare them for housing when an opportunity arises. One encounter at a time, each young person learns to trust us, and then they start to share things with which they are struggling. The promise of this project is that we will actually have housing options to present to our clients. With the promise of housing, youth will be even more willing to create a paper trail, collect identification and other vital documents, let us certify them homeless, go see a doctor, complete a mental health assessment, and eventually finish high school and get a job. We anticipate that this will increase the volume of information youth share with us and make it easier to sustain engagement and motivation in the process. The more we learn from the youth we are not currently serving, the better we can identify who, how,

where these youth are.

Our Peer Mentor will **support youth with positive and lasting social and community connections. We expect our peer mentor to help us reach the youth who are least likely to trust and engage with us. When adult workers struggle to connect with you, the Peer Mentor will act as a youth peer support specialist (YPSS), a near-peer staff with lived experience who will focus on relationship-building and system navigation.** As a trained member of the team, the Peer Mentor will bring the best of their life's experience with the best practice approaches and techniques.

The predominant Cognitive Behavior technique CARR Specialists use is behavior activation. This means they teach youth the value of establishing routines and engaging in community activities. CARR Specialists challenge negative thinking and teach young adults how to interrupt their own negative thoughts. We help young adults identify their strengths and then teach them how to maximize their potential using their strengths. We measure the effectiveness of Behavior Activation using the Self-Sufficiency Scale. Motivational interviews are the evidence-informed aspect of harm reduction that CARR Specialists use the most. Motivational Interviews are based in the Stages of Change: pre-contemplation, contemplation, determination, action, maintenance, and termination. Rooted in an empowerment expression of Positive Youth Development, motivational interviews allow us to express empathy and encourage self-efficacy while illustrating the differences between each teen's present choices and future dreams. **Community connections are described in detail in item #12.**

14. Supports & Options to Prevent a Return to Homelessness

CARR Specialists employ strategies for helping youth build protective factors such as connections with schools, employment, health care, legal services, appropriate family members and other caring adults. The scope of our work will include outreach, prevention, individualized assessment, service linkages, case planning, and follow-up. Teens and young adults share a primal need for connection – to family, community, school and work. “...Human beings of all ages are happiest and able to deploy their talents to best advantage when they are confident that, standing beside them, there are one or more trusted persons while will come to their aid should difficulties arise” (Beeman, Sandra K). Our Youth CARR Specialists – the foundation for the proposed CARR Team Specialists - are these trusted persons. Success is an evolving concept. Each youth needs to determine what's a success for her/himself. We meet each young person where s/he's at, and work with them to set and achieve their individual housing goals.

Starr is 23 years old. Her homelessness began when she ran away at age 13: her mother was, and remains, an addict; Starr grew up afraid of being “taken away” by Children's Services. This experience is the foundation of Starr's lack of trust that any aspect of our System can help her. This lack of trust was reinforced when, after giving birth to 2 children within one year, both dependents were removed from her custody by Children's Services because she is literally homeless and she is an active drug user. Starr's own drug use began as a way to self-medicate her depression. Her struggles with sobriety are consistently impeded by her depression, which is incredibly common for this cohort. Starr has strong opinions about how and from whom to accept help, and they are founded in her personal experience. Because we recognize this, respect her agency and prioritize self-determination we approached our work with her knowing we needed to start by building trust and then help her see that there is stability and independence in housing that is worth working towards.

The young people with whom we work experience fear as a paralyzing force. They are afraid of rejection, and this includes rejection from a shelter, a service provider, a school. This fear – combined with preexisting mental health issues and developmental reality – means most transition age youth would rather not try to navigate the Systems that allow them to receive health care, shelter, food, education or employment. Since 1967, neurological research has demonstrated that central nervous system development begins during gestation and continues well into the third decade of life. As the brain is organizing – primarily during the first four years of life and during late adolescence and early adulthood – experience shapes our motivations. In order to understand an individual and her/his motivations we must listen to and learn about that individual's history. All of our clients have trauma histories. "In a child who has experienced (trauma) the result is a brain that exists in a persistent state of fear." Childhood trauma in the still-developing brains of our teen and young adult clients manifests in an oversensitive, over reactive, dysfunctional stress response. (Perry, Bruce D. & Erin P. Hambrick). Transition age youth are developing the cognitive capacity to process consequence, grief, identity and impulse control: all aspects of trauma recovery.

Persistence is the key to making sure our efforts are successful. Last year Jerome, YOP Specialist, engaged a 22-year old who has been homeless since he was 19. Malik stopped in the YOP Shop with a friend who was meeting with Kyra. His intention was to wait while his friend checked in. Jerome engaged him in conversation:

"What's going on?"

"Hey, man, I got a warrant. I can't get into shelter or anywhere else."

"This is something that can be handled, but you've got to handle it," Jerome offered. "The best thing is to take care of your legal situation first, and then we can look at other things." Malik left with his friend - Jerome's card in hand - and within a couple of days, he began to phone. Frequently. For weeks Jerome was a broken record, "you need to address this warrant." After a month, Jerome took a different kind of call: "I want to turn myself in." Jerome engaged law enforcement and negotiated Malik's surrender; he provided support during phone calls from jail, and advocated for Malik's mental health assessment and subsequent treatment. Even without the promise of housing, Malik worked with Jerome to set priorities: 1) address his legal situation; 2) identify and make a plan to handle his mental and physical health needs; 3) get his vital documents in order; 4) have his housing days counted. This case required 3 months of persistent, active listening and reflection in order to move from introduction to intake. By refusing to give up or see Malik as potentially "unsuccessful," Jerome was able to continue to link him – one by one – with necessary supports. Now he has 2 jobs, he has 2 weeks remaining before he enters rapid rehousing, and his RRH Case Manager thinks he'll get a home. Jerome continues to work with Malik to encourage him to "keep his head down and play by the rules (of the adult shelter system)" because he needs the evidence that he's homeless in order to actually move into an apartment.

15. Transportation Assistance

In the survey cited in the Coordinated Community Plan to End youth Homelessness, 38% of youth cited transportation as a barrier to their success in education, employment, shelter retention, etc. We provide transportation using COTA bus passes. Our approach to transportation is the same as for all other services: based in our clients' strengths. If a young person knows how to ride the bus, we simply give them a bus pass. If s/he has never taken public transportation, we ride the bus with them until they understand how to navigate COTA and can arrive at their destination on time. Monthly bus passes (\$62 each) are reserved for clients with employment and education

commitments for whom transportation is the primary barrier to attendance. We currently distribute 50 daily bus passes (\$4.50 each) every month. Our agency carries appropriate insurance so when an CARR Specialist visits a client in an inpatient facility or other location, s/he drives their personal vehicle; as well, personal vehicles can be used to transport clients when an CARR Specialist is accompanying the youth to provide advocacy. Huckleberry House reimburses mileage for workers using private vehicles at \$0.53/mile.

16. Complete the following chart for the proposed project:

First Shift		Second Shift		Third Shift	
Supportive Services Staff on-site/in the community					
# of staff	# of FTE	# of staff	# of FTE	# of staff	# of FTE
3	3.0	1	0.60		24/7 on-call: included in first shift FTE
Operations Staff on-site					
# of staff	# of FTE	# of staff	# of FTE	# of staff	# of FTE
1	0.54	1	0.2	0	0

17. Staff Training

Upon hire each agency employee completes a 40-hour Core Competencies of Youth Workers Training. Agency-wide trainings include those sponsored by the Huckleberry House Cultural Competency Committee. This Committee is chaired by Kyra, our Outreach Program Team Leader. They meet monthly and embrace a mission to create a more culturally proficient organization by increasing cultural insight, acceptance, respect, and understanding. Positive Youth Development is integrated into all Cultural Competency curricula. On-going employee training includes, but is not limited to: homelessness; poverty; aftercare; case management; safety and other case planning; case documentation and confidentiality of records; trauma-informed care; positive youth development; counseling skills; healthy sexual behavior; gay, lesbian, bisexual, transgender and intersex issues; cultural awareness and sensitivity; mental health awareness; alcohol, drug and chemical dependency awareness; bullying and harassment; sexual exploitation and prostitution; sexual assault and abuse; and domestic violence. In recent months the Cultural Competency Committee has facilitated trainings with Action Ohio on Working with Foster Care Youth; with The Compassionate Communication Center of Ohio on “How to Have Tough Conversations;” with Kaleidoscope on “Working Specifically with Transgender/Non-Binary Youth” and “LGBTQ+ 201.” We held brown bag conversations about the role of corporations in social justice movements, like Nike and its Colin Kaepernick advertisement. The biggest challenge the Committee has undertaken is a series of surveys to determine, “Is Our Agency Welcoming?” This involves surveying each of our clients; as well, taking volunteers on a tour of our programs and asking for their specific feedback. These Youth Cultural Competency Tours begin by sharing with young people our goal: to be “open, welcoming, and able to serve young people of all races, ethnicities, religions, genders, identities, backgrounds, incomes, etc. We want to be a place where everyone feels welcome, comfortable, and represented.” Each client volunteer then walks through each of our organization’s different program spaces and answers the following questions: 1) What is the first thing you notice about this space when you walk in the door? 2) What are three things you notice that help the space to feel friendly and welcoming to you, personally? 3) What are three things that don’t feel welcoming about this space? 4) On a scale from 1 to 5, how comfortable did you feel in this space (with 1 = completely uncomfortable and 5 = totally comfortable)? Why? 5) Look around the space. In what ways do you see yourself represented here? 6) Are there youth’s identities that you don’t see represented here?

(Think race, religion, ethnicity, income, age, background, etc.) 7) What suggestions do you have to make this space more welcoming and comfortable for youth of all identities and backgrounds? We take all this feedback, aggregate responses and integrate suggestions into our physical spaces and program approach.

Our intent is to ensure a safe and affirming experience and environment including, but not limited to: allowing young people to self-identify their name, gender, pronouns, and sexual orientation; ensuring public and private spaces (including restrooms) affirm youth and their identity; and other best practice standards relevant to successfully supporting LGBTQ+ youth. We will develop and implement inclusive policies and procedures consistent with HUD requirements and best practices. Part of our COA Accreditation is an independent evaluation of our Training and Supervision. This review standard assesses how well “the organization supports staff and promotes staff competence by providing regular supervision and training on relevant service delivery topics.” The reviewers look at our policies and procedures, review our training curriculum, examine our assessment tools and interview employees. In our most recent review we received excellent ratings on this standard. We are an equal opportunity employer with an affirmative action plan. We have a strong commitment to hiring staff with gender, ethnicity and life experience relevant to the runaway and homeless youth we serve.

18. Comprehensive Staffing Plan

We assure continuity of care for each client as well as comprehensive staffing throughout the 2-year duration of this project. This includes recruitment, onboarding, 24-hour on-call coverage, and supervision. We intend to hire internally for the 3 CARR Team workers; the Peer Mentor will be a former client who has either successfully completed our Transitional Living Program or who has moved from homelessness into stable housing with support from our Youth Outreach Team. The Peer Mentor will not simply be a former client, s/he will be someone who succeeded moving out of homelessness through the adult shelter system. Employee recruitment begins with word-of-mouth from current employees and student volunteers from the Ohio State University. Formal recruitment includes Glassdoor, Indeed, and other websites for job-seekers. We will establish an on-call rotation of CARR Team workers to complement and support the work of system access providers, including NetCare and the Huckleberry House Crisis Line. This means that a CARR Team member will be available 24-hours a day. As we don't know what kind of requests will come in, we will evaluate – in coordination with system partners – every 3 months in order to make sure that we are actually providing necessary services in a timely manner.

Kyra Crockett-Hodge, Team Leader (0.54 FTE), will direct this project. Kyra has worked at Huckleberry House since 1999 when she was the House Manager for our Crisis Shelter; she has managed our Youth Outreach Program since 2006. Kyra has been trained by CSB and is certified to enter data into HMIS. Kyra will represent the CARR Team and present its outcomes in monthly, agency-wide Quality Assurance meetings; provide direction, oversight and review of CARR Specialists' Daily Logs; review clients' day-to-day shelter needs; and establish Outreach schedules. Kyra participates in the annual HUD Point in Time Count. Kyra will provide comprehensive, direct supervision – informal, street-based, and formal - to all CARR Team Specialists.

Huckleberry House conducts criminal history and child abuse registry checks on all prospective employees, volunteers and contractors to ensure the safety and well-being of teen clients. The agency's Reference Verification Authorization is signed by each employee and authorizes Huckleberry House “...to request and receive background investigative information, including FBI

criminal history records that include fingerprint checks and child abuse and neglect registry checks, and which may include areas such as a Social Security Number Verification, Criminal Background Check - including listing on the Sex Offender and Child Abuse Registries - and Motor Vehicle Records Check prior to employment and at the discretion of Huckleberry House, Inc., throughout employment.” We verify all educational, employment and professional licensing credentials prior to hiring prospective employees. Our agency policy complies with all Ohio, Franklin County, City of Columbus and other applicable laws and can be found in The Huckleberry House Administration Policies Manual (available upon request). All new employees are furnished with copies of the agency training manual, personnel policy manual and “core” training manual, for which they sign to confirm they have read and understand all policies & procedures. Every new hire completes sexual harassment training prior to beginning their work.

Retention is often contingent on salary. Salaries are generally determined at the discretion of the manager based on applicant qualifications. The range of this discretion is bounded by current employee salaries, and salaries of our peers according to the Ohio Association of Non-Profit Organizations Bi-Annual Compensation & Benefits Survey. Each year we complete a by-position analysis to compare our compensation rates with other non-profits in the region along two variables: human services and agency revenue. This analysis is used to determine salary ranges for new positions as well as whether or not current employees should receive pay increases, commensurate with good service, in response to the market. Market-based pay increases are in addition to cost of living increases and merit-based raises.

19. Productivity Documentation, Standards & Achievement

Kyra will coordinate data entry into HMIS, and establish and maintain systems to document all CARR Team direct client service productivity according to RFP requirements. She will coordinate with Amanda Leclerc, HMIS Lead, for all HMIS data entry. She will develop paper and electronic organizational systems and train the CARR Team in their use to make sure that we identify all possible opportunities to connect with previously un- and underserved homeless transition age youth and pregnant and parenting young adults.

Kyra Crockett-Hodge, CARR Program Team Leader, will coordinate with our Management Team to assure productivity standards are continually monitored and achieved. We will utilize our payroll system to track direct service hours. Each quarter Kyra will present the previous quarter's data for each outcome measure to the management team. For this program, data includes the **number of individuals served, number of successful diversion outcomes, rate of diversion recidivism, number of successful shelter linkages, number of unsuccessful shelter linkages, number of successful entries into housing (RRH, PSH or other safe, stable housing), number of unsheltered youth served, and the number of unsheltered youth who refused services, and hotline wait times.** Hotline wait times and response data will be evaluated in coordination with NetCare. Internal data comes from Outreach Logs, Case Management records, participant intake and exit interviews, standardized, youth-system coordinated entry tools, participant evaluations, and staff performance evaluations. The management team addresses any concerns regarding data collection and any needed staff training to enhance validity and reliability in data collection. Then we consider outcome success, and any questions that warrant additional or alternative data collection. The outcome data are examined for information about program success and to address any necessary program refinements. At each subsequent review Kyra begins by reporting on actions taken on the plan devised at the previous review. The long-term outcome is data-driven program improvement. Our agency's Policies & Procedures codify our training, safety, supervision, confidentiality, quality

improvement, emergency preparedness and service linkage protocols.

20. Quality Assurance (QA) Process

Part of our Positive Youth Development approach includes involving youth in our on-going Quality Improvement efforts. Lynda Leclerc, LISW, is our Associate Director, and Alex Murphy, MS/MBA is our Chief Financial Officer. Lynda and Alex are data management specialists who manage our Quality Assurance (QA) process. They cooperate to ensure program data is collected and managed in order to guarantee thorough program performance evaluation as well as accurate and timely reporting of program outcomes. Alex has extensive academic and professional experience collecting, evaluating and analyzing data. He guarantees that our accounting and data collection systems are designed to relate financial data to performance data. Lynda compares our program objectives with outcome data and ensures continuous improvement of services. She consistently monitors our feedback mechanisms and data entry processes to ensure that all data is gathered, reported and aggregated with integrity.

We evaluate our performance to assure we achieve quantifiable, quality improvements in the areas of safety, well-being, self-sufficiency and permanent connections. This CARR Team will undergo periodic, formal assessment to improve project performance in the areas of safety, well-being, self-sufficiency, and permanent connections. We collect data that addresses the performance measures' objectives and provide measurable indicators that will provide promising practices to improve program performance for better service delivery and implementation strategies. We also collect data that supports the performance indicators to increase the improved outcomes of the Youth Homelessness Demonstration Program. We review our program's methodology - including that of data collection - and make improvements to ensure frequency and methodology will provide the desired outcomes.

21. Youth Involvement in the Project

We will involve youth with lived experience in our program design and continuous improvement efforts by incorporating a Peer Mentor (0.60 FTE) into our Teamwork and soliciting and receiving informal feedback during service provision and in written program evaluations. Huck House clients will continue to represent youth on the CSB's Youth Action Board as well as provide a pool of candidates from which to hire a Peer Mentor who has moved from literal homelessness to rapid rehousing. We anticipate an emerging network of transition age youth who will want to share their successes in education and employment with their peers. This is how we will expand our ability to link clients with school and work. **All participants will be engaged to provide regular feedback on their satisfaction with project quality, responsiveness and effectiveness.** Currently, Huck House receives client feedback through anonymous, electronic surveys at kiosks in the YOP Shop and during follow-up phone calls with former clients.

22. Indirect Cost Rate & Project Budget

We do not propose to employ an indirect cost rate. This means we do not require indirect cost rate approval from a cognizant agency, nor do we harbor intention to use the 10% de minimis rate. We understand that YHDP funding is subject to the HUD regulations detailed in 24 CFR Part 578. We expect that CSB will monitor use of funds carefully, in the same way that CSB monitors current HUD Continuum of Care funding. Following is the quantity, detail, and total budget request for each supportive services cost being requested for the two-year grant period July 1, 2019 – June 30, 2021:

Eligible Costs	Request	Detail
Assessment of service needs		
Assistance with moving costs		
Case management	\$ 199,210	1.6 FTE Youth CARR Specialists (YOS) @16.45/hr + 19.12% fringe, .3 FTE Peer Mentor @14.42/hr + 19.12% fringe, .27 FTE Team Leader @27.19/hr + 19.12% fringe, 1 YOS on-call @ \$30 per day (182.5 days – other half year in Outreach Services Line) plus related costs
Child care		
Education services		
Employment assistance		
Food		
Housing/counseling services		
Legal services		
Life skills		
Mental health services		
Outpatient health services		
Outreach services	219,624	1.6 FTE Youth CARR Specialists (YOS) @16.45/hr + 19.12% fringe, .3 FTE Peer Mentor @14.42/hr + 19.12% fringe, .27 FTE Team Leader @27.19/hr + 19.12% fringe, 1 YOS on-call @ \$30 per day (182.5 days – other half year in Case Management) plus related costs, 70 monthly bus passes @ \$62, 456 daily bus passes @ \$4.50, 60 birth certificates @ \$25, 60 driver's licenses @ \$23, 110 state IDs @ \$8.50.
Substance abuse treatment services		
Transportation		
Utility deposits		
Operating costs*		
Administrative costs (up to 7%)	29,164	Office supplies, IT, telephone, equipment lease & repair, agency insurance
Funding request	448,000	
Match (at least 25%)	112,000	
TOTAL	\$ 560,000	

23. Will this project generate program income as described in 24 CFR 578.97?

This project will not generate any income; as such, it will generate no income that will be used as match.

*Operating costs are the costs for a facility that is used to provide supportive services for program participants. Maintenance, building security, furniture, utilities, and equipment are the only allowable costs.

24. Match Requirement

We will meet the 25% match requirement with in-kind donations. Following is a list of sources, quantities and specific use of in-kind funds for eligible program activities:

Source	Quantity	Eligible Program Activity
Unrestricted donations	\$ 43,206	Case Management
Collection drives from individual donors & organizations	2,400	Food
Unrestricted donations	43,140	Outreach Services
Unrestricted donations	12,000	Transportation
Unrestricted donations	3,414	Utilities
Unrestricted donations	7,840	Administration
Total In-Kind Match (25%)	<u>\$ 112,000</u>	

Huckleberry House and CARR Team staff will work with CSB, the Youth Core Team, and the Youth Action Board to fully develop and implement the programs and to develop and maintain detailed system Policies and Procedures that will guide this demonstration project. We understand that no proposal will move forward in the process without Youth Action Board approval. We welcome any opportunity to answer questions or provide additional documentation as requested by the Youth Action Board.

Citations/References

Beeman, Sandra K. "Critical Issues in Research on Social Networks and Social Supports of Children Exposed to Domestic Violence." Domestic Violence in the Lives of Children: The Future of Research, Intervention & Social Policy. Ed. Sandra A. Graham-Bermann and Jeffrey L. Edleson. American Psychological Association. Washington, D.C.: March 2002.

Columbus and Franklin County, Ohio CoC. "Columbus and Franklin County, Ohio Coordinated Community Plan to Prevent & End Homelessness Among Youth." Columbus: December 14, 2018.

Dobbs, David. "Beautiful Brains." National Geographic. October, 2011: 37-59.

Federal Interagency Forum on Child and Family Statistics. America's Young Adults: Special Issue. Washington, DC: U.S. Government Printing Office, National Center for Health Statistics: July 2018. <http://childstats.gov>.

Gaetz, Stephen. "THIS is Housing First for Youth: A Program Model Guide". Canadian Observatory on Homelessness Press. Toronto: 2017.

Gaetz, Stephen. "A Safe and Decent Place to Live: Towards a Housing First Framework for Youth". Canadian Observatory on Homelessness Press. Toronto: 2014.

The Institute for Children, Poverty & Homelessness. The 2013 American Almanac of Family Homelessness. Library of Congress: 2013.

Jensen, Lene Arnett, Ed. The Oxford Handbook of Human Development & Culture: An Interdisciplinary Perspective. Oxford University Press: New York, 2015)

Johnson, Basin, & Shaw Inc. "Reconnecting Youth & Community: A Youth Development Approach." National Clearinghouse on Families & Youth. Administration for Children and Families (DIMS), Family & Youth Services Bureau. Silver Spring, MD: 1996.

Perry, Bruce D. & Erin P. Hambrick. "The Neurosequential Model of Therapeutics." Reclaiming Children & Youth. Volume 17, number 3: Fall 2008.

CoC and Youth Homelessness Demonstration Program

Community Housing Network/Huckleberry House Marsh Brook Place

Project Configuration	
Total Units	40
Unit size	30 one-bedroom, 10 two-bedroom
Location	10.5 acre site on Chatterton Road west of Brice Road
Target Population	Transition-age youth (ages 18-24) experiencing homelessness with mental illness and/or addiction
Staff Availability	2 FTE Community Support Providers (Huck House); 1 FTE Independent Living Mentor (Huck House); Front desk services (Aryes Staffing); 1 FTE Property Manager

Project development (2 years)	
Total Project Costs	\$9,741,996 Cost/unit \$221,655 (development + 1 year of services and operating
Services Costs	<u>\$1,023,051 total</u> CoC funds \$736,390 (CoC funds \$473,558; YHDP funds \$262,832) Other funds \$286,661 (ADAMH, Medicaid, VOCA, other sources TBD) Cost/unit \$12,788 per year
Operations and Admin Costs	<u>\$728,560 total</u> CoC funds \$728,560 (\$320,760 existing CoC rental assistance funds for 20 units; \$353,640 YHDP funds for 20 units; \$54,160 Admin) Cost/unit \$9,107 per year
Development/Capital	<u>\$7,990,385 total</u> CoC Funds \$250,000 (City of Columbus) Other funds \$7,740,385 (OHFA tax credits, FHLB) Cost/unit \$199,760
Development Timeline	Feb 2018 – Submit OHFA tax credit application May 2018 – Tax credit awards announced Aug 2018 – Submit FHLB application Aug 2018 – Building design complete Sep 2018 – Submit final tax credit application Jun 2019 – Financial closing Jul 2019 – Start construction Jul 2020 – Construction complete Sep 2020 – Full occupancy

Before Starting the Project Application

To ensure that the Project Application is completed accurately, ALL project applicants should review the following information BEFORE beginning the application.

Things to Remember:

- Additional training resources can be found on the HUD Exchange at <https://www.hudexchange.info/e-snaps/guides/coc-program-competition-resources>.
- Program policy questions and problems related to completing the application in e-snaps may be directed to HUD the HUD Exchange Ask A Question.
- Project applicants are required to have a Data Universal Numbering System (DUNS) number and an active registration in the Central Contractor Registration (CCR)/System for Award Management (SAM) in order to apply for funding under the Fiscal Year (FY) 2018 Continuum of Care (CoC) Program Competition. For more information see FY 2018 CoC Program Competition NOFA.
- To ensure that applications are considered for funding, applicants should read all sections of the FY 2018 CoC Program NOFA and the FY 2018 General Section NOFA.
- Detailed instructions can be found on the left menu within e-snaps. They contain more comprehensive instructions and so should be used in tandem with onscreen text and the hide/show instructions found on each individual screen.
- New projects may only be submitted as either Reallocated or Permanent Supportive Housing Bonus Projects. These funding methods are determined in collaboration with local CoC and it is critical that applicants indicate the correct funding method. Project applicants must communicate with their CoC to make sure that the CoC submissions reflect the same funding method.
- Before completing the project application, all project applicants must complete or update (as applicable) the Project Applicant Profile in e-snaps.
- HUD reserves the right to reduce or reject any new project that fails to adhere to (24 CFR part 578 and application requirements set forth in FY 2018 CoC Program Competition NOFA.

1A. SF-424 Application Type

1. Type of Submission:

2. Type of Application: New Project Application

If Revision, select appropriate letter(s):

If "Other", specify:

3. Date Received: 04/09/2019

4. Applicant Identifier:

5a. Federal Entity Identifier:

6. Date Received by State:

7. State Application Identifier:

1B. SF-424 Legal Applicant

8. Applicant

a. Legal Name: Community Shelter Board

b. Employer/Taxpayer Identification Number (EIN/TIN): 31-1181284

	c. Organizational DUNS:	619605363	PLUS 4:	
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d. Address

Street 1: 355 E. Campus View Blvd.

Street 2: Suite 250

City: Columbus

County: Franklin

State: Ohio

Country: United States

Zip / Postal Code: 43235

e. Organizational Unit (optional)

Department Name: Grants

Division Name: Operations

f. Name and contact information of person to be contacted on matters involving this application

Prefix: Ms.

First Name: Lianna

Middle Name:

Last Name: Barbu

Suffix:

Title: Operations Director

Organizational Affiliation: Community Shelter Board

Telephone Number: (614) 715-2535

Applicant: Community Shelter Board

619605363

Project: YHDP CHN 2018 Marsh Brook Place

170695

Extension: 0

Fax Number: (614) 221-9199

Email: lbarbu@csb.org

1C. SF-424 Application Details

9. Type of Applicant: M. Nonprofit with 501C3 IRS Status

10. Name of Federal Agency: Department of Housing and Urban Development

11. Catalog of Federal Domestic Assistance Title: CoC Program

CFDA Number: 14.267

12. Funding Opportunity Number: FR-6200-N-25

Title: Continuum of Care Homeless Assistance Competition

13. Competition Identification Number:

Title:

1D. SF-424 Congressional District(s)

14. Area(s) affected by the project (state(s) only): Ohio
(for multiple selections hold CTRL key)

15. Descriptive Title of Applicant's Project: YHDP CHN 2018 Marsh Brook Place

16. Congressional District(s):

a. Applicant: OH-012, OH-015, OH-003
b. Project: OH-012, OH-015, OH-003
(for multiple selections hold CTRL key)

17. Proposed Project

a. Start Date: 07/01/2019
b. End Date: 06/30/2021

18. Estimated Funding (\$)

a. Federal:
b. Applicant:
c. State:
d. Local:
e. Other:
f. Program Income:
g. Total:

1E. SF-424 Compliance

- 19. Is the Application Subject to Review By State Executive Order 12372 Process?** b. Program is subject to E.O. 12372 but has not been selected by the State for review.

If "YES", enter the date this application was made available to the State for review:

- 20. Is the Applicant delinquent on any Federal debt?** No

If "YES," provide an explanation:

1F. SF-424 Declaration

By signing and submitting this application, I certify (1) to the statements contained in the list of certifications** and (2) that the statements herein are true, complete, and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)

I AGREE: ☒

21. Authorized Representative

Prefix: Ms.

First Name: Michelle

Middle Name:

Last Name: Heritage

Suffix:

Title: Executive Director

Telephone Number: (614) 715-2526
(Format: 123-456-7890)

Fax Number: (614) 221-9199
(Format: 123-456-7890)

Email: mheritage@csb.org

Signature of Authorized Representative: Considered signed upon submission in e-snaps.

Date Signed: 04/09/2019

1G. HUD 2880

Applicant/Recipient Disclosure/Update Report - Form 2880
U.S. Department of Housing and Urban Development
OMB Approval No. 2510-0011 (exp.11/30/2018)

Applicant/Recipient Information

1. Applicant/Recipient Name, Address, and Phone

Agency Legal Name: Community Shelter Board

Prefix: Ms.

First Name: Michelle

Middle Name:

Last Name: Heritage

Suffix:

Title: Executive Director

Organizational Affiliation: Community Shelter Board

Telephone Number: (614) 715-2526

Extension:

Email: mheritage@csb.org

City: Columbus

County: Franklin

State: Ohio

Country: United States

Zip/Postal Code: 43235

2. Employer ID Number (EIN): 31-1181284

3. HUD Program: Continuum of Care Program

4. Amount of HUD Assistance Requested/Received: \$637,482.00

(Requested amounts will be automatically entered within applications)

5. State the name and location (street address, City and State) of the project or activity.

Refer to project name, addresses and CoC Project Identifying Number (PIN) entered into the attached project application.

Part I Threshold Determinations

1. Are you applying for assistance for a specific project or activity? Yes
(For further information, see 24 CFR Sec. 4.3).

2. Have you received or do you expect to receive assistance within the jurisdiction of the Department (HUD), involving the project or activity in this application, in excess of \$200,000 during this fiscal year (Oct. 1 - Sep. 30)? For further information, see 24 CFR Sec. 4.9. Yes

Part II Other Government Assistance Provided or Requested/Expected Sources and Use of Funds

Such assistance includes, but is not limited to, any grant, loan, subsidy, guarantee, insurance, payment, credit, or tax benefit.

Department/Local Agency Name and Address	Type of Assistance	Amount Requested / Provided	Expected Uses of the Funds
Private contributions and grants, multiple addresses	grant	\$1,359,118.00	supportive services
		\$0.00	
		\$0.00	
		\$0.00	
		\$0.00	

Note: If additional sources of Government Assistance, please use the "Other Attachments" screen of the project applicant profile.

Part III Interested Parties

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You must disclose:

1. All developers, contractors, or consultants involved in the application for the assistance or in the planning, development, or implementation of the project or activity and
2. any other person who has a financial interest in the project or activity for which the assistance is sought that exceeds \$50,000 or 10 percent of the assistance (whichever is lower).

Alphabetical list of all persons with a reportable financial interest in the project or activity (For individuals, give the last name first)	Social Security No. or Employee ID No.	Type of Participation	Financial Interest in Project/Activity (\$)	Financial Interest in Project/Activity (%)
n/a	n/a	n/a	\$0.00	0%
n/a	n/a	n/a	\$0.00	0%
n/a	n/a	n/a	\$0.00	0%
n/a	n/a	n/a	\$0.00	0%
n/a	n/a	n/a	\$0.00	0%

Note: If there are no other people included, write NA in the boxes.

Certification

Warning: If you knowingly make a false statement on this form, you may be subject to civil or criminal penalties under Section 1001 of Title 18 of the United States Code. In addition, any person who knowingly and materially violates any required disclosures of information, including intentional nondisclosure, is subject to civil money penalty not to exceed \$10,000 for each violation.

I certify that this information is true and complete.

I AGREE: ☒

Name / Title of Authorized Official: Michelle Heritage, Executive Director

Signature of Authorized Official: Considered signed upon submission in e-snaps.

Date Signed: 03/01/2019

1H. HUD 50070

HUD 50070 Certification for a Drug Free Workplace

Applicant Name: Community Shelter Board
Program/Activity Receiving Federal Grant Funding: CoC Program

Acting on behalf of the above named Applicant as its Authorized Official, I make the following certifications and agreements to the Department of Housing and Urban Development (HUD) regarding the sites listed below:

I certify that the above named Applicant will or will continue to provide a drug-free workplace by:	
a. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Applicant's workplace and specifying the actions that will be taken against employees for violation of such prohibition.	e. Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph d.(2) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;
b. Establishing an on-going drug-free awareness program to inform employees --- (1) The dangers of drug abuse in the workplace (2) The Applicant's policy of maintaining a drug-free workplace; (3) Any available drug counseling, rehabilitation, and employee assistance programs; and (4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace.	f. Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph d.(2), with respect to any employee who is so convicted --- (1) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or (2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;
c. Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph a.;	g. Making a good faith effort to continue to maintain a drugfree workplace through implementation of paragraphs a. thru f.
d. Notifying the employee in the statement required by paragraph a. that, as a condition of employment under the grant, the employee will --- (1) Abide by the terms of the statement; and (2) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;	

2. Sites for Work Performance.

The Applicant shall list (on separate pages) the site(s) for the performance of work done in connection with the HUD funding of the program/activity shown above: Place of Performance shall include the street address, city, county, State, and zip code. Identify each sheet with the Applicant name and address and the program/activity receiving grant funding.)
Workplaces, including addresses, entered in the attached project application.
Refer to addresses entered into the attached project application.

I hereby certify that all the information stated herein, as well as any information provided in

X

the accompaniment herewith, is true and accurate.



Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Authorized Representative

Prefix: Ms.

First Name: Michelle

Middle Name

Last Name: Heritage

Suffix:

Title: Executive Director

Telephone Number: (614) 715-2526
(Format: 123-456-7890)

Fax Number: (614) 221-9199
(Format: 123-456-7890)

Email: mheritage@csb.org

Signature of Authorized Representative: Considered signed upon submission in e-snaps.

Date Signed: 04/09/2019

CERTIFICATION REGARDING LOBBYING

Certification for Contracts, Grants, Loans, and Cooperative Agreements

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Statement for Loan Guarantees and Loan Insurance

The undersigned states, to the best of his or her knowledge and belief, that:

If any funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this commitment providing for the United States to insure or guarantee a loan, the undersigned shall complete and submit Standard Form-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions. Submission of this statement is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file

the required statement shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate:

X

Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Applicant's Organization: Community Shelter Board

Name / Title of Authorized Official: Michelle Heritage, Executive Director

Signature of Authorized Official: Considered signed upon submission in e-snaps.

Date Signed: 04/09/2019

1J. SF-LLL

DISCLOSURE OF LOBBYING ACTIVITIES
Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352.
Approved by OMB0348-0046

HUD requires a new SF-LLL submitted with each annual CoC competition and completing this screen fulfills this requirement.

Answer "Yes" if your organization is engaged in lobbying associated with the CoC Program and answer the questions as they appear next on this screen. The requirement related to lobbying as explained in the SF-LLL instructions states: "The filing of a form is required for each payment or agreement to make payment to any lobbying entity for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with a covered Federal action."

Answer "No" if your organization is NOT engaged in lobbying.

Does the recipient or subrecipient of this CoC grant participate in federal lobbying activities (lobbying a federal administration or congress) in connection with the CoC Program? No

Legal Name: Community Shelter Board

Street 1: 355 E. Campus View Blvd.

Street 2: Suite 250

City: Columbus

County: Franklin

State: Ohio

Country: United States

Zip / Postal Code: 43235

11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

I certify that this information is true and complete.

X

Authorized Representative

Prefix: Ms.
First Name: Michelle
Middle Name:
Last Name: Heritage
Suffix:
Title: Executive Director
Telephone Number: (614) 715-2526
(Format: 123-456-7890)
Fax Number: (614) 221-9199
(Format: 123-456-7890)
Email: mheritage@csb.org
Signature of Authorized Representative: Considered signed upon submission in e-snaps.
Date Signed: 04/09/2019

2A. Project Subrecipients

This form lists the subrecipient organization(s) for the project. To add a subrecipient, select the  icon. To view or update subrecipient information already listed, select the view  option.

Total Expected Sub-Awards: \$637,482

Organization	Type	Sub-Award Amount
Community Housing Network	M. Nonprofit with 501C3 IRS Status	\$637,482

2A. Project Subrecipients Detail

a. Organization Name: Community Housing Network

b. Organization Type: M. Nonprofit with 501C3 IRS Status
If "Other" specify:

c. Employer or Tax Identification Number: 31-1222236

	* d. Organizational DUNS:	361513245	PLUS 4:	
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e. Physical Address

Street 1: 1680 Watermark Drive

Street 2:

City: Columbus

State: Ohio

Zip Code: 43215

f. Congressional District(s): OH-012, OH-015, OH-003
(for multiple selections hold CTRL key)

g. Is the subrecipient a Faith-Based Organization? No

h. Has the subrecipient ever received a federal grant, either directly from a federal agency or through a State/local agency? Yes

i. Expected Sub-Award Amount: \$637,482

j. Contact Person

Prefix: Ms.

First Name: Jennifer

Middle Name:

Last Name: Sharma

Suffix:

Title: Chief Operating Officer

E-mail Address: jsharma@chninc.org

Confirm E-mail Address: jsharma@chninc.org

Phone Number: 614-487-6799

Extension:

Fax Number:

2B. Experience of Applicant, Subrecipient(s), and Other Partners

1. Describe the experience of the applicant and potential subrecipients (if any), in effectively utilizing federal funds and performing the activities proposed in the application, given funding and time limitations.

As one of the first Collaborative Applicants nationwide granted Unified Funding Agency (UFA) status by HUD, the applicant Community Shelter Board (CSB) has proven itself to be an effective, efficient steward of federal funding. CSB is the CoC Lead in Columbus/Franklin County and the local non-profit entity leading a coordinated, community effort to make sure everyone has a place to call home. All federal and the majority of local funding allocated to homeless and housing programs in Columbus and Franklin County passes through CSB, which contracts with subrecipients to effectively distribute and utilize funds. CSB monitors subrecipients to ensure compliance with the HEARTH Act and other federal funding requirements, including timely implementation of new projects.

The subrecipient, Community Housing Network (CHN), has 31 years of experience serving people experiencing homelessness. CHN is the largest provider of permanent supportive housing in Columbus and Franklin County, currently managing 15 HUD CoC-funded permanent supportive housing programs that provide approximately 1,000 homes for formerly homeless individuals and families disabled by mental illness and addiction. On average, 96% of CHN's program participants have successful permanent housing outcomes (either stay housed or exit to other permanent housing).

Prior to CSB's designation as a UFA, CHN successfully administered HUD CoC and SHP funding for its programs. Under CHN's stewardship, the capacity of HUD-funded CHN supportive housing units rose from 25 in 1991 to over 1,000 today. CHN also has decades of experience with other federal funding sources, as a direct recipient of HUD Section 811 Supportive Housing for Persons with Disabilities funding, a subrecipient of Community Development Block Grant funding, and an administrator of Low Income Housing Tax Credits. CHN continues to ensure compliance with all federal funding guidelines, including the ability to secure appropriate match and leverage and the ability to spend down money in a timely manner.

2. Describe the experience of the applicant and potential subrecipients (if any) in leveraging other Federal, State, local, and private sector funds.

Community Shelter Board (CSB) is the local entity leading a coordinated, community effort to make sure everyone has a place to call home in Columbus and Franklin County. The majority of state, city, county, and local private funding allocated to homeless and housing programs in Columbus and Franklin County passes through CSB, which contracts with subrecipients to effectively distribute and utilize funds. CSB works closely with the Alcohol, Drug Addiction, and Mental Health (ADAMH) Board of Franklin County to maximize the use of

mainstream funding sources to support services in permanent supportive housing projects. Our local housing authority, the Columbus Metropolitan Housing Authority (CMHA), is closely involved in our work to increase the inventory of supportive housing, contributing Section 8 vouchers to single site PSH developments. Both ADAMH and CMHA are members of the local Continuum of Care and its Board.

Community Housing Network (CHN), the subrecipient of these funds, has decades of experience leveraging federal, state, local, and private dollars. During each CoC application cycle, CHN has met or exceeded all match and leverage requirements. For the development and construction of its supportive housing projects, CHN has leveraged funding from the City of Columbus, Franklin County, the Ohio Housing Finance Agency, and the Competitive Affordable Housing Program operated by the Federal Home Loan Bank. In order to operate these programs and provide appropriate supportive services, CHN leverages funding from Medicaid, ADAMH, the Ohio Development Services Agency, the Ohio Department of Mental Health, and several private grantors. CHN continues to aggressively explore new opportunities for additional community resources.

3. Describe the basic organization and management structure of the applicant and subrecipients (if any). Include evidence of internal and external coordination and an adequate financial accounting system.

The applicant, Community Shelter Board (CSB), funds and collaborates with 16 nonprofit social service agencies located throughout Columbus and Franklin County. CSB employs a 28-member staff led by Executive Director Michelle Heritage. CSB is divided into 5 different departments: Operations, Programs & Planning, Finance, Grants, and Development, each with its own Director providing oversight. CSB's Finance Department ensures operations are in accordance with Generally Accepted Accounting Principles (GAAP) and CSB undergoes annual audits conducted by Clark, Schaefer and Hackett. No material weaknesses, issues of non-compliance, or significant deficiencies were noted in the past 10 years. In April 2018, HUD conducted a monitoring assessment to determine if CSB is carrying out responsibilities of a Unified Funding Agency, including a review of CSB's financial system. As in past years, CSB received positive feedback from HUD on its UFA implementation.

The subrecipient, Community Housing Network (CHN), operates over 2,100 units of safe, affordable housing for approximately 2,700 residents with severe housing barriers, including persistent mental illness, homelessness, and substance abuse. CHN employs a 104-member staff led by its Chief Executive Officer Samantha Shuler. CHN provides property management and service coordination for each of its permanent supportive housing sites. CHN subcontracts with a certified behavioral health provider for supportive services provision. CHN's finance department administers all federal funding in accordance with the CoC Program Interim Rule, Generally Accepted Accounting Principles (GAAP), and 2 CFR 200. CHN's grants and compliance departments ensure compliance with all funder requirements and manage the grant application and reporting processes. CHN undergoes an annual audit conducted by an independent certified public accountant. The audit is performed in accordance with GAAP and as required by 2 CFR 200. No material weaknesses, significant deficiencies, or issues of noncompliance

considered material to the financial statements have been noted during the audits.

4a. Are there any unresolved monitoring or audit findings for any HUD grants(including ESG) operated by the applicant or potential subrecipients (if any)? No

3A. Project Detail

1a. CoC Number and Name: OH-503 - Columbus/Franklin County CoC

1b. CoC Collaborative Applicant Name: Community Shelter Board

2. Project Name: YHDP CHN 2018 Marsh Brook Place

3. Project Status: Standard

4. Component Type: PH

4a. Will the PH project provide PSH or RRH? PSH

5. Does this project use one or more properties that have been conveyed through the Title V process? No

6. Is this new project application requesting to transition from eligible renewal project(s) that were awarded to the same recipient and fully eliminated through reallocation in the FY 2018 CoC Program Competition? (Section II.B.2. and Section III.C.3.q. of the FY 2018 NOFA). No

3B. Project Description

1. Provide a description that addresses the entire scope of the proposed project.

Community Housing Network is developing Marsh Brook Place, a new permanent supportive housing project to serve transition-age youth (TAY) aged 18-24 who are struggling with homelessness, mental illness and/or addiction. Once completed, Marsh Brook Place will be the first PSH development in Columbus and Franklin County committed to serving a TAY population. Marsh Brook Place housing will consist of 30 one-bedroom units and 10 two-bedroom units in one three-story structure that will include community gathering space and offices. Twenty (20) of these units will be funded using YHDP funds. All units will be furnished and will be close to bus stops, groceries, community-based services, shopping and employment opportunities. The project involves the new construction of a 40-unit permanent supportive housing facility on the southeast side of Columbus at 5955 Chatterton Road, Columbus, OH 43232.

Forty (40) units will be used for TAY individuals and families experiencing homelessness. All homeless units will be dedicated for chronic homeless eligible individuals and families. The target population for the Marsh Brook homeless units will be chronically homeless households, with adult members aged 18-24. These individuals will be experiencing literal homelessness and may have exited out of foster care into homelessness or may be escaping a domestic violence situation.

Community Housing Network, Inc. will provide tenant-centered property management and housing services. The scope of these services includes program operation, administration of subsidies, community relations, maintenance and security, coordination and meeting facilitation with service partners, admissions, eviction prevention and training, and assistance with outreach.

Marsh Brook will also feature 24-hour staffing and onsite supportive services. CHN will subcontract with Huckleberry House to provide supportive services. Huckleberry House staff will provide Marsh Brook tenants with linkages to supportive services, including, but not limited to, on-going assessments, case management, psychiatric services, medication monitoring, health services, employment services, individual counseling, parenting classes, peer supports, and substance abuse treatment.

CHN's onsite staff will orient tenants to their new life in a supportive housing program by assisting them with housing-related issues, providing crisis intervention and conflict resolution as needed, and offering other daily assistance. Tenants will also be referred to other agencies for medical and dental health services, material needs, legal assistance and other needs.

2. For each primary project location or structure in the project, enter the number of days from the execution of the grant agreement that each of the following milestones will occur as related to CoC Program funds

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requested in this project application. If a milestone is not applicable, leave the associated fields blank. If the project has only one location or structure, or no structures, complete only column A. If multiple structures, complete one column for each structure.

Note: To expend funds within statutorily required deadlines, project applicants must be able to begin assistance within 12 months of conditional award. The one exception is for applicants who are conditionally awarded sponsor-based and project-based rental assistance. These conditional award recipients will have 24 months to execute a grant agreement; however, HUD encourages all recipients conditionally awarded funds to begin assistance within 12 months. The estimated schedule should reflect these statutorily required deadlines.

Project Milestones	Days from Execution of Grant Agreement	Days from Execution of Grant Agreement	Days from Execution of Grant Agreement	Days from Execution of Grant Agreement
	A	B	C	D
New project staff hired, or other project expenses begin?	365			
Participant enrollment in project begins?	365			
Participants begin to occupy leased units or structure(s), and supportive services begin?	365			
Leased or rental assistance units or structure, and supportive services near 100% capacity?	420			
Closing on purchase of land, structure(s), or execution of structure lease?	0			
Rehabilitation started?				
Rehabilitation completed?				
New construction started?				
New construction completed?	330			

3. Will your project participate in a CoC Coordinated Entry Process? Yes

*** 4. Please identify the project's specific population focus.**
(Select ALL that apply)

Chronic Homeless	<input checked="" type="checkbox"/>	Domestic Violence	<input type="checkbox"/>
Veterans	<input type="checkbox"/>	Substance Abuse	<input type="checkbox"/>
Youth (under 25)	<input checked="" type="checkbox"/>	Mental Illness	<input type="checkbox"/>
Families	<input type="checkbox"/>	HIV/AIDS	<input type="checkbox"/>
		Other (Click 'Save' to update)	<input type="checkbox"/>

5. Housing First

a. Will the project quickly move participants Yes

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into permanent housing

b. Does the project ensure that participants are not screened out based on the following items? Select all that apply.

Having too little or little income	<input checked="" type="checkbox"/>
Active or history of substance use	<input checked="" type="checkbox"/>
Having a criminal record with exceptions for state-mandated restrictions	<input checked="" type="checkbox"/>
History of victimization (e.g. domestic violence, sexual assault, childhood abuse)	<input checked="" type="checkbox"/>
None of the above	<input type="checkbox"/>

c. Does the project ensure that participants are not terminated from the program for the following reasons? Select all that apply.

Failure to participate in supportive services	<input checked="" type="checkbox"/>
Failure to make progress on a service plan	<input checked="" type="checkbox"/>
Loss of income or failure to improve income	<input checked="" type="checkbox"/>
Any other activity not covered in a lease agreement typically found for unassisted persons in the project's geographic area	<input checked="" type="checkbox"/>
None of the above	<input type="checkbox"/>

d. Will the project follow a "Housing First" approach? Yes
(Click 'Save' to update)

6. If applicable, describe the proposed development activities and the responsibilities that the applicant and potential subrecipients (if any) will have in developing, operating, and maintaining the property.

CHN and Rockford Construction will begin construction of the Marsh Brook Place project in spring 2019, with completion and move-in by tenants taking place in the summer of 2020. The new facility will be a three-story, slab on grade, wood framed apartment building with 40 total apartment units. Thirty one-bedroom apartments will serve individuals and ten two-bedroom units will serve families, with all units dedicated to serving chronically homeless TAY households.

The building's exterior will be a mix of vinyl siding and stone. The interior will contain one- and two-bedroom apartments, community space and offices. Common spaces will include a laundry room, a TV/recreation room, a sensory-calming room, a child play area, computer space, and a community room with kitchen. Construction will meet UFAS standards for handicap accessible units. Doors and doorways, public corridors, public spaces, public restrooms, parking

areas and sidewalks will meet Fair Housing requirements. An elevator as well as other handicap accessible features will be part of construction in the structure for tenants needing these accommodations.

The applicant, Community Shelter Board (CSB), will provide administration and oversight of all federal funding used for the new project. CSB will monitor expenditures to ensure compliant use of HUD funding and conduct an annual audit of the subrecipient.

The subrecipient, CHN, will provide tenant-centered property management and housing services, including program operation, property maintenance, administration of subsidies, and security. CHN's housing facilitation staff will ensure full occupancy through the oversight and administration of the admissions process. CHN housing coordinators and their support staff will oversee the administration of subsidies and leasing services. In order to provide unit upkeep, CHN employs a full-time maintenance staff to perform preventative maintenance checklists on all units and turn vacant units over quickly. Maintenance staff members are also available on a regular basis and on-call for other property maintenance issues that arise in units.

CHN is subcontracting with Aryes Staffing to provide partial front desk staff coverage. Aryes will provide 24/7 front desk staff and security to ensure the immediate safety of all Marsh Brook tenants.

7. Will participants be required to live in a particular structure, unit, or locality, at some point during the period of participation? Yes

Explain how and why the project will implement this requirement.

Marsh Brook Place is a single site permanent supportive housing project. All program participants will be housed on-site.

8. Will more than 16 persons live in one structure? Yes

a. Describe the local market conditions that necessitate a project of this size.

The Marsh Brook Place project will be our community's first PSH project solely dedicated to serving a TAY population. Completing this project will allow our CoC to add much-needed PSH units to our continuum's portfolio while effectively meeting the needs of an underserved population.

Marsh Brook is planned as a three-story structure with 30 one-bedroom units and 10 two-bedroom units. Local market conditions necessitated a project of Marsh Brook's designated size to meet community demand and to take advantage of available tax credits. Marsh Brook's design is consistent with the Ohio Housing Finance Agency's Site and Market Evaluation criteria for tax credit applications, making the project financially feasible.

Marsh Brook Place will add 40 new units of supportive housing for TAY individuals and families experiencing homelessness. According to updated

estimates conducted by the Columbus and Franklin County CoC, our region may need to add over 1,400 units of permanent supportive housing to fully meet system demand. According to the most recent CoC Analysis of Local Homeless Data for Franklin County, 288 individuals were unsheltered on the night of the 2018 Point in Time count.

Columbus and Franklin County also serves proportionally more homeless children and young adults than the national statistic. Our homeless population aged 18-30 comprises 24% of the overall population, compared to 22% of the national youth homeless population. A PSH project specific to the needs of the population will help our community move this percentage at or below the national average.

b. Describe how the project will be integrated into the neighborhood.

Marsh Brook Place will be located in Southeast Columbus at 5955 Chatterton Road, Columbus, Ohio 43232. The address is located directly on the #5 public bus route. Amenities within a mile of the project include the Jerry L. Garver YMCA, restaurants, a grocery store, several bank branches, and several places of worship.

Beginning in the fall of 2017, CHN and Huckleberry House began discussing the new project with community leaders and city officials, including a presentation of the new project to the Greater South East Area Commission in late 2017. A Community Advisory Council (CAC) has been convened to provide guidance to neighborhood residents, comprised of stakeholders, city officials and staff, and other neighborhood leaders. The CAC meets monthly to discuss project development and address community concerns. The CAC is currently reviewing existing Good Neighbor Agreements (GNA) for guidance on how CHN and the community work together to address any community issues. After review, a GNA specific to the new project will be drafted. Outreach efforts will be ongoing and continue through the rollout of the new facility.

CHN has also convened its Tenant Advisory Council for feedback throughout Marsh Brook's development. The Tenant Advisory Council meets on a monthly basis and is kept abreast of any progress with projects under development. CHN and Huckleberry House have also facilitated meetings with a group of youth representatives to gather project feedback and discuss population-specific ideas.

Dedicated and DedicatedPLUS

A "100% Dedicated" project is a permanent supportive housing project that commits 100% of its beds to chronically homeless individuals and families, according to NOFA Section III.3.b.

A "DedicatedPLUS" project is a permanent supportive housing project where 100% of the beds are dedicated to serve individuals with disabilities and families in which one adult or child has a disability, including unaccompanied homeless youth, that at a minimum, meet ONE of the following criteria according to NOFA Section III.3.d:

- (1) experiencing chronic homelessness as defined in 24 CFR 578.3;
- (2) residing in a transitional housing project that will be eliminated and meets the definition of chronically homeless in effect at the time in which the individual or family entered the transitional housing project;
- (3) residing in a place not meant for human habitation, emergency shelter, or safe haven; but the individuals or families experiencing chronic homelessness as defined at 24 CFR 578.3 had been admitted and enrolled in a permanent housing project within the last year and were unable to maintain a housing placement;
- (4) residing in transitional housing funded by a joint TH and PH-RRH component project and who were experiencing chronic homelessness as defined at 24 CFR 578.3 prior to entering the project;
- (5) residing and has resided in a place not meant for human habitation, a safe haven, or emergency shelter for at least 12 months in the last three years, but has not done so on four separate occasions; or
- (6) receiving assistance through a Department of Veterans Affairs(VA)-funded homeless assistance program and met one of the above criteria at initial intake to the VA's homeless assistance system.

A renewal project where 100 percent of the beds are dedicated in their current grant as described in NOFA Section III.A.3.b. must either become DedicatedPLUS or remain 100% Dedicated. If a renewal project currently has 100 percent of its beds dedicated to chronically homeless individuals and families and elects to become a DedicatedPLUS project, the project will be required to adhere to all fair housing requirements at 24 CFR 578.93. Any beds that the applicant identifies in this application as being dedicated to chronically homeless individuals and families in a DedicatedPLUS project must continue to operate in accordance with Section III.A.3.b. Beds are identified on Screen 4B.

10. Indicate whether the project is “100% Dedicated,” or “DedicatedPLUS,” according to the information provided above. 100% Dedicated

3C. Project Expansion Information

1. Will the project use an existing homeless facility or incorporate activities provided by an existing project? No

4A. Supportive Services for Participants

1. Applicants requesting funds to provide housing or services to children and youth, with or without families, must establish policies and practices that are consistent with and do not restrict the exercise of rights provided by subtitle B of title VII of the McKinney-Vento Act (42 U.S.C. 11431, et seq.), and other laws (e.g. Head Start, part C of the Individuals with Disabilities Education Act) relating to the provision of educational and related services to individuals and families experiencing homelessness. Projects serving households with children or youth must have a staff person that is designated to ensure children or youth are enrolled in school and connected to the appropriate services within the community. Reminder: failure to comply with federal education assurances may result in Federal sanctions and significantly reduce the likelihood of receiving funding through the CoC Program Competition.

Please check the box that you acknowledge you will be required to meet the above requirements if you have any qualifying participants.

X

2. Describe how participants will be assisted to obtain and remain in permanent housing.

Marsh Brook will use the Unified Supportive Housing System (USHS) to help tenants obtain housing. USHS maintains an updated and prioritized listing of homeless persons for tenant selection. USHS will provide CHN with referrals for housing, ensuring that chronically homeless individuals are prioritized for available units.

At move in, a Community Support Provider will develop an Individualized Housing Stabilization Plan (IHSP) with the new tenant and assist with obtaining supportive services and benefits. The IHSP will identify and address each tenant's housing barriers.

CHN and Huckleberry House will link tenants to supportive services to help them maintain housing, including service engagement, case management, mental health services, AOD treatment, medical care, parenting classes, peer supports, direct client assistance, benefits enrollment, employment services, transportation, and basic education/GED coursework. Housing retention strategies are applied as needed.

3. Describe specifically how participants will be assisted both to increase their employment and/or income and to maximize their ability to live independently.

When tenants move into Marsh Brook Place, they will work with a Community Support Provider to develop an Individualized Housing Stabilization Plan (IHSP). A tenant's IHSP will detail long-term goals and service needs. A

tenant's IHSP may include strategies to obtain employment, access benefits, and develop life skills, resulting in services tailored to the tenant's specific strengths and needs.

CHN employs a full-time Employment Specialist to address the needs of CHN tenants who typically face multiple barriers to getting and keeping jobs. The Employment Specialist connects tenants with internships, part-time work, rent credit employment, school, training, in-house employment opportunities, or some combination of these or other activities. These strategies empower consumers to become poised to enter or re-enter the job market and gain control over their financial situation.

CHN and Huckleberry House will foster an environment in which transition age youth can make positive changes at their own pace. Marsh Brook Place will offer a full range of youth-focused supportive services. Wellness activities will focus on healthier lifestyle choices. Multi-faceted intervention and support strategies are available and will be applied according to the situation and need. All services will be offered on a voluntary basis, but CHN and Huckleberry House will introduce non-clinical service activities to fully engage all tenants to develop a positive community experience.

Community Support Providers will serve as the lead case managers for tenants, providing direct support services and linkage to initial and on-going assessment, case management, mental health interventions, service coordination, independent living instruction, parenting skill building, employment services, health services, individual mental health and/or drug and alcohol counseling, psychiatric services and medication monitoring.

The Independent Living Mentor will provide hands-on independent living skills instruction to assist in developing self-sufficiency. This instruction will involve both individual and group engagement. Activities will include budgeting, banking and money management, grocery planning and shopping for nutritional meal preparation, household maintenance skills, and options for accessing community healthcare, transportation and housing. This position will provide daily schedules for youth to participate in group skill building activities (cooking classes, COTA days, parenting activities, etc.).

Huckleberry House therapists will be available to provide mental health services on-site at times convenient for the youth. Huckleberry House has an on-call rotation for consult in crisis situations. Huckleberry House will also provide a part-time Crime Victim Specialist (CVS), who is available to meet with youth regarding healthy relationships. Any youth suspected to be involved in a domestically violent relationship will be eligible for ongoing services through the CVS.

4. For all supportive services available to participants, indicate who will provide them and how often they will be provided.

Click 'Save' to update.

Supportive Services		Provider	Frequency
Assessment of Service Needs		Partner	Annually

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Assistance with Moving Costs
Case Management
Child Care
Education Services
Employment Assistance and Job Training
Food
Housing Search and Counseling Services
Legal Services
Life Skills Training
Mental Health Services
Outpatient Health Services
Outreach Services
Substance Abuse Treatment Services
Transportation
Utility Deposits

Subrecipient	Weekly
Partner	As needed
Non-Partner	As needed
Subrecipient	As needed
Partner	As needed
Subrecipient	Weekly
Non-Partner	As needed
Subrecipient	Weekly
Partner	Weekly
Non-Partner	As needed
Partner	Weekly
Partner	As needed
Partner	As needed

5. Please identify whether the project will include the following activities:



5a. Transportation assistance to clients to attend mainstream benefit appointments, employment training, or jobs? Yes

5b. Regular follow-ups with participants to ensure mainstream benefits are received and renewed? Yes

6. Will project participants have access to SSI/SSDI technical assistance provided by the applicant, a subrecipient, or partner agency? Yes

6a. Has the staff person providing the technical assistance completed SOAR training in the past 24 months. No

4B. Housing Type and Location

The following list summarizes each housing site in the project. To add a housing site to the list, select the  icon. To view or update a housing site already listed, select the  icon.

Total Units: 20

Total Beds: 26

Total Dedicated CH Beds: 26

Housing Type	Housing Type (JOINT)	Units	Beds
Clustered apartments	---	20	26

4B. Housing Type and Location Detail

1. Housing Type: Clustered apartments

2. Indicate the maximum number of units and beds available for project participants at the selected housing site.

a. Units: 20

b. Beds: 26

3. How many beds of the total beds in “2b. Beds” are dedicated to the chronically homeless? 26

This includes both the “dedicated” and “prioritized” beds.

4. Address:

Project applicants must enter an address for all proposed and existing properties. If the location is not yet known, enter the expected location of the housing units. For Scattered-site and Single-family home housing, or for projects that have units at multiple locations, project applicants should enter the address where the majority of beds will be located or where the majority of beds are located as of the application submission. Where the project uses tenant-based rental assistance in the RRH portion, or if the address for scattered-site or single-family homes housing cannot be identified at the time of application, enter the address for the project's administration office. Projects serving victims of domestic violence, including human trafficking, must use a PO Box or other anonymous address to ensure the safety of participants.

Street 1: 5955 Chatterton Road

Street 2:

City: Columbus

State: Ohio

ZIP Code: 43232

***5. Select the geographic area(s) associated with the address. For new projects, select the area(s) expected to be covered.
(for multiple selections hold CTRL key)**

399049 Franklin County, 391176 Columbus

5A. Project Participants - Households

Households Table

	Households with at Least One Adult and One Child	Adult Households without Children	Households with Only Children	Total
Number of Households	5	15		20
Characteristics	Persons in Households with at Least One Adult and One Child	Adult Persons in Households without Children	Persons in Households with Only Children	Total
Adults over age 24				0
Adults ages 18-24	5	15		20
Accompanied Children under age 18	6			6
Unaccompanied Children under age 18				0
Total Persons	11	15	0	26

Click Save to automatically calculate totals

5B. Project Participants - Subpopulations

Persons in Households with at Least One Adult and One Child

Characteristics	Chronically Homeless Non-Veterans	Chronically Homeless Veterans	Non-Chronically Homeless Veterans	Chronic Substance Abuse	Persons with HIV/AIDS	Severely Mentally Ill	Victims of Domestic Violence	Physical Disability	Developmental Disability	Persons not represented by listed subpopulations
Adults over age 24										
Adults ages 18-24	5			3			3		1	
Children under age 18										6
Total Persons	5	0	0	3	0	0	3	0	1	6

Click Save to automatically calculate totals

Persons in Households without Children

Characteristics	Chronically Homeless Non-Veterans	Chronically Homeless Veterans	Non-Chronically Homeless Veterans	Chronic Substance Abuse	Persons with HIV/AIDS	Severely Mentally Ill	Victims of Domestic Violence	Physical Disability	Developmental Disability	Persons not represented by listed subpopulations
Adults over age 24										
Adults ages 18-24	14	1		5		2	7	1	3	
Total Persons	14	1	0	5	0	2	7	1	3	0

Click Save to automatically calculate totals

Persons in Households with Only Children

Characteristics	Chronically Homeless Non-Veterans	Chronically Homeless Veterans	Non-Chronically Homeless Veterans	Chronic Substance Abuse	Persons with HIV/AIDS	Severely Mentally Ill	Victims of Domestic Violence	Physical Disability	Developmental Disability	Persons not represented by listed subpopulations
Accompanied Children under age 18										
Unaccompanied Children under age 18										
Total Persons	0				0	0	0	0	0	0

Describe the unlisted subpopulations referred to above:

The persons included in the unlisted subpopulations are children under 18 living

with an eligible head of household.

5C. Outreach for Participants

1. Enter the percentage of project participants that will be coming from each of the following locations.

50%	Directly from the street or other locations not meant for human habitation.
25%	Directly from emergency shelters.
	Directly from safe havens.
25%	Persons fleeing domestic violence.
100%	Total of above percentages

2. Describe the outreach plan to bring these homeless participants into the project.

The local coordinated entry will provide outreach and access. Coordinated entry will refer clients to appropriate crisis services. The crisis service provider will further assess and refer the clients to appropriate housing. The local Unified Supportive Housing System (coordinated PSH system) will refer youth to this project.

6A. Funding Request

1. Will it be feasible for the project to be under grant agreement by September 30, 2020? Yes

2. What type of CoC funding is this project applying for in the 2018 CoC Competition? Reallocation

3. Does this project propose to allocate funds according to an indirect cost rate? Yes

Indirect cost rate proposals should be submitted as soon as the applicant is notified of a conditional award. Conditional award recipients will be asked to submit the proposal rate during the e-snaps post-award process.

Applicants with an approved indirect cost rate must submit a copy of the approval with this application.

a. Please complete the indirect cost rate schedule below

Administering Department/Agency	Indirect Cost Rate	Direct Cost Base
Department of Health and Human Services - Cost Allocation Services	17%	\$283,842

b. Has this rate been approved by your cognizant agency? Yes

c. Do you plan to use the 10% de minimis rate? No



4. Select a grant term: 2 Years

*** 5. Select the costs for which funding is being requested:**

Acquisition/Rehabilitation/New Construction	<input type="checkbox"/>
Leased Units	<input type="checkbox"/>
Leased Structures	<input type="checkbox"/>
Rental Assistance	<input checked="" type="checkbox"/>

Supportive Services	<input checked="" type="checkbox"/>
Operating	<input type="checkbox"/>
HMIS	<input type="checkbox"/>

6E. Rental Assistance Budget

The following list summarizes the rental assistance funding request for the total term of the project. To add information to the list, select the  icon. To view or update information already listed, select the  icon.

Total Request for Grant Term:			\$353,640
Total Units:			20
Type of Rental Assistance	FMR Area	Total Units Requested	Total Request
PRA	OH - Columbus, OH HUD Metro FMR Area ...	20	\$353,640

Rental Assistance Budget Detail

Instructions:

Type of Rental Assistance: Select the applicable type of rental assistance from the dropdown menu. Options include tenant-based (TRA), sponsor-based (SRA), and project-based assistance (PRA). Each type has unique requirements and applicants should refer to the 24 CFR 578.51 before making a selection.

Metropolitan or non-metropolitan fair market rent area: This is a required field. Select the FY 2016 FMR area in which the project is located. The list is sorted by state abbreviation. The selected FMR area will be used to populate the rents in the chart below.

Size of Units: These options are system generated. Unit size is defined by the number of distinct bedrooms and not by the number of distinct beds.

of units: This is a required field. For each unit size, enter the number of units for which funding is being requested.

FMR: These fields are populated with the FY 2016 FMR amounts based on the FMR area selected by the applicant. The FMRs are available online at <http://www.huduser.org/portal/datasets/fmr.html>.

12 Months: These fields are populated with the value 12 to calculate the annual rent request.

Total Request: This column populates with the total calculated amount from each row based on the number of units multiplied by the corresponding FMR and by 12 months.

Total Units and Annual Assistance Requested: The fields in this row are automatically calculated based on the total number of units and the sum of the total requests per unit size per year.

Grant Term: This field is populated based on the grant term selected on Screen "6A. Funding Request" and will be read only.

Total Request for Grant Term: This field is automatically calculated based on the total annual assistance requested multiplied by the grant term.

All total fields will be calculated once the required field has been completed and saved.

Additional Resources can be found at the HUD Exchange:
<https://www.hudexchange.info/e-snaps/guides/coc-program-competition-resources>

Type of Rental Assistance: PRA

Metropolitan or non-metropolitan fair market rent area: OH - Columbus, OH HUD Metro FMR Area (3904199999)

Size of Units	# of Units (Applicant)		FMR Area (Applicant)		12 Months			Total Request (Applicant)
SRO		x	\$435	x	12		=	\$0
0 Bedroom		x	\$580	x	12		=	\$0
1 Bedroom	15	x	\$687	x	12		=	\$123,660

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2 Bedrooms	5	x	\$886	x	12	=	\$53,160
3 Bedrooms		x	\$1,135	x	12	=	\$0
4 Bedrooms		x	\$1,328	x	12	=	\$0
5 Bedrooms		x	\$1,527	x	12	=	\$0
6 Bedrooms		x	\$1,726	x	12	=	\$0
7 Bedrooms		x	\$1,926	x	12	=	\$0
8 Bedrooms		x	\$2,125	x	12	=	\$0
9 Bedrooms		x	\$2,324	x	12	=	\$0
Total Units and Annual Assistance Requested	20						\$176,820
Grant Term							2 Years
Total Request for Grant Term							\$353,640

Click the 'Save' button to automatically calculate totals.

6F. Supportive Services Budget

Instructions:

Enter the quantity and total budget request for each supportive services cost. The request entered should be equivalent to the cost of one year of the relevant supportive service.

Eligible Costs: The system populates a list of eligible supportive services for which funds can be requested. The costs listed are the only costs allowed under 24 CFR 578.53.

Quantity AND Description: This is a required field. A quantity AND description must be entered for each requested cost. Enter the quantity in detail (e.g. 1 FTE Case Manager Salary + benefits, or child care for 15 children) for each supportive service activity for which funding is being requested. Please note that simply stating "1FTE" is NOT providing "Quantity AND Detail" and limits HUD's understanding of what is being requested. Failure to enter adequate 'Quantity AND Detail' may result in conditions being placed on an award and a delay of grant funding.

Annual Assistance Requested: This is a required field. For each grant year, enter the amount of funds requested for each activity. The amount entered must only be the amount that is DIRECTLY related to providing supportive services to homeless participants.

Total Annual Assistance Requested: This field is automatically calculated based on the sum of the annual assistance requests entered for each activity.

Grant Term: This field is populated based on the grant term selected on Screen "6A. Funding Request" and will be read only.

Total Request for Grant Term: This field is automatically calculated based on the total amount requested for each eligible cost multiplied by the grant term.

All total fields will be calculated once the required field has been completed and saved.

Additional Resources can be found at the HUD Exchange:
<https://www.hudexchange.info/e-snaps/guides/coc-program-competition-resources>

A quantity AND description must be entered for each requested cost.

Eligible Costs	Quantity AND Description (max 400 characters)	Annual Assistance Requested
1. Assessment of Service Needs		
2. Assistance with Moving Costs		
3. Case Management	0.5 FTE Crime Victim Specialist @ \$18/hr + 30% fringe + related costs	\$24,336
4. Child Care		
5. Education Services		
6. Employment Assistance		
7. Food		
8. Housing/Counseling Services	0.3 FTE Property Manager @ \$19.86/hr + 30% fringe, 3 FTE subcontracted housing support/crisis intervention staff + related costs	\$107,080
9. Legal Services		
10. Life Skills		
11. Mental Health Services		
12. Outpatient Health Services		

13. Outreach Services		
14. Substance Abuse Treatment Services		
15. Transportation		
16. Utility Deposits		
17. Operating Costs		
Total Annual Assistance Requested		\$131,416
Grant Term		2 Years
Total Request for Grant Term		\$262,832

Click the 'Save' button to automatically calculate totals.

6l. Sources of Match

The following list summarizes the funds that will be used as Match for the project. To add a Matching source to the list, select the icon. To view or update a Matching source already listed, select the icon.

Summary for Match

Total Value of Cash Commitments:	\$159,371
Total Value of In-Kind Commitments:	\$0
Total Value of All Commitments:	\$159,371

1. Will this project generate program income as described in 24 CFR 578.97 that will be used as Match for this grant? Yes

1a. Briefly describe the source of the program income:
(limit 1000 characters)

Program income will be the portion of rent paid directly by tenants.

- 1b. Estimate the amount of program income that will be used as Match for this project: \$12,000

Match	Type	Source	Contributor	Date of Commitment	Value of Commitments
Yes	Cash	Private	Community Housing...	04/04/2019	\$159,371

Sources of Match Detail

1. Will this commitment be used towards match ? Yes
2. Type of commitment: Cash
3. Type of source: Private
4. Name the source of the commitment: Community Housing Network
(Be as specific as possible and include the office or grant program as applicable)
5. Date of Written Commitment: 04/04/2019
6. Value of Written Commitment: \$159,371

6J. Summary Budget

The following information summarizes the funding request for the total term of the project. However, administrative costs can be entered in 8. Admin field below.

Eligible Costs	Annual Assistance Requested (Applicant)	Grant Term (Applicant)	Total Assistance Requested for Grant Term (Applicant)
1a. Acquisition			\$0
1b. Rehabilitation			\$0
1c. New Construction			\$0
2a. Leased Units	\$0	2 Years	\$0
2b. Leased Structures	\$0	2 Years	\$0
3. Rental Assistance	\$176,820	2 Years	\$353,640
4. Supportive Services	\$131,416	2 Years	\$262,832
5. Operating	\$0	2 Years	\$0
6. HMIS	\$0	2 Years	\$0
7. Sub-total Costs Requested			\$616,472
8. Admin (Up to 10%)			\$21,010
9. Total Assistance Plus Admin Requested			\$637,482
10. Cash Match			\$159,371
11. In-Kind Match			\$0
12. Total Match			\$159,371
13. Total Budget			\$796,853

Click the 'Save' button to automatically calculate totals.

7A. Attachment(s)

Document Type	Required?	Document Description	Date Attached
1) Subrecipient Nonprofit Documentation	No	Subrecipient Nonp...	04/03/2019
3) Other Attachment(s)	No	CHN Match Commitment	04/05/2019
2) Other Attachment(s)	No	HUD-2991, YHDP Le...	04/05/2019

Attachment Details

Document Description: Subrecipient Nonprofit Documentation

Attachment Details

Document Description: CHN Match Commitment

Attachment Details

Document Description: HUD-2991, YHDP Lead Letter of Support, CHN
ICR Agreement

7D. Certification

A. For all projects:

Fair Housing and Equal Opportunity

It will comply with Title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000(d)) and regulations pursuant thereto (Title 24 CFR part I), which state that no person in the United States shall, on the ground of race, color or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which the applicant receives Federal financial assistance, and will immediately take any measures necessary to effectuate this agreement. With reference to the real property and structure(s) thereon which are provided or improved with the aid of Federal financial assistance extended to the applicant, this assurance shall obligate the applicant, or in the case of any transfer, transferee, for the period during which the real property and structure(s) are used for a purpose for which the Federal financial assistance is extended or for another purpose involving the provision of similar services or benefits.

It will comply with the Fair Housing Act (42 U.S.C. 3601-19), as amended, and with implementing regulations at 24 CFR part 100, which prohibit discrimination in housing on the basis of race, color, religion, sex, disability, familial status or national origin.

It will comply with Executive Order 11063 on Equal Opportunity in Housing and with implementing regulations at 24 CFR Part 107 which prohibit discrimination because of race, color, creed, sex or national origin in housing and related facilities provided with Federal financial assistance.

It will comply with Executive Order 11246 and all regulations pursuant thereto (41 CFR Chapter 60-1), which state that no person shall be discriminated against on the basis of race, color, religion, sex or national origin in all phases of employment during the performance of Federal contracts and shall take affirmative action to ensure equal employment opportunity. The applicant will incorporate, or cause to be incorporated, into any contract for construction work as defined in Section 130.5 of HUD regulations the equal opportunity clause required by Section 130.15(b) of the HUD regulations.

It will comply with Section 3 of the Housing and Urban Development Act of 1968, as amended (12 U.S.C. 1701(u)), and regulations pursuant thereto (24 CFR Part 135), which require that to the greatest extent feasible opportunities for training and employment be given to lower-income residents of the project and contracts for work in connection with the project be awarded in substantial part to persons residing in the area of the project.

It will comply with Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794), as amended, and with implementing regulations at 24 CFR Part 8, which prohibit discrimination based on disability in Federally-assisted and conducted programs and activities.

It will comply with the Age Discrimination Act of 1975 (42 U.S.C. 6101-07), as amended, and implementing regulations at 24 CFR Part 146, which prohibit discrimination because of age in projects and activities receiving Federal financial assistance.

It will comply with Executive Orders 11625, 12432, and 12138, which state that program participants shall take affirmative action to encourage participation by businesses owned and operated by members of minority groups and women.

If persons of any particular race, color, religion, sex, age, national origin, familial status, or disability who may qualify for assistance are unlikely to be reached, it will establish additional procedures to ensure that interested persons can obtain information concerning the assistance.

It will comply with the reasonable modification and accommodation requirements and, as appropriate, the accessibility requirements of the Fair Housing Act and section 504 of the Rehabilitation Act of 1973, as amended.

Additional for Rental Assistance Projects:

If applicant has established a preference for targeted populations of disabled persons pursuant to 24 CFR part 578 or 24 CFR 582.330(a), it will comply with this section's nondiscrimination requirements within the designated population.

B. For non-Rental Assistance Projects Only.

15-Year Operation Rule.

Applicants receiving assistance for acquisition, rehabilitation or new construction: The project will be operated for no less than 15 years from the date of initial occupancy or the date of initial service provision for the purpose specified in the application.

1-Year Operation Rule.

Applicants receiving assistance for supportive services, leasing, or operating costs but not receiving assistance for acquisition, rehabilitation, or new construction: The project will be operated for the purpose specified in the application for any year for which such assistance is provide

Where the applicant is unable to certify to any of the statements in this certification, such applicant shall provide an explanation.

Name of Authorized Certifying Official: Michelle Heritage

Date: 04/09/2019

Title: Executive Director

Applicant Organization: Community Shelter Board

PHA Number (For PHA Applicants Only):

I certify that I have been duly authorized by the applicant to submit this Applicant Certification and to ensure compliance. I am aware that any false, fictitious, or fraudulent

X

**statements or claims may subject me to
criminal, civil, or administrative penalties .
(U.S. Code, Title 218, Section 1001).**

8B. Submission Summary

Applicant must click the submit button once all forms have a status of Complete.

Page		Last Updated
1A. SF-424 Application Type		No Input Required
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1B. SF-424 Legal Applicant	No Input Required
1C. SF-424 Application Details	No Input Required
1D. SF-424 Congressional District(s)	03/08/2019
1E. SF-424 Compliance	03/08/2019
1F. SF-424 Declaration	03/08/2019
1G. HUD 2880	03/08/2019
1H. HUD 50070	03/08/2019
1I. Cert. Lobbying	03/08/2019
1J. SF-LLL	03/08/2019
2A. Subrecipients	04/03/2019
2B. Experience	04/05/2019
3A. Project Detail	03/08/2019
3B. Description	04/08/2019
3C. Expansion	03/08/2019
4A. Services	04/08/2019
4B. Housing Type	04/03/2019
5A. Households	04/03/2019
5B. Subpopulations	04/03/2019
5C. Outreach	04/03/2019
6A. Funding Request	04/05/2019
6E. Rental Assistance	04/03/2019
6F. Supp Srvcs Budget	04/03/2019
6I. Match	04/03/2019
6J. Summary Budget	No Input Required
7A. Attachment(s)	04/05/2019
7D. Certification	03/08/2019

Project for Youth Homelessness Demonstration Program

Homeless Families Foundation Transition-Age Youth Rapid Re-Housing

Project Configuration	
Households Served	Minimum of 144 per year / 288 over two years (44/88 with children, 100/200 without)
Locations	Housing at Carol Stewart Village (10 units) and scattered sites units; initial engagement on the land, in shelter, at drop in centers, or at other locations where youth experiencing homelessness congregate
Target Population	Youth ages 18-24, unaccompanied or pregnant / parenting, who are experiencing homelessness
Staff Availability	4.5 FTE Case Managers, 0.75 FTE Program Supervisor, 1 FTE Housing Specialist; Staff available first shift; Case management visits minimum of 1-2 times per week
Services	Housing identification and acquisition; rental assistance; life skills development; education services; employment services; benefit and income support; transportation; linkage to community services and other providers for treatment, counseling, mental and physical health services, substance abuse services, and child care support.
Partner	YMCA of Central Ohio

Project development (2 years)	
Total Project Costs	\$2,166,168
Services Costs	<u>\$1,209,356 total</u> CoC funds \$776,122 (HUD CoC YHDP – Supportive Services) Other funds \$433,234 (cash \$303,514; in-kind \$129,720)
Operations & Admin Costs	<u>\$ 956,812 total</u> CoC funds \$956,812 (HUD CoC YHDP – Rental Assistance and Admin)
Timeline	May – June 2019 – Begin recruitment and hiring process for TAY Housing Director, Finance Clerk, and Grants & Compliance Director July 1, 2019 – HUD contract with CSB / CSB contract with HFF starts July 15, 2019 – HFF executes sub-grant agreement with YMCA August 2019 – Hire Housing Case Managers August 2019 – Begin accepting referrals from CARR Team and start housing youth October – December 2019 – Units available at Carol Stewart Village

Youth Homelessness Demonstration Program Request for Proposals

PART 2B: RAPID RE-HOUSING APPLICATION

January 7, 2019

Project Name: TAY Rapid Re-Housing Program

Applicant
Organization: The Homeless Families Foundation

Applicant Organization: The Homeless Families Foundation		
Executive Director/CEO: Beth Fetzer-Rice		
Mailing Address: 33 N. Grubb Street, Columbus, Ohio 43215		
Telephone: 614-715-8227	Fax: 614-461-9234	Email:bfetzerrice@homelessfamilie sfoundation.org
Applicant Federal Tax ID Number: 311179492		

Project Name: TAY Rapid Re-Housing Project		
Contact Person & Title: Beth Fetzer-Rice		
Mailing Address, if different from above: NA		
Telephone: 614-715-8227	Fax: 614-461-9234	Email:bfetzerrice@homelessfamilie sfoundation.org

Project Partner: YMCA of Central Ohio (YMCA)		
Executive Director/CEO: Kim Jordan		
Mailing Address: 40 W. Long St. , Columbus, Ohio 43215		
Telephone: 614-389-4409	Fax: NA	E-Mail: kjordan@ymcacolumbus.org

Budget Summary:											
	<table> <tr> <td><i>Funds Request:</i></td> <td><u>\$1,732,934</u></td> </tr> <tr> <td>Match (Cash):</td> <td><u>\$259,940</u></td> </tr> <tr> <td>Match (In-Kind)</td> <td><u>\$173,294</u></td> </tr> <tr> <td>Other:</td> <td><u>0</u></td> </tr> <tr> <td>TOTAL PROJECT BUDGET:</td> <td><u>\$2,166,168</u></td> </tr> </table>	<i>Funds Request:</i>	<u>\$1,732,934</u>	Match (Cash):	<u>\$259,940</u>	Match (In-Kind)	<u>\$173,294</u>	Other:	<u>0</u>	TOTAL PROJECT BUDGET:	<u>\$2,166,168</u>
<i>Funds Request:</i>	<u>\$1,732,934</u>										
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To the best of my knowledge and belief, the information contained in this application is true and correct. This document has been duly authorized by the governing body of the applicant organization to comply with the required assurances if the application is approved. If selected, we affirm that we will abide by locally-established coordinated entry policies, Homeless Management Information System requirements, CSB's Partner Agency Standards, Columbus and Franklin County HEARTH Policies and Procedures, HUD Regulation 24 CFR Part 578, and the program structure proposed in this application. We confirm that we will work with the Youth Core Team, Youth Action Board, Continuum of Care, and CSB on program implementation consistent with the Coordinated Community Plan to Prevent and End Homelessness for Youth.

Applicant Executive Director/CEO

Executive Director
Title

Beth Fetzer-Rice
Name

Date

Address all questions listed below. The entire application should not exceed 25 pages, excluding any documentation attached for question 4. Please do not attach additional materials, beyond the requested documentation for question 4.

- 1. Describe your experience (if any) in effectively utilizing federal funds and performing the activities proposed in the application**, given funding and time limitations. Describe why you are the appropriate entity(ies) to receive funding. Provide examples that illustrate your experience and expertise in the following: (1) working with and addressing the target population(s) identified housing and supportive service needs; (2) developing and implementing relevant programs and services; (3) identifying and securing matching funds from a variety of sources; and (4) managing basic organization operations including financial accounting systems.

The Homeless Families Foundation (HFF) has worked to end homelessness and improve the lives of families and children in Columbus, Ohio for over 32 years. HFF is a long-standing partner of the Community Shelter Board in Columbus/Franklin County's Crisis Response System and began operating Family Rapid Re-Housing (RRH) programming in 2009. Since fully transitioning its Tier 2 Emergency Shelter program to the RRH model in 2011, HFF has assisted over 1000 families transition successfully from emergency shelter to permanent housing and stability. HFF is an experienced non-profit provider, providing a unique continuum of housing and education services to Columbus families, youth and children. As a valued community partner, HFF participates in community planning related to homelessness and prevention, food insecurity, education, employment, and poverty. HFF's Executive Director, Advancement and Finance teams have extensive experience in non-profit financial management, grant reporting, performance measurement and program quality assurance. HFF has successfully managed small and large collaborative projects with numerous partners and sub-grantees. It administers programs with grant funds from multiple federal, state and local government sources, numerous Foundations and

individual donors, and successfully meets the rigorous financial reporting requirements of Community Shelter Board and its funders.

Through comprehensive case management services, embedded within extensive homeless and youth programming, HFF assisted over 300 Columbus families, including over 800 children, in achieving housing and family stability in 2018. HFF staff have extensive experience with home-based case management, working with economically disadvantaged families and children living in crisis, while providing trauma-informed services/intervention designed to move them toward stability and well-being.

Utilizing federal, state and local funding, HFF provides the following successful housing, family and youth stability programming on an annual basis:

- Rapid Re-Housing for Families
- Targeted Homeless Prevention for Expectant Mothers:
- Healthy Beginnings at Home (HBAH).
- After-School/Summer Camp/Middle & High School Programming: HFF provides onsite learning opportunities for over 120 children/teenagers afterschool and during the summer; helping students improve their social/emotional functioning and skills in the core areas of STEAM (science, technology, engineering, arts, and math).
- Early Childhood Intervention: HFF provides in-home, kindergarten readiness programming (SPARK programming (Supporting Partnerships to Prepare Ready Kids) to 125 children.

*HFF estimates 25-30% of families served in its housing and education programs are headed by youth between the ages of 18-24. Funding and length of service restrictions currently limit HFF's ability to deliver transitional age youth specific Rapid Re-Housing programming, and HFF recognizes that key youth supports and resources are needed help young adults achieve success.

HFF will bring its experience as both a housing and youth provider, to help design and deliver youth-centered rapid re-housing services. HFF will infuse its TAY Rapid Re-Housing program with services and resources to help young adults not only achieve stable housing, while also assisting youth in maintaining healthy connections with peers and supportive adults, and working toward achieving their education, employment and health/medical goals.

HFF's Executive Director has over 25 years of experience in the fields of homelessness and social services, and leads a dedicated and experienced team of program and case managers. Ms. Fetzer-Rice has implemented numerous rapid re-housing programs for families, individuals and transitional age youth in both urban and rural locations; including two HUD Rapid Re-Housing Demonstration Programs, multi-County HCRP rapid re-housing programs and Supportive Services for Veterans (SSVF) programming serving eleven Counties. In 2009, Ms. Fetzer-Rice developed the Youth Counts Housing Program, one of Ohio's first Rapid Re-Housing Programs specifically designed for Transitional Age Youth. The Youth Counts Housing Program has served as a model for other communities working to design youth specific re-housing programs, and has been highlighted by HUD as a best practice TAY RRH Program. Ms. Fetzer-Rice will utilize her experience to design and implement Rapid Re-Housing programming in Columbus that is uniquely designed to help young adults achieve housing stability and achieve their goals.

Program Partners - Additionally, HFF's Program Partner, the YMCA of Central Ohio (YMCA), brings extensive experience utilizing federal, state and local grant funds, while also having expertise in providing the youth-centered activities in the Franklin County TAY TH/RRH Housing Project.

- **YMCA** - The Y began operating a Rapid Re Housing (RRH) program in July of 2017 and was fully staffed by December of 2017. With this program, the Y is poised to implement the new program by training existing staff until specific programmatic staff are hired to operate the YMCA's piece of the Rapid Re-Housing Program (RRH). The current staff are versed in RRH program requirements and outcomes. The Housing Specialists have developed relationships with over 100 landlords in the City of Columbus opening up options for individuals seeking affordable housing. The Y staff has worked diligently to add new landlords and will continue to do so in 2019. Case managers are versed in supportive services and have built countless partners in the community in relation to benefits, employment, mental health, physical health, transportation, education and other services. The YMCA RRH Program served 87 TAY served by program in 2018.

2. Describe your experience (if any) in leveraging other Federal, State, local and private sector funds. Include experience with leveraging federal, state, local, and private sector funds.

The Homeless Families Foundation, its Executive Director and Development Director, have extensive experience in leveraging Federal, State, local and private sector funds to support its housing and education programming. HFF will leverage existing funds and seek new cash and in-kind resources to support its Transitional Age Youth programming. HFF maintains successful funding relationships with the following government, corporate and foundation partners and will seek new partnerships when available:

- Community Shelter Board; Franklin County Department of Job and Family Services; Ohio Department of Education; City of Columbus; ADAMH Board of Franklin County, U.S. Department of Food and Agriculture; American Electric Power; Battelle; Nationwide Insurance; Anthem; CareSource, Columbia Gas/NiSource, Park National Bank, NetJets, The Columbus Foundation; Rutherford Foundation; Peggy Kelley Fund; L Brands; Ingram-White Castle; Siemer Family Foundation; Harry C. Moores Foundation; Hexion Inc. and additional individuals, corporations, and foundations.

Program Partner - Additionally, HFF's Program Partner, The YMCA of Central Ohio, brings extensive experience leveraging federal, state and local grant funds to the TAY RRH Housing Project.

The YMCA operates extensive housing and shelter programming with federal, state and local funding, as well as local corporate, foundation and private funding.

3. Describe your basic organization and management structure. Include evidence of internal and external coordination. Include organization and management structure.

The Homeless Families Foundation is led by a 24 member Board of Trustees and Executive Director Beth Fetzer-Rice. Ms. Fetzer-Rice, leads a team of over 40 staff dedicated to ending homelessness for youth and families. Beginning July, 2019, the Executive Director will directly supervise four staff who lead the following departments:

- Finance
- Development and Advancement
- Human Resources

- Program and Services

HFF's Director of Program and will supervise four staff who lead the following Programs:

- Transitional Housing and Rapid Re-Housing for Transition Age Youth
- Rapid Re-Housing for Families
- Homeless Prevention for Expectant Mothers & Family Stability
- Education Director

HFF will strengthen its organizational structure to assure grant compliance and performance measurement by using private/foundation funding to add the following positions:

- Grants & Compliance Director
- Finance Clerk

HFF senior administrative staff meet bi-weekly and program staff also meet bi-weekly to internally coordinate program and Agency services. Additionally, HFF and its staff maintain relationships with multiple advocacy groups, participate in multiple committees, and regularly meet with Housing and Education system partners to coordinate services at both the system and client level. HFF staff participate with the following organizations and community processes: COHHIO, ODSA Housing Advisory Committee, Columbus Coalition for the Homeless, Franklin County Youth/Adult Re-Entry Committee, all CSB Family, Pregnant Women/Family and Youth Committees and Planning Processes, Prevent Family Homelessness Collaborative, TAY 100 Day Challenge and TAY related Committees, NAEH TAY-RRH Learning Exchange, Central Ohio Rescue and Restore Coalition, Ohio After School Network, Franklinton Non-profit Collaborative, Westside Youth Steering Committee, Westside Coalition, Franklinton Intervention Workgroup, Westside Food Access Collaborative, Youth Empowerment Program, Future Ready Partnership4Success and many other Committees and Partnerships.

4. **Describe your organization's financial capabilities, financial accounting system, and internal financial controls.** For organizations not currently funded by CSB, attach the following documents to the proposal: 1) 501(c)3 letter from the IRS; 2) registration with the Ohio Secretary of State; 3) Board of Trustees roster with employers, relevant experience, and tenure with the Board; and 4) most recent audit and 990.

***HFF is a current CSB Funded Agency – No documents attached**

Financial Capabilities:

HFF continuously strives to diversify funding and support programming that aligns with our mission. The Development team at HFF engages in numerous opportunities to network and generate restricted and unrestricted revenue. All restricted funds received are managed to guarantee the donor intentions for the contribution are followed and all unrestricted funds are used to provide quality services to our families that are not available through other organizations. The Finance Director at HFF works to ensure all income received is utilized as intended, and the Executive Director and Board of Trustees ensures that all agency activities are done in compliance of our mission and policies. HFF has knowledgeable staff that use their experience to deliver exemplary work on behalf of the organization, as well as a diversified board of 25 professionals that utilize their expertise to support the staff and the organization.

Financial Accounting system:

HFF uses the 2018 edition of QuickBooks for the financial accounting system and it is accessible on two devices in the agency. HFF's Finance Director, Executive Director and Finance/Admin Assistant are the only staff with access to HFF's Quickbooks files and log-in information. The QuickBooks file is located on the Finance Director and Finance/Administrative Assistant's Agency computer. The Finance Director is the primary user of the system and the Finance/Admin is a secondary user of the system. The Executive Director has access to review as needed.

Internal Financial Controls:

The internal control structure of HFF is designed to provide reasonable assurance that the following objectives are achieved:

- Operations are effective and efficient
- Financial reports are reliable
- Risk of asset loss is reduced

All Finance staff hired have the appropriate credentials, experience, and education necessary to perform the duties required of their positions.

- Transactions and other significant events are authorized and documented properly.
- Key duties are reasonably separated among individuals.
- An annual audit is to be completed by an independent audit firm and presented to the Audit Committee of the Board of Trustees. The Finance Director is expected to have all internal controls in place necessary to receive an unqualified opinion.

Wherever possible, HFF's financial duties are distributed among multiple people to help ensure protection from fraud and error. The distribution of duties aims for maximum protection of HFF's assets while also considering efficiency of operations.

- All checks must be signed by two authorized signatories, who have been approved by the Board of Trustees. These signatories cannot include any person responsible for basic accounting procedures.
- Two authorized signatories are required in order to open or close a bank account. Bank accounts cannot be opened or closed by the Finance Director or any other person responsible for basic accounting procedures.
- The Associate Development Director (or another person outside of the Finance function) is responsible for opening and logging all checks received.
- The Finance Director and/or the Executive Director perform all routine banking for the organization. These parties may authorize another staff member to make limited transactions, such as deposits.
- The Board of Trustees treasurer receives the monthly bank statements for HFF's operating account from the bank and reviews the statements and bank reconciliations prepared by the finance director.
- The finance director prepares monthly financial statements that are submitted and approved by the Finance Committee and Board of Trustees.

5. Do you have any unresolved monitoring or audit findings for any HUD or other federal grants?
If so, describe the findings.

No, we do not have any unresolved monitoring or audit findings of any kind.

6. **Provide a description that addresses the entire scope of the proposed project:** Provide a detailed description of the scope of the project including the target population(s) to be served, project plan for addressing the identified housing and supportive service needs, anticipated project outcome(s), coordination with other organizations, and the reason CoC Program funding is required. Describe how the project will meet the characteristics included in the RFP under Program Specifications, including the proposed staff composition and their respective roles. The information applicants provide in this narrative must not conflict with information provided in other parts of the application.

Program Partnership - The TAY Rapid Re-Housing Program will be a partnership between The Homeless Families Foundation, who will serve as the Lead Grantee and the YMCA, who will be a Sub-Grantee (Vendor for 1st Year). HFF and the YMCA will support youth directly and through partnerships with other system and community providers in making positive and lasting gains related to four core outcomes: stable housing; permanent connections; education/employment; and social-emotional-physical well-being.

Target Population - HFF and the YMCA are seeking Youth Homelessness Demonstration Project funding to provide rapid re-housing programming to Youth, age 18 up to and including the age of 24, who are either unaccompanied or pregnant and/or parenting. Youth RRH Program Participants must be literally homeless to be eligible for YHDP-funded rapid re-housing assistance.

Service Projections and Partner Roles - HFF and the YMCA intend to serve the following number of participants in the Rapid Re-Housing Program:

144 Youth per year/ 288 per 2 years

- 44 TAY with Children per year (*Homeless Families Foundation*)
- 100 Single TAY per year (*YMCA*)

Supportive Services and Housing Components - Supportive Services will be available to all youth participants at their permanent housing location. As described throughout this application, all RRH Program Partners will provide intensive case management and support services to youth in crisis, connecting them with needed resources and services to maintain housing stability and make lasting gains in other important areas of their lives. Supportive Services (explained in detail in Question 18) will be provided by Partner Agencies at the following Housing Locations:

- Emergency Shelter/Living on the Land
- RRH/Permanent Housing Units
 - Permanent Housing Units will be available for Single TAY at the Carol Stewart Village.
 - Scattered-Site Rapid Re-Housing Units will be available for Single TAY and Parenting/Pregnant TAY in various locations throughout Columbus.

Youth in Emergency Shelter or living on the land will be assisted in finding the most appropriate next-step housing, whether that at a permanent unit at the Carol Stewart Village, a scattered-site / cluster apartment unit in the area of their choosing or a return to shared housing with family/friends.

Project Outcomes - HFF and the YMCA will comply, track and monitor Youth progress in CSB's Columbus Service Point – HMIS Database. HFF will work with CSB to develop a Performance Outcome Plan, which may include the following potential performance measures: Number of households served, average length of participation, successful outcomes, housing stability, connection to education and employment, and change in income.

- 7. Describe your experience working with youth up to and including the age of 24.** If the project will have a specific youth sub-population focus, identify the sub-population and describe your experience working with this group.

HFF - HFF has extensive experience working with youth up to and including the age of 24, providing housing and education services to the following vulnerable sub-populations:

- Rapid Re-Housing programming to over 225 households experiencing homelessness annually, successfully connecting families with housing and needed community resources to achieve housing stability.
- Targeted homeless prevention services to over 100 pregnant and parenting women through its Homeless Prevention for Expectant Mothers and Healthy Beginnings at Home programs.
- Homeless prevention and housing stabilization services to over 200 families affiliated with HFF's education programming.
- HFF estimates that 25-30% of the families participating in its prevention and rapid re-housing programs are headed by a mother between the of 18-24.
- Early childhood education/kindergarten readiness for 125 youth ages 3 and 4
- After-School/Summer Enrichment & Youth Empowerment Programs for 100 youth ages 5- 15
- High School/Tech Corp Programming for 25 youth in high school

YMCA -The YMCA has a long history of providing services to vulnerable single adults and families. For over 20 years, the Y has provided supportive services housing, rapid re housing and shelter programming. These programs have provided on-going care coordination through community linkage and referrals for mental health, physical health, education, nutrition, linkage to benefits, permanent stable housing and more. The Y is able to provide supportive housing with wrap around services to the most vulnerable in our community. Additionally, for 35 years, the YMCA has operated ECRN+, a program that provides services to families, children, teens, and young adults who have special health care needs and disabilities.

The Y's RRH program began in 2017 and one of the populations the program serves is TAY 18-24 singles experiencing homelessness. In 2018, 87 of 445 TAY in the single adult shelter system were linked to the YMCA's RRH program. Of those served, 42 were housed and 14 remain in the program. The program works with the youth to find housing in the community which they wish to reside through the development of individualized housing plans. CM's provide wrap around supportive services through community linkage and referrals and other supports. Through this grant, the YMCA will be able to provide the level of services needed by this population rather than to attempt to insert TAY participants into an adult system not designed to meet their specific and unique needs.

8. Describe your experience providing housing and/or housing assistance for people with unique needs and/or underserved populations.

HFF - HFF is an experienced housing provider and is a long-standing partner of the Community Shelter Board in Columbus/Franklin County's Crisis Response System. The Homeless Family Foundation began operating Family Rapid Re-Housing (RRH) programming in 2009 and fully transitioned its Tier 2 Emergency Shelter program to the RRH model by 2011. HFF currently serves over 300 Pregnant and/or Parenting Families in their Rapid Re-Housing, Targeted Prevention for Expectant Mothers and Pregnant Women programming.

Through comprehensive case management services, embedded within extensive homeless and youth programming, HFF assisted over 300 Columbus families, including over 800 children, in achieving housing and family stability in 2018. HFF staff have extensive experience working with economically disadvantaged families and children living in crisis, while providing trauma-informed services/intervention designed to move them toward stability and well-being. HFF maintains an extensive landlord list and has on-going partnerships with private landlords, CMHA, Community Housing Network and other housing providers and housing developers. HFF currently provides the following housing and housing assistance programs for special/underserved populations:

YMCA - The goal of the Y RRH program is to provide to those individuals, identified by shelters as being within the target populations to be served, an intervention which helps individuals quickly exit homelessness, returning them to housing within the community and not to again enter homelessness in the near term. This is achieved by working with individuals to identify and obtain housing, provide move in and rental assistance and short-term follow-up support and limited financial assistance.

Coordinating with shelter partners, the following populations are eligible for RRH services: 1) Pregnant Women; 2) Veterans who are not eligible for veteran services; 3) Disabling condition that is severe and persistent 4) Two or more severe service needs; 5) Transitional Age Youth 6) Other populations. Those who are eligible for services are prioritized to receive services based on their level of barriers to housing, including the length of time homeless, the number of disabling conditions, experience of domestic violence within past 6 months, number of felonies, and number of evictions and those with no income. In 2018, 87 TAY were linked to the YMCA's RRH program. Of those served, 42 were housed and 14 remain in the program.

9. Describe your experience helping youth or other populations obtain outcomes related to:

- < Education & Employment
- < Social, Emotional and Physical Well-being
- < Permanent connections

HFF - HFF embeds family stability services into all housing and youth programs; focusing on the needs of the both parents and children. Providing home-based and mobile, individualized support services, focuses on helping youth and families achieve not only housing security, but also other goals important to their overall stability. Families and HFF Stabilization Program Case Managers work together to create an Individualized Stability Plan (ISP) that identifies supports needed to meet education and employment goals, improve their emotional, social and physical well-being, and to create permanent connections within the community. HFF works with multiple partners to help young people and families achieve their goals, including behavior and physical health providers, and multiple employment and education agencies. Case Managers serve as coaches and advocates, connecting youth to resources, services and other community agencies to help them address barriers and gain needed resources for independence.

HFF utilizes the Casey Life Skills assessment to evaluate the behaviors and competencies youth need to achieve their short and long term goals, ultimately setting youth on their way toward developing healthy, productive lives. Casey Life Skills is designed to be used in a collaborative conversation between a young person and their case worker; a strengths-based conversation that actively engages youth in the process of developing own their goals. Case Managers review assessment answers with youth immediately, and use resources and tools from the Resources to Inspire Guide, to begin formulating a learning plan that can help youth gain the skills they need in the areas of Employment and Education; Social, Emotional and Physical Well-Being and Permanent Connections. Depending on a youth's preference, the life skills curriculum can be completed in a group setting or in the youth's home. Group settings will be valuable to assist youth in developing positive peer relationships and social connections when possible, however the curriculum can also be divided into modules so case managers can work with youth independently during mobile and home visits.

Casey Life Skills will help youth self-evaluate and learn skills in the following categories:

- Maintaining healthy relationships
- Work and study habits (Soft and hard skills)
- Employment and Benefits (Training, resume building, etc)
- Planning and goal-setting
- Using community resources to meet social, emotional and physical needs
- Daily living activities (grocery, meal planning, cooking, household mgmt., etc)
- Budgeting and paying bills
- Computer literacy
- Permanent connections to caring adults

YMCA - The YMCA has built partnerships in the community allowing CM staff to address the areas of education and employment, social, emotional and physical well-being, and other permanent connections. During the development of the individualized housing stability plan (IHSP), TAY are able to describe their goals in addition to housing which may be related to any of these three areas. Clients will develop action steps to achieve goals which will be followed up by CM's during meetings. CM's may also provide referrals and linkage in order to assist the client in achieving goals. Once the youth is housed, CM's will work with them to come up with a plan to maintain stable housing which may encompass one of the three outcomes. All of the Y's programs have worked to build programming to achieve outcomes related to education and employment, social, emotional and physical well-being, and other permanent connections

10. Describe your organizational mission and how this project relates to your mission.

The Homeless Families Foundation's mission is to educate and nurture children while empowering families to achieve stable housing and self-sufficiency. HFF strives to serve families holistically; providing multiple programs and services along the life-span continuum of youth and their families. The TAY RRH Program will add to HFF's service continuum by providing both housing and services to the vulnerable population of homeless 18-24 year olds. We believe our unique experience providing adults and youth with both education services and housing services will assist us in helping young adults transition to housing stability and help set them on a path toward increased self-sufficiency.

The mission of the YMCA of Central Ohio is to serve the whole community through programs expressing Judeo- Christian principles that building a healthy spirit, mind and body. As part of our mission, there are three pillars that focus on Health Living, Social Responsibility and Youth Development. This program will allow the RRH program to focus on an underserved vulnerable TAY community in our shelter system.

11. How many days from the execution of the grant agreement will you be able to begin program operations? Will it be feasible for the project to be under grant agreement by July 1, 2019? Provide an overall project timetable that includes key milestones related to project start-up, including key hires, participant housing and services, partnerships, other key activities, and related dates.

Yes, we believe it is feasible for HFF and CSB be under grant agreement by July 1, 2019 for the TAY RRH Program. HFF will commit to begin the hiring process for several key staff members prior to July 1, 2019, however we will be limited in hiring program case managers and paying leasing/rental assistance for families, until CSB is able to draw down HUD funds from the LOCCS system and HFF is able to submit invoices to CSB for program costs reimbursement.

HFF will begin the sub-granting process with program partners as soon as the primary grant agreement is executed with CSB, however we anticipate Program Sub-grantees will not be able to begin incurring costs related to staffing, leasing/rental assistance and program operation expenses until CSB is able to draw down HUD funds from the LOCCS system and invoices are able to be submitted for program costs reimbursement.

<i>May - June, 2019</i>	HFF and the YMCA will work with CSB, the Youth Action Board and Youth Partners to refine the YHDP application, to develop the Youth Vulnerability Screen and to further develop our shared Youth System HFF hires TAY Housing Director
<i>June–Aug, 2019</i>	HFF hires Finance Clerk and Grants & Compliance Director
<i>July 1, 2019</i>	Grant Agreement executed between HFF and CSB
<i>July 15, 2019</i>	Sub-Grant Agreements executed between HFF and YMCA
<i>July – Aug. 2019</i>	Collaborative begins meeting with CARR Team/Partners to identify youth /Create By-Name-List (Coordination until Grant funds available)
<i>Within 30 days of Grant Fund availability</i>	HFF and YMCA hire Housing Case Managers HFF/YMCA begin accepting referrals/moving TAY to housing units
<i>Oct.–Dec.,2019</i>	RRH Units for Single TAY available at Carol Stewart Village available

12. Describe how the project will implement a Housing First approach. Housing First is a model of housing assistance that prioritizes rapid placement and stabilization in permanent housing that does not have service participation requirements or preconditions (such as sobriety or a minimum income threshold). This approach quickly connects individuals and families experiencing homelessness to permanent housing with no barriers to entry (e.g., sobriety,

treatment, or service participation requirements) and no preconditions (e.g., sobriety, income), and does not terminate program participants from the project for lack of participation in the program (e.g., supportive service participation requirements or rules beyond normal tenancy rules). Supportive services are voluntary but are offered to maximize housing stability and prevent returns to homelessness.

- < Describe how the project will quickly move participants into permanent housing?
- < Describe how the project will ensure that participants are not screened out based on (1) having too little or little income; (2) active or history of substance use; (3) having a criminal record with exceptions for state-mandated restrictions; and 4) history of victimization (e.g., domestic violence, sexual assault, childhood abuse)?
- < Describe how the project will ensure that participants are not terminated from the program for (1) failure to participate in supportive services—not including case management that is for the purposes of engagement only; (2) failure to make progress on a service plan; (3) loss of income or failure to improve income; and (4) any other activity not covered in a lease agreement typically found in the project's geographic area?

Both HFF and the YMCA are experienced housing providers, with unique understanding and demonstrated provision of housing first, rapid re-housing services in the current CSB Crisis Response System. HFF, YMCA and all Program Partners will deliver person-centered, housing first stabilization supports and services throughout the entire process of working with youth; quickly moving youth to a rapid-housing units without income requirements, housing “readiness” requirements or mandatory requirements for sobriety, treatment, counseling, and/or supportive services.

HFF and the YMCA each maintain extensive relationships with private landlords and subsidized housing providers, and each will each employ a full-time Housing Specialist whose primary responsibilities include recruiting landlords, addressing potential barriers to landlord participation, such as concern about short term nature of rental assistance and tenant qualifications, assistance with securing appropriate rental housing and completing housing inspections. To assist in maintaining fidelity to the Housing First model, HFF and Partners maintain relationships with landlords who are willing to work with program participants who have criminal histories, evictions and other significant barriers to obtaining and maintaining housing. Due to the shortage of affordable housing and increased competition for available units, all Housing Case Managers additionally assist in Housing Identification services when possible and as needed, sharing resources amongst team members and helping families secure and maintain rental housing.

All Housing Team Members work closely with Columbus’ low-barrier emergency shelters to prioritize individuals and families with the most significant barriers for rapid re-housing. Through utilization of a uniform vulnerability screen, households with low or no income, eviction and criminal records, active or history of substance abuse, mental illness and active or history of victimization, regularly receive prioritization for housing services due to their significant barriers.

Additionally, all rapid re-housing case management services are considered low-barrier for on-going participation. Rapid Re-Housing Case Managers have a unique skill-set to engage participants in on-going services, and regularly utilize motivational interviewing, stages of change and strength based interventions to sustain on-going relationships with program participants. Although it is our hope that all participants full engage in program services designed to assist them in transitioning to independence and stability, youth and all participants are only required to engage in minimal case management services to document the need for continued program services. Participants are not terminated from programming for failure to engage in supportive services, make progress on stability

and goal plans, attaining or maintaining income, however youth can be required to participate in intensive case management as a result of eviction or termination prevention activities. Youth may choose to disengage from services, however HFF and the YMCA will work diligently to welcome youth back into services, and will continue to provide program follow-up with youth after a successful exit from the RRH Program.

13. Will participants be required to live in a particular structure, unit, or locality, at some point during the period of participation? If yes, explain how and why the project will implement this requirement. Programs may only require program participants to live in a specific area and in a specific structure only where it is necessary to facilitate the coordination of supportive services.

Participants will not be required to live in a particular structure or unit, and HFF and the YMCA will make every attempt to place Youth in scattered-site units in an area of their choosing. When possible, HFF and the YMCA will site units in clusters, near the Carol Stewart Village, or in other locations where youth may access youth-centric supportive services and interact with peer support specialists.

14. Will more than 16 persons live in one structure? If yes, describe the local market conditions that necessitate a project of this size. Describe how the project will be integrated into the neighborhood.

Individual permanent housing units may be available for RRH program participants at the Carol Stewart Village, a transition age youth community on the westside of Columbus. Although the CS Village is still under development, we anticipate there will be approximately 80 efficiency housing units, and that a yet determined number will be available to rapid re-housing participants. The CS village will follow the Community First housing and service model, with youth specific services (employment, medical, behavioral health, etc.) incorporated into the dorm-style, intentional living community.

15. Describe how you will ensure children or youth are enrolled in school and connected to the appropriate services within the community.

HFF and the YMCA will work with Project Connect to ensure children and youth are enrolled in school and/or connected with appropriate education services in their community.

Project Connect is a valuable community partner that currently works with our family homeless shelters, Rapid Re-Housing and Permanent Supportive Housing programs in Columbus; ensuring homeless families and their children are connected with McKinney-Vento education services. HFF and the YMCA will continue to work with Project Connect and other education providers to assure that families in scattered-site housing units or cluster housing units are linked with school year, after-school and summer education program that best meets their needs.

TAY will additionally be linked with post-high school education, training and employment opportunities through partnerships with other on-site service providers at the Carol Stewart Village, and numerous providers throughout the community.

16. Describe how participants will be assisted to obtain and remain in permanent housing.

Describe how the project applicant plans to help program participants move into permanent housing and how the plan ensures program participants stabilize and remain in permanent housing. An acceptable response will acknowledge the needs of the target population and include plans to address those needs through current and proposed case management activities and the availability and accessibility of supportive services such as housing search, primary health services, mental health services, educational services, employment services, life skills, child care services, etc. If participants will be housed in units not owned or operated by the applicant, the narrative should also describe: (1) how the project will identify appropriate units; (2) the project's established arrangements with homeless services providers; and (3) how the project will engage landlords.

HFF and the YMCA's Rapid Re-Housing Program will move youth residing emergency shelter or living on the land, to permanent housing of their choosing; either returning to safe options with family/friends, shared housing with roommates, cluster-housing or their own permanent unit in a scattered-site location. Single Youth and Parenting Youth will be provided with person-centered, youth-centric, housing first stabilization supports and services through the following core components of rapid re-housing:

Housing Identification - HFF and YMCA each have extensive landlord lists and relationships, resources and partnerships with private and subsidized housing providers in scattered-site locations throughout Columbus through their existing housing program. Through on-going conversation, advocacy and successful past partnerships, each agency is skilled at finding landlords to work with housing participants with multiple housing screening and ongoing tenancy barriers. HFF and the YMCA regularly engage landlords to participate in the program through financial incentives such as double deposits and master-leasing relationships, through regular case management visits to the unit, ongoing mediation and conversation when issues arise, and both regularly negotiate mutual rescission arrangements that are beneficial to both participant and landlord. Transportation assistance will be provided by HFF/YMCA to assist youth participants while searching/applying for housing.

HFF and the YMCA will each employ one FTE dedicated as a Housing Specialist/Landlord Liaison, whose primary responsibilities include recruiting landlords, addressing potential barriers to landlord participation such as concern about short term nature of rental assistance and tenant qualifications, assistance with securing appropriate rental housing and completing housing inspections. The Housing Specialist is a separate position from the Housing Case Manager. Due to the shortage of affordable housing and increased competition for available units, both Housing Specialists and Housing Case Managers will assist in Housing Identification services when possible and as needed, sharing resources amongst team members and helping families secure and maintain rental housing.

Rent and Move-In Assistance – Financial assistance will be made available to RRH youth to support rapid exit from shelter/homelessness and securing permanent housing. Initial financial assistance required for youth to enter housing (deposit/initial rent) will be processed through CSB, with subsequent financial assistance requests processed by HFF/reimbursement requests submitted to CSB on a bi-weekly basis. Financial need is determined upon each youth's unique situation and

funds are distributed using a Progressive Assistance model. On average, youth will be assisted with double security deposit, and 3-6 months of rental assistance. In order to assist in meeting basic needs and maintaining stable housing, the Homeless Families Foundation and YMCA provide each youth with move in supplies including food, cleaning supplies, personal care items, sheets, blankets, towels, dishes, pots and pans, diapers and age appropriate toys for each child. Additionally, case managers arrange for appointments at the Furniture Bank of Central Ohio and linkage to other community agencies that provide ongoing utility and rent assistance.

RRH Case Management and Services - HFF and the YMCA Rapid Re-Housing Program will be provided by Housing Case Managers, whose focus will be on stabilizing youth through obtaining permanent housing, as well as facilitating connections to community-based services and supports to promote stability and maintenance of permanent housing. Case Managers work closely with youth and conduct regular home visits to ensure necessary supports are identified and are in place to promote sustainability of permanent housing, including providing ongoing assessment, linkage to resources, and landlord advocacy/intervention as needed.

HFF and YMCA understand that youth experiencing homelessness and ongoing housing crisis often have experienced significant trauma and lack of youth appropriate connections and relationships. Service partnerships and on-going Life Skills training therefore are critical to help vulnerable youth transition from crisis to stable housing, and Housing Case Managers will regularly work with community agencies to assure youth have quick and reliable physical health and pregnancy services, behavioral health and substance abuse services, peer-peer mentor relationships, employment and education services, and quality childcare options

17. Describe specifically how participants will be assisted both to increase their employment and/or income and to maximize their ability to live independently. Describe: (1) how the project will help program participants obtain income (e.g., access to employment programs and educational opportunities); (2) how the supportive services provided will lead directly to program participants gaining employment, accessing SSI, SSDI, or other mainstream income streams; and (3) how the requested funds will contribute to program participants becoming more independent.

HFF and YMCA are skilled in assisting its program participants increase their income and/or income, through established internal processes and connections with community employment and education program partners. HFF and YMCA recognize that income is one of the key factors to youth being able to thrive and live independently. RRH Case Managers will provide support and youth appropriate referrals to help meet youth meet their goals for income, education and employment. This will include linkages to the following employment, education and Agency/community partners and resources:

- Employment Agencies such as; Columbus Works, Eckard Employment Services, Fortuity Calling, Franklinton Rising, Impact Community Action, Goodwill, **Ohio Means Jobs**, Star Works, and other youth specific employment and training opportunities
- Ohio Benefit Bank- HFF and the YMCA have staff trained as OBB Counselors which will assist youth in completing benefit applications for the following programs; SNAP Supplemental Nutrition Assistance Program, Medicaid, OWF Ohio Works First Cash Assistance, Childcare Assistance, WIC Women's Infant Care and Annual Tax Return Assistance. Case Managers may

accompany youth needing additional assistance to FCDJFS' office to establish benefits or receive assistance with current benefit issues.

- Youth with permanent disability, who wish to pursue disability benefits, and are not already in process for a SSI/SSDI claim, will be linked with SOAR point persons at Faith Mission and/Southeast to begin the process of applying for benefits. Case Managers have regular communication with SOAR providers regarding eligible and referred clients, and will assess the need to potentially employ a SOAR Specialist specifically for the TH/RRH YHDP Program.
- Youth wishing to pursue education goals are regularly linked with Columbus State, GED and ESL classes, and other training/apprenticeship programs. Clients wishing to attain a GED are to Godman Guild or Ohio Means Jobs. Youth under the age of 22 that are interested in obtaining a High School Diploma are regularly referred to Focus Learning Academies, and youth age 22 and up are referred to the 22+ Diploma program through Columbus State Community College. Case Managers will assist youth with applications, linkage and referrals to colleges, GED, FAFSA and other resources meet their identified education goals.
- HFF maintains an updated employment board in our family meeting room where clients can obtain current information on job openings and fairs through the city. HFF has identified a specific point of contact at Columbus IMPACT for youth recently incarcerated. HFF participates in monthly meetings with CEAN, Community Employment Assistance Network, which provides many job leads by community employers willing to work with our vulnerable participant populations. Housing Case Managers regularly assist youth job searching and completing applications and/or provide transportation to an employment interviews when possible.
- HFF maintains a relationship with Dress for Success, and will connect youth with DFS to obtain interview outfits, shoes and accessories to help with job interview and ongoing employment presentation when resources are available. HFF and YMCA may also utilize unrestricted Agency funds to help clients purchase appropriate interview and work clothing if other community resources are not available.

18. Describe the supportive services that will be available to participants, who will provide them, where and how often they will be provided.

Supportive Services will be available to all youth participants at their permanent housing locations. As described throughout this application, HFF and YMCA will provide intensive case management and support services to youth in crisis, connecting them with needed resources and services to live independently. Supportive Services will be provided by Partner Agencies at the following locations:

Emergency Shelter/Living on the Land

HFF and YMCA will begin engaging with youth when they are identified as potential participants for Rapid Re-Housing, meeting with youth at emergency shelter, on the land, with friends/family or a location of the youth's choosing. Services will be provided regularly and on an intensive basis, as Case Managers will be working to quickly move youth into available permanent housing units throughout the community.

Scattered-Site Permanent Housing Units

Rapid Re-Housing Units will be available for Single TAY and Parenting /Pregnant TAY in various locations throughout Columbus. HFF and YMCA Case Managers will assist youth in identifying and moving to available units, and providing home-based supportive services focused on creating short and long-term goals, and acquiring resources, skills and supports needed to achieve stability and maintain permanent housing. Case Management visits will occur at minimum 1-2 times per week in the participant's home or location agreed upon by the participant and RRH Case Manager. While living in locations throughout Franklin County, RRH Case Managers will make every effort to connect youth with training and groups taking place at youth serving agencies in the community. Using a progressive engagement model of assistance, case management visit frequency will decrease as youth become more stable. HFF and the YMCA will make every effort to create shared living and/or cluster unit options for youth so they can participate in group activities and have peer support from other young persons.

Clustered Permanent Housing Units

- Permanent Housing Units will be available for Single TAY at the Carol Stewart Village. YMCA Case Managers will assist youth in moving to open units at CSV and will provide home-base case management services focused on creating short and long-term goals, and acquiring resources, skills and supports needed to achieve housing stability. YMCA Case Management visits will occur at minimum 1-2 times per week during the Rapid Re-Housing Program. The CSV will have on-site programming and supportive services available to residents on a daily basis, however participation in these services is voluntary. Star House will be on the on-site Services Coordinator at CSV, and will coordinate youth-centric services such as, On-site Behavioral and Physical Health Services, Employment and Training Services, Peer Support Groups, Independent Living skills groups/classes, and many other developmentally appropriate services delivered in a supportive, college dorm-type environment for youth. Youth will be encouraged to utilize on-site programming and services offered by Star House, however these services are not a replacement for YMCA RRH Case Management services. The YMCA anticipates utilizing a Blended Approach to services, and will meet regularly with CSB's Property Manager and Star House. Using a progressive engagement model of assistance, YMCA's RRH case management visit frequency will decrease as youth become more stable, with participants exiting from the RRH Program when case closure criteria are met. Although RRH programming will end typically within 12 months, youth may continue to engage in daily supportive services serves through Star House throughout their tenancy at CSV.

19. List key partnerships with community providers and the services they will provide for program participants.

<u>Agency/Organization</u>	<u>Program</u>	<u>Services</u>
The Salvation Army	Anti-Human Trafficking	Case Management, Adocacy, Counseling, to youth survivors
Choices	Outpatient DV Services	Peer Groups, counseling for survivors of DV/IPV
Equitas	HIV/Aids Community Services	HIV/Aids testing, counseling, support, etc.

Star House & KYC	Supportive Services	PYD Programming and Life Skills
Huckleberry House	Transitional Living Program & PSH/ CARR Team	TAY specific housing units; CARR Team outreach and youth engagement/keepers of the By-Name-List
Youth Action Board	Youth Action Board	On-going training/technical assistance to TH/RRH Providers,
YMCA Van Buren	Emergency Shelter	Identification & Linkage to TH/RRH Program;
Integrated Behavioral Health Srvcs.	Outpatient Services	Behavioral Health, Counseling, Medication Services
Faith Mission/Southeast	Federally Qualified Health Ctrs.	Physical Health Services
Cols Public Health, C1 & Moms2B	Pregnancy Support	Pre/Post-Natal Care, Pregnancy Support (peer and individual)

***Many additional formal partnerships will be utilized & pursued for the TH/RRH Program**

- 20. Describe how you will motivate and engage program participants throughout the duration of programming.** An acceptable response will acknowledge the needs of the target population and include plans to address those needs through current and proposed peer supports, community connections, and participant-led activities.

HFF and YMCA understand that youth experiencing homelessness and ongoing housing crisis often have experienced significant trauma and lack of youth appropriate connections and relationships. Service partnerships and on-going Life Skills training therefore are critical to help vulnerable youth transition from crisis to stable housing, and Housing Case Managers will regularly work with the following agencies to assure youth have reliable physical health and pregnancy services, behavioral health and substance abuse services, peer-peer mentor relationships, employment and education services, and quality childcare options. Program Partner staff will seek to motivate and engage youth throughout the duration of TH/RRH Program, by working alongside them to create youth-centric stabilization and goal plans, to “lift up” their unique skill set and experience to serve as a guide, peer support and community connector with fellow participants, and as “resident advisors” in both the Host Homes and the Carol Stewart Village.

HFF and the YMCA will seek youth to serve on their respective Agency Youth Review Committees and the overarching TH/RRH Youth Action Team.

- 21. Describe how you will locate diverse housing options for youth who may lack a rental history, have a criminal record, have past evictions, etc.**

HFF and YMCA each have extensive landlord lists and relationships, resources and partnerships with private and subsidized housing providers in scattered-site locations throughout Columbus through their existing housing program. Through on-going conversation, advocacy and successful past partnerships, each agency is skilled at finding landlords to work with housing participants with multiple housing screening and ongoing tenancy barriers, such as lack of rental history, criminal records, past evictions, etc. HFF and

the YMCA regularly engage landlords to participate in the program through financial incentives such as double deposits and master-leasing relationships, through regular case management visits to the unit, ongoing mediation and conversation when issues arise, and both regularly negotiate mutual rescission arrangements that are beneficial to both participant and landlord.

HFF and the YMCA will work diligently to locate diverse housing options to best meet the individual needs of each youth; including shared housing/roommate housing, cluster housing, scattered-site individual units, Host Homes, Carol Stewart Village, Marshbrook Place, PSH units, and other subsidized housing units, and a potential return to shared living with family or friends.

22. Describe the supports and options that will be provided to youth who are unsuccessful that will ensure they do not continue to return to homelessness.

HFF and the YMCA will work diligently to provide resources and connections to youth who are unsuccessful in the RRH Program so they do not return to homelessness. We will use motivational interviewing skills and strength based techniques to keep relationships with youth, so that youth will come back for services and support.

Although youth may not be successful in housing, Partner Case Managers will work to be a bridge of support for youth in all aspects of their life, which can include employment/education, permanent connections to peers and supportive adults, physical and behavioral health services, and many other needed resources. Our hope is to design a youth-centric system that celebrates successes, small and large, and welcomes youth back to the most appropriate service to meet their needs. For some youth, it may mean moving back to shared living while working on education, while others may need a higher level of care such as permanent supportive housing to achieve success. Whatever a youth's specific situation and however many times they leave and re-engage with the RRH Program and/or CARR Team, we hope that they gain a new skill or resource to aid in their transition to independence.

23. Describe how you will provide transportation assistance to participants to attend mainstream benefit appointments, employment training, or jobs.

HFF and the YMCA will use Agency leased and owned vehicles, provide COTA bus passes and connect youth with other available transportation services to assist youth in attending benefit, employment and jobs training appointments. In addition, COSI has graciously donated a bus to the Carol Stewart Village to be used for youth needing to attend important health and employment appointments.

24. Describe how you will provide at least annual follow-ups with participants to ensure mainstream benefits are received and renewed?

HFF and the YMCA will provide at minimum, annual follow-ups with youth participants to ensure mainstream benefits are received and renewed. In addition to establishing positive connections that lead to long-standing Agency support, Partners may offer incentives to youth for staying in regular contact with RRH Case Managers, which may include gift cards, food boxes, financial assistance, etc.

Agency leveraged funds will be used in instances when HUD funds are unavailable or costs are unallowable.

25. Describe how participants will have access to SSI/SSDI technical assistance. Do you have staff that has completed SOAR training in the past 24 months?

Youth with permanent disability, who wish to pursue disability benefits, and are not already in process for a SSI/SSDI claim, will be linked with SOAR point persons at Faith Mission and/Southeast to begin the process of applying for benefits. Case Managers have regular communication with SOAR providers regarding eligible and referred clients. HFF and Partners will assess the need to potentially employ a SOAR Specialist specifically for the TH/RRH and RRH YHDP Program.

HOUSING – Describe the proposed housing for the project where participants will live once housed with project assistance via tenant-based rental assistance (TBRA). Enter the estimated point-in-time number of units/beds the project will support with TBRA once fully operational, keeping in mind some proportion of active participants will be homeless on any given day. *The categories below are not mutually exclusive.*

Housing type	Number of units	Number of beds
Shared housing <i>Two or more unrelated people share a house or an apartment</i>	0	0
Single room occupancy <i>Private sleeping or living room which may contain a private kitchen and bath, or shared, dormitory style facilities</i>	0	0
Clustered apartments		
Scattered-sites apartments, including efficiencies <i>Self-contained apartments scattered throughout the community</i>	47	69
Single family homes / townhouses / duplexes <i>Self-contained homes located throughout the community</i>	0	0

PROJECT PARTICIPANTS

Describe the number of persons you are proposing to serve.

Household Type	Point-in-Time	Annual Total
Households with youth ages 18-24 and at least one child under 18	72	144
Households with youth ages 18-24 without children under 18	50	100
Households with only unaccompanied children under 18	0	0

Estimate the characteristics of the persons you are proposing to serve.

Household Type	Point-in-Time	Annual Total
Chronically homeless non-Veterans	122	244
Chronically homeless Veterans	0	0
Non-chronically homeless Veterans	0	0
<i>The 3 categories above are mutually exclusive. The categories below are not mutually exclusive.</i>		
Chronic Substance Abuse	25	50
Persons with HIV/AIDS	2	4
Severely mentally ill	15	30
Survivors of domestic violence (including survivors of human trafficking, sexual assault, stalking, and dating violence)	3	6
Developmental disability	2	4
Physical disability	3	6
Persons not represented above	0	0

Estimate where program participants will come from. The percentage column should add up to 100%.

Location	Percentage
Directly from the street or other locations not meant for human habitation	30
Directly from emergency shelters (including domestic violence shelters)	60
Persons fleeing domestic violence	10
Persons receiving services through a Department of Veterans Affairs(VA)-funded homeless assistance program.	0

26. Complete the following chart, including both operations and supportive services staff, for the proposed project. Supportive services staff is defined as all staff members who work directly with participants to meet goals (e.g., case managers, case aides, engagement specialists, youth advocates). Operations staff is defined as all staff members who do not work directly with participants to meet goals (e.g., administrators, maintenance, finance, front desk staff).

First Shift		Second Shift		Third Shift	
Supportive Services Staff on-site					
# of staff	# of FTE	# of staff	# of FTE	# of staff	# of FTE
7	6.25	0	0	0	0
Operations Staff on-site					
# of staff	# of FTE	# of staff	# of FTE	# of staff	# of FTE
6	6	0	0	0	0

***Both the HFF and the YMCA have Administrative Staff of the Agency working on 1st Shift that are not paid for with YHDP funds. *Both HFF and YMCA will have an emergency contact/on-call number available to RRH participants outside of regular program operating hours (2nd/3rd Shift and weekends/Holidays.**

27. Describe the specific training that will be provided to program staff prior to engagement with youth, including specific topics and how staff will be trained.

HFF will work with Sub-Grantees and other Program Partners prior to engaging with youth, to establish training topics and a training calendar. We anticipate the following schedule with the potential of additional topics and dates being added as we further develop the RRH and the TH/RRH Program:

- 1-2 Days for Partner Training on the following topics (Initial and On-boarding for new staff): Positive Youth Development, Strength Based/Motivational Interviewing, Stages of Change, Trauma Informed Care, Healing Centered Engagement, Culturally Relevant Services and Care, Understanding Intersectional Identifies, Best-practice TH/RRH and RRH Core Components and Case Management Practice, Progressive Engagement and Housing First
- Quarterly and/as needed Training on specific topics such as, Life skills, Financial Literacy, Budgeting, Ohio Benefit Bank, Linkage to Specific Community Resources, etc.

28. Describe the ongoing staffing and onboarding plan that will assure continuity of care and full staffing throughout the duration of the project, including staff recruitment, onboarding, coverage, and other staffing practices.

HFF and Partner Agencies will work together to develop a onboarding/retention plan in an effort to maintain full staffing throughout the duration of the RRH Project. Although a current plan will not be developed until Award Notification, Partners have discussed the following strategies as necessary for continuity of care and staffing coverage:

- HFF and the YMCA will Hire RRH Case Managers at the same starting salary of \$41,000
- Partner Agencies will explore new recruiting and retention strategies as a group, such as signing and retention bonuses, performance incentives, training certification and CEU's, cross-training Agency Housing Staff for short-term coverage of staff absences, maternity leave and staff vacancies
- On-going Training and Technical Assistance to Program Partner Staff to assure staff have "tools" to effectively perform their job duties

29. Explain your plan for how direct client service productivity will be documented by each member of the team, and how management will assure productivity standards are continually monitored and achieved.

HFF will work with the YMCA to develop a process for documenting productivity for each member of the RRH Case Management and Administrative Team. Timesheets and activity logs will be the primary source of documentation, but additional documents will be included if required by HUD or CSB. Productivity standards will be monitored on a monthly basis, with Sub-Grantee invoice submission, and reviewed quarterly at the TH/RRH and RRH Partner Meeting.

30. Describe your Quality Assurance (QA) process, including what is measured, feedback mechanisms, and how that information is reported.

HFF will work with each Sub-grantee to develop QA processes which demonstrate full understanding of HUD requirements, Program Outcomes and Metrics, HMIS responsibilities and other important Project mechanisms. HFF will implement the following to assure grant compliance and quality assurance:

- Initial Training and Technical Assistance to review grant requirements and establish case management, HMIS, fiscal/invoice/payment and monitoring processes
- Weekly/bi-weekly youth case review meetings (With Partners and/or CARR Team)
- Monthly TH/RRH Partner Meetings to review Program progress, discuss issues/concerns, brainstorm needed resources/advocacy efforts with landlord and community partners
 - Monthly fiscal/invoice testing as part of CSB's regular monitoring process
 - Quarterly file and HMIS review
 - Quarterly meeting with Youth Action Board-TH/RRH Youth Review Team
 - Quarterly meeting with Sub-Grantees to review Program Metrics and Budget
 - On-going meetings with CSB and HUD Technical Assistance Providers (as needed)

31. Describe how youth are and will be involved in QA and continuous improvement efforts.

Describe how participants will be engaged to provide regular feedback on their satisfaction with project quality, responsiveness and effectiveness. Include how current and former participants will provide input in ongoing project improvement.

HFF will work the YMCA to develop QA processes which demonstrate full understanding of HUD requirements, Program Outcomes and Metrics, HMIS responsibilities and other important Project mechanisms. HFF will implement the following to assure grant compliance and quality assurance:

- Initial Training and Technical Assistance to review grant requirements and establish case management, HMIS, fiscal/invoice/payment and monitoring processes
- Weekly/bi-weekly youth case review meetings (With Partners and/or CARR Team)
- Monthly TH/RRH and RRH Partner Meetings to review Program progress, discuss issues/concerns, brainstorm needed resources/advocacy efforts with landlord and community partners
 - Monthly fiscal/invoice testing as part of CSB's regular monitoring process
 - Quarterly file and HMIS review
 - **Quarterly meetings with Youth Action Board-TH/RRH Youth Review Team**
 - Quarterly meeting with Sub-Grantees to review Program Metrics and Budget
 - On-going meetings with CSB and HUD Technical Assistance Providers (as needed)

32. Does this project propose to allocate funds according to an indirect cost rate? If yes, Do you intend to use the 10% *de minimis* rate?

Yes, HFF and the YMCA will use 10% diminimus rate.

Enter the quantity, detail, and total budget request for each cost being requested for a two year grant period.

33. RENTAL ASSISTANCE (tenant-based)

Unit Size	Number of Units	FMR	Cost (units x FMR)
Single-room occupancy		\$435	\$
0-bedroom (efficiency)	20	\$580	\$139,200
1-bedroom	40	\$687	\$329,760
2-bedroom	24	\$886	\$255,168
3-bedroom	10	\$1,135	\$136,200
4-bedroom		\$1,328	
TOTAL			\$860,328

34. SUPPORTIVE SERVICES

Eligible Costs	Request	Detail
Assessment of service needs	\$	
Assistance with moving costs		
Case management	\$593,838	4.5 FTE Case Management, .75 FTE Program Supervisor, Fringe Benefits & Related Cost for Case Management Services (Supplies & Cell Phone)
Child care		
Education services		
Employment assistance		
Food		
Housing/counseling services	\$102,664	1 FTE Housing Specialist, Fringe Benefits & Supplies
Legal services		
Life skills		
Mental health services		
Outpatient health services		
Outreach services		
Substance abuse treatment services		
Transportation	\$31,200	Employee mileage reimbursement at \$0.50/mile, gas for company vehicle
Utility deposits	\$34,400	One time utility deposits for program participants
Operating costs*	\$14,020	Operating cost for the facility that will be used to provide supportive services for program participants and will house all supportive service staff. This includes allocated portions of maintenance, utilities, equipment & internet cost.
TOTAL	\$776,122	

*Operating costs are the costs for a facility that is used to provide supportive services for program participants. Maintenance, building security, furniture, utilities, and equipment are the only allowable costs.

35. FUNDING SUMMARY

Rental Assistance	\$860,328
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Supportive Services	\$776,122
Administrative costs (up to 7%)	\$96,484
Funding request	\$1,732,934
Match (at least 25%)	\$433,234
TOTAL	\$2,166,168

36. Will this project generate program income as described in 24 CFR 578.97 that will be used as match? Briefly describe the source of program income and estimate the amount of program income that will be used as match.

Youth may be asked to contribute to their housing costs if and when they are able.
Dependent on the lease type program income may be generated.

37. How will you meet the 25% match requirement? Describe each source of match funds, how much each source will provide, whether the match is cash or in-kind, and the specific use of cash or in-kind funds for eligible program activities. Applicants are encouraged to include match above HUD's minimum 25% requirement.

Both HFF and YMCA will utilize additional staffing and agency financial resources as a portion of their match, as well as in-kind/cash commitments from the following Partners:

- The Salvation Army – Anti-Human Trafficking Case Management/Supportive Services
- Equitas – HIV/AIDS testing and Case Management/Supportive Services
- Integrated Services for Behavioral Health – Behavioral Health and Addiction Case Management/Supportive Services/Medication Services
- Moms 2B and Celebrate One – Pre/Post-Natal Pregnancy Support
- Columbus Works and Eckard – Employment and Training Services
- Carol Stewart Village –Capital Support for the first two years of TH/RRH operation

* Upon grant award notification, Partner Agencies providing In-kind/Cash match will be asked to provide detailed letters of match support, documenting amount, service activities, etc.,.

Project for Youth Homelessness Demonstration Program

Homeless Families Foundation Transition-Age Youth Transition to Home

Project Configuration	
Households Served	Minimum of 91 per year / 182 over two years (33/66 with children, 15/30 pregnant, 43/86 without children)
Locations	<u>Transitional Housing</u> 13 units at Carol Stewart Village (YMCA) 4 Scattered Sites units for pregnant / parenting youth (HFF) 10 Scattered Sites Host Homes for LGBTQ+ youth (KYC) Scattered Sites units for unaccompanied youth (HFF, YMCA) <u>Rapid Re-Housing</u> 20 units at Carol Stewart Village (YMCA) Scattered Sites units (HFF, YMCA) Initial engagement on the land, in shelter, at drop in centers, or at other locations where youth experiencing homelessness congregate
Target Population	Youth ages 18-24, unaccompanied or pregnant / parenting, who are experiencing homelessness
Staff Availability	6 FTE Case Managers, 0.75 FTE Program Supervisor, 1 FTE Housing Specialist; Staff available first shift; Case management visits minimum of 1-2 times per week
Services	Housing identification and acquisition; rental assistance; life skills development; education services; employment services; benefit and income support; transportation; linkage to community services and other providers for treatment, counseling, mental and physical health services, substance abuse services, child care support, and peer support groups.
Partners	YMCA of Central Ohio, Kaleidoscope Youth Center, Star House

Project development (2 years)	
Total Project Costs	\$3,845,468
Services Costs	<u>\$1,593,010 total</u> CoC funds \$1,003,076 (HUD CoC YHDP – Supportive Services) Other funds \$589,934
Operations and Admin Costs	<u>\$2,252,458 total</u> CoC funds \$2,252,458 (HUD CoC YHDP – Rental Assistance, Leasing, Operating, Admin)
Timeline	May – June 2019 – Begin recruitment and hiring process for TAY Housing Director, Finance Clerk, and Grants & Compliance Director July 1, 2019 – HUD contract with CSB / CSB contract with HFF starts July 15, 2019 – HFF executes sub-grant agreements with partners August 2019 – Hire Housing Case Managers August 2019 – Begin accepting referrals from CARR Team and start housing youth August 2019 – KYC begins Host Homes placements October – December 2019 – Units available at Carol Stewart Village October – December 2019 – Units available at HFF

Youth Homelessness Demonstration Program Request for Proposals

PART 2C: JOINT TRANSITIONAL HOUSING / RAPID RE- HOUSING APPLICATION

January 7, 2019

Project Name: TAY Transition to Housing Program

Applicant
Organization: The Homeless Families Foundation

Executive Director/CEO: Beth Fetzer-Rice		
Mailing Address: 33 N. Grubb Street, Columbus, Ohio 43215		
Telephone: 614-715-8227	Fax: 614-461-9234	E-Mail: Bfetzerice@homelessfamiliesfoundation.org
Applicant Federal Tax ID Number: 311179492		

Project Name: TAY Transition to Housing Project		
Contact Person & Title: Beth Fetzer-Rice		
Mailing Address, if different from above: NA		
Telephone: 614-715-8227	Fax: 614-461-9234	E-Mail: bfetzerice@homelessfamiliesfoundation.org

Project Partner: YMCA of Central Ohio (YMCA)		
Executive Director/CEO: Kim Jordan		
Mailing Address: 40 W. Long St. , Columbus, Ohio 43215		
Telephone: 614-389-4409	Fax: NA	E-Mail: kjordan@ymcacolumbus.org
Project Partner: Kaleidoscope Youth Center (KYC)		
Executive Director/CEO: Erin Upchurch		
Mailing Address: 603 East Town Street, Columbus, Ohio 43215		
Telephone: 614-294-5437	Fax: NA	E-Mail: erin@kycoho.org
Project Partner: Star House (SH)		
Executive Director/CEO: Ann Bischoff		
Mailing Address: 1220 Corrugated Way, Columbus, Ohio 43201		
Telephone: (614) 826-5868	Fax: NA	E-Mail: abischoff@starhousecolumbus.org

Budget Summary:											
	<table> <tr> <td><i>Funds Request:</i></td> <td><u>\$3,255,534</u></td> </tr> <tr> <td>Match (Cash):</td> <td><u>\$589,934</u></td> </tr> <tr> <td>Match (In-Kind)</td> <td><u> </u></td> </tr> <tr> <td>Other:</td> <td><u> </u></td> </tr> <tr> <td>TOTAL PROJECT BUDGET:</td> <td><u>\$3,845,468</u></td> </tr> </table>	<i>Funds Request:</i>	<u>\$3,255,534</u>	Match (Cash):	<u>\$589,934</u>	Match (In-Kind)	<u> </u>	Other:	<u> </u>	TOTAL PROJECT BUDGET:	<u>\$3,845,468</u>
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To the best of my knowledge and belief, the information contained in this application is true and correct. This document has been duly authorized by the governing body of the applicant organization to comply with the required assurances if the application is approved. If selected, we affirm that we will abide by locally-established coordinated entry policies, Homeless Management Information System requirements, CSB's Partner Agency Standards, Columbus

and Franklin County HEARTH Policies and Procedures, HUD Regulation 24 CFR Part 578, and the program structure proposed in this application. We confirm that we will work with the Youth Core Team, Youth Action Board, Continuum of Care, and CSB on program implementation consistent with the Coordinated Community Plan to Prevent and End Homelessness for Youth.

Applicant Executive Director/CEO	Executive Director
Beth Fetzer-Rice	Title
Name	Date

Address all questions listed below. The entire application should not exceed 25 pages, excluding any documentation attached for question 4. Please do not attach additional materials, beyond the requested documentation for question 4.

- 1. Describe your experience (if any) in effectively utilizing federal funds and performing the activities proposed in the application**, given funding and time limitations. Describe why you are the appropriate entity(ies) to receive funding. Provide examples that illustrate your experience and expertise in the following: (1) working with and addressing the target population(s) identified housing and supportive service needs; (2) developing and implementing relevant programs and services; (3) identifying and securing matching funds from a variety of sources; and (4) managing basic organization operations including financial accounting systems.

The Homeless Families Foundation (HFF) has worked to end homelessness and improve the lives of families and children in Columbus, Ohio for over 32 years. HFF is a long-standing partner of the Community Shelter Board in Columbus/Franklin County's Crisis Response System and began operating Family Rapid Re-Housing (RRH) programming in 2009. Since fully transitioning its Tier 2 Emergency Shelter program to the RRH model in 2011, HFF has assisted over 1000 families transition successfully from emergency shelter to permanent housing and stability. HFF is an experienced non-profit provider, providing a unique continuum of housing and education services to Columbus families, youth and children. As a valued community partner, HFF participates in community planning related to homelessness and prevention, food insecurity, education, employment, and poverty. HFF's Executive Director, Advancement and Finance teams have extensive experience in non-profit financial management, grant reporting, performance measurement and program quality assurance. HFF has successfully managed small and large collaborative projects with numerous partners and sub-grantees. It administers programs with grant funds from multiple federal, state and local government sources, numerous Foundations and individual donors, and successfully meets the rigorous financial reporting requirements of Community Shelter Board and its funders.

Through comprehensive case management services, embedded within extensive homeless and youth programming, HFF assisted over 300 Columbus families, including over 800 children, in achieving housing and family stability in 2018. HFF staff have extensive experience with home-based case management, working with economically disadvantaged families and children living in crisis, while providing trauma-informed services/intervention designed to move them toward stability and well-being.

Utilizing federal, state and local funding, HFF provides the following successful housing, family and youth stability programming on an annual basis:

- Rapid Re-Housing for Families
- Targeted Homeless Prevention for Expectant Mothers:
- Healthy Beginnings at Home (HBAH).

- After-School/Summer Camp/Middle & High School Programming: HFF provides onsite learning opportunities for over 120 children/teenagers afterschool and during the summer; helping students improve their social/emotional functioning and skills in the core areas of STEAM (science, technology, engineering, arts, and math).
- Early Childhood Intervention: HFF provides in-home, kindergarten readiness programming (SPARK programming (Supporting Partnerships to Prepare Ready Kids) to 125 children.

*HFF estimates 25-30% of families served in its housing and education programs are headed by youth between the ages of 18-24. Funding and length of service restrictions currently limit HFF's ability to deliver transitional age youth specific Rapid Re-Housing programming, and HFF recognizes that key youth supports and resources are needed help young adults achieve success.

HFF will bring its experience as both a housing and youth provider, to help design and deliver youth-centered rapid re-housing services. HFF will infuse its TAY Rapid Re-Housing program with services and resources to help young adults not only achieve stable housing, while also assisting youth in maintaining healthy connections with peers and supportive adults, and working toward achieving their education, employment and health/medical goals.

HFF's Executive Director has over 25 years of experience in the fields of homelessness and social services, and leads a dedicated and experienced team of program and case managers. Ms. Fetzer-Rice has implemented numerous rapid re-housing programs for families, individuals and transitional age youth in both urban and rural locations; including two HUD Rapid Re-Housing Demonstration Programs, multi-County HCRP rapid re-housing programs and Supportive Services for Veterans (SSVF) programming serving eleven Counties. In 2009, Ms. Fetzer-Rice developed the Youth Counts Housing Program, one of Ohio's first Rapid Re-Housing Programs specifically designed for Transitional Age Youth. The Youth Counts Housing Program has served as a model for other communities working to design youth specific re-housing programs, and has been highlighted by HUD as a best practice TAY RRH Program. Ms. Fetzer-Rice will utilize her experience to design and implement Rapid Re-Housing programming in Columbus that is uniquely designed to help young adults achieve housing stability and achieve their goals.

Program Partners - Additionally, HFF's Program Partners, The YMCA of Central Ohio, Star House and Kaleidoscope Youth Center, each brings extensive experience utilizing federal, state and local grant funds, while also having expertise in providing the youth-centered activities in the Franklin County TAY TH/RRH Housing Project.

YMCA - The Y began operating a Rapid Re Housing (RRH) program in July of 2017 and was fully staffed by December of 2017. With this program, the Y is poised to implement the new program by training existing staff until specific programmatic staff are hired to operate the YMCA's piece of the Transitional Age Youth Rapid ReHousing Program (TAY RRH). The current staff are versed in RRH program requirements and outcomes. The Housing Specialists have developed relationships with over 100 landlords in the City of Columbus opening up options for individuals seeking affordable housing. The Y staff has worked diligently to add new landlords and will continue to do so in 2019. Case managers are versed in supportive services and have built countless partners in the community in relation to benefits, employment, mental health, physical health, transportation, education and other services.

Star House - In 2018, Star House served 1,199 youth experiencing homelessness using the McKinney-Vento Education Act definition. Previous data collection indicates that approximately 88% of youth served at Star House have experienced literal homelessness in the previous six months. Star House has instituted a one-stop-shop model of service availability leveraging strategic partnership to make available any resource a youth may need to achieve and maintain housing.

Star House has maintained a Federal Victims of Crime Assistance (VOCA) grant since 2012. It requires a 25% match using both in-kind volunteer hours and cash sources. Star House uses diversified allocations from several private grantors and donors to ensure the stability of long-term funding.

In 2014, Star House was included in the State of Ohio's biennial budget for the first time. Since they have taken over financial management from The Ohio State University, Star House has secured a renewable \$1.5 million grant from the Ohio Department of Job and Family Services distributed over two years. Star House has maintained a Community Partnership grant with the Franklin County Commissioners Office since 2014. The City of Columbus supported the costs of a new facility for Star House in 2015 and is a current Grantor. Since becoming an independent social service agency, Star House has expanded its private donor and grantors base by over 50%

Kaleidoscope Youth Center (KYC) - Kaleidoscope Youth Center (KYC) was awarded its first federal funding through VOCA in late 2018. KYC is in the early stages of program development, and thus far have not encountered any difficulty in utilizing or managing the funds.

KYC, now in its 25th year, has been utilizing local and private sector funds with success for the majority of our existence. We value these relationships and are consistently rewarded with renewal of the funds.

2. Describe your experience (if any) in leveraging other Federal, State, local and private sector funds.

Include experience with leveraging federal, state, local, and private sector funds.

The Homeless Families Foundation, its Executive Director and Development Director, have extensive experience in leveraging Federal, State, local and private sector funds to support its housing and education programming. HFF will leverage existing funds and seek new cash and in-kind resources to support its Transitional Age Youth programming. HFF maintains successful funding relationships with the following government, corporate and foundation partners and will seek new partnerships when available:

- o Community Shelter Board; Franklin County Department of Job and Family Services; Ohio Department of Education; City of Columbus; ADAMH Board of Franklin County, U.S. Department of Food and Agriculture; American Electric Power; Battelle; Nationwide Insurance; Anthem; CareSource, Columbia Gas/NiSource, Park National Bank, NetJets, The Columbus Foundation; Rutherford Foundation; Peggy Kelley Fund; L Brands; Ingram-White Castle; Siemer Family Foundation; Harry C. Moores Foundation; Hexion Inc. and additional individuals, corporations, and foundations.

Program Partners - Additionally, HFF's Program Partners, The YMCA of Central Ohio, Star House and Kaleidoscope Youth Center, each brings their own extensive experience leveraging federal, state and local grant funds to the Franklin County TAY TH/RRH Housing Project.

The YMCA operates extensive housing and shelter programming with federal, state and local funding, as well as local corporate, foundation and private funding. Both Star House and Kaleidoscope Youth Center are current Victim of Crime Assistance (VOCA) grantees and maintain multiple local business, foundation and private sector funding.

3. Describe your basic organization and management structure. Include evidence of internal and external coordination. Include organization and management structure.

The Homeless Families Foundation is led by a 24 member Board of Trustees and Executive Director Beth Fetzer-Rice. Ms. Fetzer-Rice, leads a team of over 40 staff dedicated to ending homelessness for youth and families. Beginning July, 2019, the Executive Director will directly supervise four staff who lead the following departments:

- Finance
- Development and Advancement

- Human Resources
- Program and Services

HFF's Director of Program and will supervise four staff who lead the following Programs:

- Transitional Housing and Rapid Re-Housing for Transition Age Youth
- Rapid Re-Housing for Families
- Homeless Prevention for Expectant Mothers & Family Stability
- Education Director

HFF will strengthen its organizational structure to assure grant compliance and performance measurement by using private/foundation funding to add the following positions:

- Grants & Compliance Director
- Finance Clerk

HFF senior administrative staff meet bi-weekly and program staff also meet bi-weekly to internally coordinate program and Agency services. Additionally, HFF and its staff maintain relationships with multiple advocacy groups, participate in multiple committees, and regularly meet with Housing and Education system partners to coordinate services at both the system and client level. HFF staff participate with the following organizations and community processes: COHHIO, ODSA Housing Advisory Committee, Columbus Coalition for the Homeless, Franklin County Youth/Adult Re-Entry Committee, all CSB Family, Pregnant Women/Family and Youth Committees and Planning Processes, Prevent Family Homelessness Collaborative, TAY 100 Day Challenge and TAY related Committees, NAEH TAY-RRH Learning Exchange, Central Ohio Rescue and Restore Coalition, Ohio After School Network, Franklinton Non-profit Collaborative, Westside Youth Steering Committee, Westside Coalition, Franklinton Intervention Workgroup, Westside Food Access Collaborative, Youth Empowerment Program, Future Ready Partnership4Success and many other Committees and Partnerships.

4. Describe your organization's financial capabilities, financial accounting system, and internal financial controls. *HFF is a current CSB Funded Agency – No documents attached

Financial Capabilities:

HFF continuously strives to diversify funding and support programming that aligns with our mission. The Development team at HFF engages in numerous opportunities to network and generate restricted and unrestricted revenue. All restricted funds received are managed to guarantee the donor intentions for the contribution are followed and all unrestricted funds are used to provide quality services to our families that are not available through other organizations. The Finance Director at HFF works to ensure all income received is utilized as intended, and the Executive Director and Board of Trustees ensures that all agency activities are done in compliance of our mission and policies. HFF has knowledgeable staff that use their experience to deliver exemplary work on behalf of the organization, as well as a diversified board of 25 professionals that utilize their expertise to support the staff and the organization.

Financial Accounting system:

HFF uses the 2018 edition of QuickBooks for the financial accounting system and it is accessible on two devices in the agency. HFF's Finance Director, Executive Director and Finance/Admin Assistant are the only staff with access to HFF's Quickbooks files and log-in information. The QuickBooks file is located on the Finance Director and Finance/Administrative Assistant's Agency computer. The Finance Director is the primary user of the system and the Finance/Admin is a secondary user of the system. The Executive Director has access to review as needed.

Internal Financial Controls:

The internal control structure of HFF is designed to provide reasonable assurance that the following objectives are achieved:

- Operations are effective and efficient
- Financial reports are reliable
- Risk of asset loss is reduced

All Finance staff hired have the appropriate credentials, experience, and education necessary to perform the duties required of their positions.

- Transactions and other significant events are authorized and documented properly.
- Key duties are reasonably separated among individuals.
- An annual audit is to be completed by an independent audit firm and presented to the Audit Committee of the Board of Trustees. The Finance Director is expected to have all internal controls in place necessary to receive an unqualified opinion.

Wherever possible, HFF's financial duties are distributed among multiple people to help ensure protection from fraud and error. The distribution of duties aims for maximum protection of HFF's assets while also considering efficiency of operations.

- All checks must be signed by two authorized signatories, who have been approved by the Board of Trustees. These signatories cannot include any person responsible for basic accounting procedures.
- Two authorized signatories are required in order to open or close a bank account. Bank accounts cannot be opened or closed by the Finance Director or any other person responsible for basic accounting procedures.
- The Associate Development Director (or another person outside of the Finance function) is responsible for opening and logging all checks received.
- The Finance Director and/or the Executive Director perform all routine banking for the organization. These parties may authorize another staff member to make limited transactions, such as deposits.
- The Board of Trustees treasurer receives the monthly bank statements for HFF's operating account from the bank and reviews the statements and bank reconciliations prepared by the finance director.
- The finance director prepares monthly financial statements that are submitted and approved by the Finance Committee and Board of Trustees.

5. Do you have any unresolved monitoring or audit findings for any HUD or other federal grants?

No, we do not have unresolved monitoring or audit findings.

6. Provide a description that addresses the entire scope of the proposed project: Provide a detailed description of the scope of the project including the target population(s) to be served, project plan for addressing the identified housing and supportive service needs, anticipated project outcome(s), coordination with other organizations, and the reason funding is required. Describe how the project will meet the characteristics included in the RFP under Program Specifications, including the proposed staff composition and their respective roles. The information applicants provide in this narrative must not conflict with information provided in other parts of the application.

Program Partners - The YHDP Joint Transitional Housing/Rapid Re-Housing Program will be delivered by a Transitional Age Youth Housing Collaborative, with Homeless Families Foundation serving as the Lead Grantee and the YMCA, Kaleidoscope Youth Center and Star House as sub-grantees. HFF and Partners will support youth directly and through partnerships with other system and community providers in

making positive and lasting gains related to four core outcomes: stable housing; permanent connections; education/employment; and social-emotional-physical well-being.

Target Population - HFF and Partners are seeking Youth Homelessness Demonstration Project funding to provide transitional housing and rapid re-housing programming to Youth, age 18 up to and including the age of 24, who are either unaccompanied or pregnant and/or parenting. Youth TH/RRH Program Participants must be literally homeless to be eligible for YHDP-funded assistance.

Service Projections and Partner Roles - HFF and Program Partners estimates serving the following number of participants in the Joint Transitional Housing/Rapid Re-Housing:

91 Youth per year/ 182 per 2 years

- 33 TAY with Children and/or Pregnant Women per year (*Homeless Families Foundation*)
- 15 TAY Pregnant Women with no other children per year (*Homeless Families Foundation*)
- 38 Single TAY per year (*YMCA*)
- 5 Single TAY per year (*KYC*)

Supportive Services and Housing Components - Supportive Services will be available to all youth participants, both at their transitional living and permanent housing locations. As described throughout this application, all TH/RRH Program Partners will provide intensive case management and support services to youth in crisis, connecting them with needed resources and services to maintain housing stability and make lasting gains in other important areas of their lives. Supportive Services (explained in detail in Question 18) will be provided by Partner Agencies at the following Housing Locations:

- Emergency Shelter/Living on the Land
- Crisis Transitional Housing Units
 - 13 Crisis/Transitional Housing units will be available for Single TAY at the Carol Stewart Village
 - 10 Crisis/Host-Homes for Single Youth requesting LGBTQ+ focused services
 - 4 Crisis/Transitional Housing Units targeted to Parenting and/or Pregnant Youth Scattered-Site
 - Transitional Housing Units will be available for Single TAY and Parenting /Pregnant TAY in various locations throughout Columbus.
- RRH/Permanent Housing Units
 - Permanent Housing Units will be available for Single TAY at the Carol Stewart Village.
 - Scattered-Site Rapid Re-Housing Units will be available for Single TAY and Parenting/Pregnant TAY in various locations throughout Columbus.

Youth exiting TH from one of the programs listed above will be assisted in finding the most appropriate next-step housing, whether that at a permanent unit at the Carol Stewart Village, a scattered-site / cluster apartment unit in the area of their choosing or a return to shared housing with family/friends.

HFF and the YMCA will make every attempt to place Youth in scattered-site units where they can “transition in place”, so Youth can remain in the same unit while the lease transfers from an Agency master-lease to the Youth’s own 12-month lease.

*The Coordinated Access Workgroup is still meeting to decided which services/Agency will encounter youth in shelter/on the land, and when the “hand off” will occur to TH/RRH.

Project Outcomes - HFF and Partner Agencies will comply track and monitor Youth progress in CSB’s Columbus Service Point – HMIS Database. The TH/RRH Program will work with CSB develop a Performance Outcome Plan, which may include the following potential performance measures: Number

of households served, average length of participation, successful outcomes, housing stability, connection to education and employment, and change in income.

7. Describe your experience working with youth up to the age of 24. If the project will have a specific youth sub-population focus, identify the sub-population & describe your experience working with this group.

HFF has extensive experience working with youth up to and including the age of 24, providing housing and education services to the following vulnerable sub-populations:

- Rapid Re-Housing programming to over 225 households experiencing homelessness annually, successfully connecting families with housing and needed community resources to achieve housing stability.
- Targeted homeless prevention services to over 100 pregnant and parenting women through its Homeless Prevention for Expectant Mothers and Healthy Beginnings at Home programs.
- Homeless prevention and housing stabilization services to over 200 families affiliated with HFF's education programming.
- HFF estimates that 25-30% of the families participating in its prevention and rapid re-housing programs are headed by a mother between the of 18-24.
- Early childhood education/kindergarten readiness for 125 youth ages 3 and 4
- After-School/Summer Enrichment & Youth Empowerment Programs for 100 + youth ages 5- 15
- High School/Tech Corp Programming for 25 youth in high school

YMCA -The YMCA has a long history of providing services to vulnerable single adults and families. For over 20 years, the Y has provided supportive services housing, rapid re housing and shelter programming. These programs have provided on-going care coordination through community linkage and referrals for mental health, physical health, education, nutrition, linkage to benefits, permanent stable housing and more. The Y is able to provide supportive housing with wrap around services to the most vulnerable in our community. Additionally, for 35 years, the YMCA has operated ECRN+, a program that provides services to families, children, teens, and young adults who have special health care needs and disabilities.

The Y's RRH program began in 2017 and one of the populations the program serves is TAY 18-24 singles experiencing homelessness. In 2018, 87 of 445 TAY in the single adult shelter system were linked to the YMCA's RRH program. Of those served, 42 were housed and 14 remain in the program. The program works with the youth to find housing in the community which they wish to reside through the development of individualized housing plans. CM's provide wrap around supportive services through community linkage and referrals and other supports. Through this grant, the YMCA will be able to provide the level of services needed by this population rather than to attempt to insert TAY participants into an adult system not designed to meet their specific and unique needs.

Star House

Star House has been working with youth experiencing homelessness since 2006. Founded as part of a research project studying effective interventions for the population, Star House has grown into a unique model of service. Emphasizing a low-barriers approach, Star House provided 1,199 youth with a safe respite from the streets in 2018. By leveraging partnerships, Star House utilizes a one-stop-shop model and can connect youth with opportunities for employment, education, housing, legal services, physical and mental healthcare, and more.

Kaleidoscope Youth Center

Kaleidoscope Youth Center has been supporting and provided services to young people, ages 12-20 for 25 years. Services have included Drop In Center programming, nutritional education/support, academic support, mentorship, relationship building, leadership development, community engagement, mental health & wellness, social service/system navigation, primary care support, advocacy, and training for youth serving professionals. In 2019, we have expanded our scope of service to include ages 21-24.

8. Describe your experience providing housing and/or housing assistance for people with unique needs and/or underserved populations.

HFF is an experienced housing provider and is a long-standing partner of the Community Shelter Board in Columbus/Franklin County's Crisis Response System. The Homeless Family Foundation began operating Family Rapid Re-Housing (RRH) programming in 2009 and fully transitioned its Tier 2 Emergency Shelter program to the RRH model by 2011. HFF currently serves over 300 Pregnant and/or Parenting Families in their Rapid Re-Housing, Targeted Prevention for Expectant Mothers and Pregnant Women programming.

Through comprehensive case management services, embedded within extensive homeless and youth programming, HFF assisted over 300 Columbus families, including over 800 children, in achieving housing and family stability in 2018. HFF staff have extensive experience working with economically disadvantaged families and children living in crisis, while providing trauma-informed services/intervention designed to move them toward stability and well-being. HFF maintains an extensive landlord list and has on-going partnerships with private landlords, CMHA, Community Housing Network and other housing providers and housing developers. HFF currently provides the following housing and housing assistance programs for special/underserved populations:

YMCA - The goal of the Y RRH program is to provide to those individuals, identified by shelters as being within the target populations to be served, an intervention which helps individuals quickly exit homelessness, returning them to housing within the community and not to again enter homelessness in the near term. This is achieved by working with individuals to identify and obtain housing, provide move in and rental assistance and short-term follow-up support and limited financial assistance.

Coordinating with shelter partners, the following populations are eligible for RRH services: 1) Pregnant Women; 2) Veterans who are not eligible for veteran services; 3) Disabling condition that is severe and persistent 4) Two or more severe service needs; 5) Transitional Age Youth 6) Other populations. Those who are eligible for services are prioritized to receive services based on their level of barriers to housing, including the length of time homeless, the number of disabling conditions, experience of domestic violence within past 6 months, number of felonies, and number of evictions and those with no income. In 2018, 87 TAY were linked to the YMCA's RRH program. Of those served, 42 were housed and 14 remain in the program.

Kaleidoscope Youth Center - Kaleidoscope Youth Center is newly entering into the work of providing housing and/or housing assistance. In early 2019, KYC hired a The current Executive Director is an independently licensed social worker with just under 20 years of experience working with marginalized and underserved populations in community mental health; which has included working with those in need of housing/housing assistance.

Star House - Star House has extensive experience providing supportive services through their existing Drop-In Center and through their VOCA grant. Star House is providing only supportive services at the Carol Stewart Village in this application, and while they will be working alongside the YMCA and HFF in a supportive services capacity, they will not be providing housing/re-housing assistance in this Program.

9. Describe your experience helping youth or other populations obtain outcomes related to:

- < Education & employment
- < Social, Emotional, and Physical Well-being
- < Permanent Connections

HFF embeds family stability services into all housing and youth programs; focusing on the needs of the both parents and children. Providing home-based and mobile, individualized support services, focuses on helping youth and families achieve not only housing security, but also other goals important to their

overall stability. Families and HFF Stabilization Program Case Managers work together to create an Individualized Stability Plan (ISP) that identifies supports needed to meet education and employment goals, improve their emotional, social and physical well-being, and to create permanent connections within the community. HFF works with multiple partners to help young people and families achieve their goals, including behavior and physical health providers, and multiple employment and education agencies. Case Managers serve as coaches and advocates, connecting youth to resources, services and other community agencies to help them address barriers and gain needed resources for independence.

HFF utilizes the Casey Life Skills assessment to evaluate the behaviors and competencies youth need to achieve their short and long term goals, ultimately setting youth on their way toward developing healthy, productive lives. Casey Life Skills is designed to be used in a collaborative conversation between a young person and their case worker; a strengths-based conversation that actively engages youth in the process of developing own their goals. Case Managers review assessment answers with youth immediately, and use resources and tools from the Resources to Inspire Guide, to begin formulating a learning plan that can help youth gain the skills they need in the areas of Employment and Education; Social, Emotional and Physical Well-Being and Permanent Connections. Depending on a youth's preference, the life skills curriculum can be completed in a group setting or in the youth's home. Group settings will be valuable to assist youth in developing positive peer relationships and social connections when possible, however the curriculum can also be divided into modules so case managers can work with youth independently during mobile and home visits.

Casey Life Skills will help youth self-evaluate and learn skills in the following categories:

- Maintaining healthy relationships
- Work and study habits (Soft and hard skills)
- Employment and Benefits (Training, resume building, etc)
- Planning and goal-setting
- Using community resources to meet social, emotional and physical needs
- Daily living activities (grocery, meal planning, cooking, household mgmt., etc)
- Budgeting and paying bills
- Computer literacy
- Permanent connections to caring adults

YMCA - The YMCA has built partnerships in the community allowing CM staff to address the areas of education and employment, social, emotional and physical well-being, and other permanent connections. During the development of the individualized housing stability plan (IHSP), TAY are able to describe their goals in addition to housing which may be related to any of these three areas. Clients will develop action steps to achieve goals which will be followed up by CM's during meetings. CM's may also provide referrals and linkage in order to assist the client in achieving goals. Once the youth is housed, CM's will work with them to come up with a plan to maintain stable housing which may encompass one of the three outcomes. All of the Y's programs have worked to build programming to achieve outcomes related to education and employment, social, emotional and physical well-being, and other permanent connections

Star House - Star House clinicians and coaches provide active assistance in pursuing outcomes in every area mentioned. We partner with local schools, drop-out recovery and GED programs to provide opportunities for youth to finish their education. We have several employee partners, and launched the pilot for our own Trauma-Informed Workforce Development program in the Summer of 2018. We also provide transportation resources for youth to meet these productive appointments. We provide youth with therapy and case management services. We partner with other community mental health agencies to make sure they can receive services that follow them long after they exit homelessness. Star House collaborates with Children's Services to assist with reunification of minors who arrive at Star House. We also advocate for youth with family out of state who may be able to take them in, and also provide assistance transporting them. By providing services up to 6 months after youth attain housing, guests can continue to utilize our services and supplies to maintain their physical and social needs as they prepare to sustain their housing long-term.

Kaleidoscope Youth Center

KYC has been supporting and provided services to young people, ages 12-20 for 25 years. Services have included Drop In Center programming, nutritional education/support, academic support, mentorship, relationship building, leadership development, community engagement, mental health & wellness, social service/system navigation, primary care support, advocacy, and training for youth serving professionals. In 2019, we have expanded its scope of service to include ages 21-24. In early 2019, KYC hired an Executive Director who is an independently licensed social worker with just under 20 years of experience working with marginalized and underserved populations in community mental health; which has included working with those in need of housing/housing assistance.

Case Managers and staff from each Collaborative Partner will connect youth to Programs and Services in the community, including the following:

- Physical Health Services: Childrens Hospital, Southeast, Inc., PrimaryOne, Faith Mission, Lower Lights Christian Health Center, OhioHealth, Ohio State University, Mt. Carmel Hospital, and Equitas
- Prenatal/Postnatal Services: Columbus Health Department, Moms 2B, Celebrate One, Step One, Center for Healthy Families, and other community pregnancy services and programs
- Behavioral health service or substance abuse services: Buckeye Ranch, Directions for Youth and Families, Southeast, Inc., North Central, Integrated Services, Access Ohio, TBI Clinic, Equitas, Lower Lights Christian Health Center, CompDrug, and Maryhaven
- Employment and Education Services: Ohio Means Jobs, Eckerd, Columbus Works, COVA, Impact Community Action, Franklinton Rising, Fortuity Calling, Columbus State, GED and ESL classes, and other training/apprenticeship programs
- Financial, Material and Emergency Assistance Resources: HEAP, Impact Community Action, The Salvation Army, Dress for Success, The Breathing Association's PIPP program, Furniture Bank of Central Ohio, Gladden Community House, St. Stephens, Reeb Center, Central Community House, Partner Agency and Community Food Pantries

10. Describe your organizational mission and how this project relates to your mission.

The Homeless Families Foundation's mission is to educate and nurture children while empowering families to achieve stable housing and self-sufficiency. HFF strives to serve families holistically; providing multiple programs and services along the life-span continuum of youth and their families. The TAY TH/RRH Program will add to HFF's service continuum by providing both housing and services to the vulnerable population of homeless 18-24 year olds. We believe our unique experience providing adults and youth with both education services and housing services will assist us in helping young adults transition to housing stability and help set them on a path toward increased self-sufficiency.

The mission of the YMCA of Central Ohio is to serve the whole community through programs expressing Judeo- Christian principles that building a healthy spirit, mind and body. As part of our mission, there are three pillars that focus on Health Living, Social Responsibility and Youth Development. This program will allow the RRH program to focus on an underserved vulnerable TAY community in our shelter system.

The mission of Star House is to provide youth experiencing homelessness with a safe place to be and connect them to a chance to thrive. The Community First Model as described provides a holistic approach to accomplishing our mission and supporting long-term success of youth enrolled in the program.

The mission of Kaleidoscope Youth Center is to serve and support LGBTQIA+ youth and young adults. This project directly relates to our mission as the population served will include LGBTQIA+ youth and young adults.

11. How many days from the execution of the grant agreement will you be able to begin program operations? Will it be feasible for the project to be under grant agreement by July 1, 2019? Provide an overall project timetable that includes key milestones related to project start-up, including key hires, participant housing and services, partnerships, other key activities, and related dates.

Yes, we believe it is feasible for HFF and CSB be under grant agreement by July 1, 2019 for the TAY TH/RRH Program. HFF will commit to begin the hiring process for several key staff members prior to July 1, 2019, however we will be limited in hiring program case managers and paying leasing/rental assistance for families, until CSB is able to draw down HUD funds from the LOCCS system and HFF is able to submit invoices to CSB for program costs reimbursement.

HFF will begin the sub-granting process with program partners as soon as the primary grant agreement is executed with CSB, however we anticipate Program Sub-grantees will not be able to begin incurring costs related to staffing, leasing/rental assistance and program operation expenses until CSB is able to draw down HUD funds from the LOCCS system and invoices are able to be submitted for program costs reimbursement.

<i>May - June, 2019</i>	HFF and Partners work with CSB, the Youth Action Board and Youth Partners to refine the YHDP application, to develop the Youth Vulnerability Screen and to further develop our shared Youth System HFF hires TAY Housing Director
<i>June–Aug, 2019</i>	HFF hires Finance Clerk and Grants & Compliance Director
<i>July 1, 2019</i>	Grant Agreement executed between HFF and CSB
<i>July 15, 2019</i>	Sub-Grant Agreements executed between HFF and Partners
<i>July – Aug. 2019</i>	Collaborative begins meeting with CARR Team/Partners to identify youth /Create By-Name-List (Coordination until Grant funds available)
<i>Within 30 days of Grant Fund availability</i>	HFF and YMCA hire Housing Case Managers KYC Housing begins placing TAY in Host Homes HFF/YMCA begin accepting referrals/moving TAY to scattered-site/cluster housing units
<i>Oct.–Dec.,2019</i>	TH Units for Single TAY available at Carol Stewart Village available
<i>Oct.–Dec.,2019</i>	TH Units for TAY Pregnant Women/Families at HFF available

12. Describe how the project will implement a Housing First approach.

Both HFF and the YMCA are experienced housing providers, with unique understanding and demonstrated provision of housing first, rapid re-housing services in the current CSB Crisis Response System. HFF, YMCA and all Program Partners will deliver person-centered, housing first stabilization supports and services throughout the entire process of working with youth; quickly moving youth to a crisis/transitional housing units and rapid-housing units without income requirements, housing “readiness” requirements or mandatory requirements for sobriety, treatment, counseling, and/or supportive services.

HFF and the YMCA each maintain extensive relationships with private landlords and subsidized housing providers, and each will each employ a full-time Housing Specialist whose primary responsibilities

include recruiting landlords, addressing potential barriers to landlord participation, such as concern about short term nature of rental assistance and tenant qualifications, assistance with securing appropriate rental housing and completing housing inspections. To assist in maintaining fidelity to the Housing First model, HFF and Partners maintain relationships with landlords who are willing to work with program participants who have criminal histories, evictions and other significant barriers to obtaining and maintaining housing. Due to the shortage of affordable housing and increased competition for available units, all Housing Case Managers additionally assist in Housing Identification services when possible and as needed, sharing resources amongst team members and helping families secure and maintain rental housing.

All Housing Team Members work closely with Columbus' low-barrier emergency shelters to prioritize individuals and families with the most significant barriers transitional housing, rapid re-housing and permanent supportive housing. Through utilization of a uniform vulnerability screen, households with low or no income, eviction and criminal records, active or history of substance abuse, mental illness and active or history of victimization, regularly receive prioritization for housing services due to their significant barriers.

Additionally, all rapid re-housing case management services are considered low-barrier for on-going participation. Transitional Housing and Rapid Re-Housing Case Managers have a unique skill-set to engage participants in on-going services, and regularly utilize motivational interviewing, stages of change and strength based interventions to sustain on-going relationships with program participants. Although it is our hope that all participants full engage in program services designed to assist them in transitioning to independence and stability, youth and all participants are only required to engage in minimal case management services to document the need for continued program services. Participants are not terminated from programming for failure to engage in supportive services, make progress on stability and goal plans, attaining or maintaining income, however youth can be required to participate in intensive case management as a result of eviction or termination prevention activities. Youth may choose to disengage from services, however HFF, the YMCA and all Program Partners will work diligently to welcome youth back into services, and will continue to provide program follow-up with youth after a successful exit from the TH/RRH Program.

- 13. Will participants be required to live in a particular structure, unit, or locality, at some point during the period of participation?** If yes, explain how and why the project will implement this requirement. For the RRH portion, programs may only require program participants to live in a specific area and in a specific structure only where it is necessary to facilitate the coordination of supportive services.

HFF and the YMCA will make every attempt to house youth in the location of their choice, however Transitional Housing units are only identified currently at the following locations:

- 13 Crisis/Transitional Housing units at the Carol Stewart Village for Single TAY
- 4 Crisis/Transitional Housing units for Parenting TAY at HFF's Franklinton location;
- 10 Crisis/Host-Homes for Single Youth wishing LGBTQ+ focused services

Youth exiting Transitional Housing from one of the programs listed above will be assisted in finding the most appropriate next-step housing, whether that at a permanent unit at the Carol Stewart Village, a scattered-site or cluster apartment unit in the area of their choosing or a return to shared housing with family/friends. When congregate/cluster Crisis/Transitional Housing are not available, youth may be assisted in finding scattered-site units in the area of their choosing, depending on Partner and Program capacity. HFF and the YMCA will make every attempt to place Youth in scattered-site units where they can "transition in place", so Youth can remain in the same unit while the lease transfers from an Agency master-lease to the Youth's own 12 month lease.

- 14. Will more than 16 persons live in one structure?** If yes, describe the local market conditions that necessitate a project of this size. Describe how the project will be integrated into the neighborhood.

13 units of Transitional Housing for single TAY will be housed at the Carol Stewart Village, a transition age youth community on the westside of Columbus. Although the CS Village is still under development, we anticipate there will be approximately 80 efficiency housing units, with 13 designated as Transitional Housing. The CS village will follow the Community First housing and service model, with youth specific services (employment, medical, behavioral health, etc.) incorporated into the dorm-style, intentional living community.

- 15. Describe how you will ensure children or youth are enrolled in school and connected to the appropriate services within the community.**

HFF and its Program Partners will work with Project Connect to ensure children and youth are enrolled in school and/or connected with appropriate education services in their community.

Project Connect is a valuable community partner that currently works with our family homeless shelters, Rapid Re-Housing and Permanent Supportive Housing programs in Columbus; ensuring homeless families and their children are connected with McKinney-Vento education services. HFF and its Program Partners will continue to work with Project Connect and other education providers to assure that families in scattered-site housing units or cluster housing units are linked with school year, after-school and summer education program that best meets their needs.

TAY will additionally be linked with post-high school education, training and employment opportunities through partnerships with other on-site service providers at the Carol Stewart Village, and numerous providers throughout the community.

- 16. Describe how participants will be assisted to obtain and remain in permanent housing.** Describe how the project applicant plans to help program participants move into permanent housing and how the plan ensures program participants stabilize and remain in permanent housing. An acceptable response will acknowledge the needs of the target population and include plans to address those needs through current and proposed case management activities and the availability and accessibility of supportive services such as housing search, primary health services, mental health services, educational services, employment services, life skills, child care services, etc. If participants will be housed in units not owned or operated by the applicant, the narrative should also describe: (1) how the project will identify appropriate units; (2) the project's established arrangements with homeless services providers; and (3) how the project will engage landlords

HFF and the YMCA's Rapid Re-Housing component will move youth residing in transitional housing to permanent housing of their choosing; either returning to safe options with family/friends, shared housing with roommates, cluster-housing or their own permanent unit in a scattered-site location. Single Youth and Parenting Youth will be provided with person-centered, youth-centric, housing first stabilization supports and services through the following core components of rapid re-housing:

Housing Identification - HFF and YMCA each have extensive landlord lists and relationships, resources and partnerships with private and subsidized housing providers in scattered-site locations throughout Columbus through their existing housing program. Through on-going conversation, advocacy and successful past partnerships, each agency is skilled at finding landlords to work with housing participants with multiple housing screening and ongoing tenancy barriers. HFF and the YMCA regularly engage landlords to participate in the program through financial incentives such as double deposits and master-leasing relationships, through regular case management visits to the unit, ongoing mediation and conversation when issues arise, and both regularly negotiate mutual rescission arrangements that

are beneficial to both participant and landlord. Transportation assistance will be provided by HFF/YMCA to assist youth participants while searching/applying for housing.

HFF and the YMCA each will have one FTE dedicated as a Housing Specialist/Landlord Liaison, whose primary responsibilities include recruiting landlords, addressing potential barriers to landlord participation such as concern about short term nature of rental assistance and tenant qualifications, assistance with securing appropriate rental housing and completing housing inspections. Due to the shortage of affordable housing and increased competition for available units, all Housing Case Managers will assist in Housing Identification services when possible and as needed, sharing resources amongst team members and helping families secure and maintain rental housing.

Rent and Move-In Assistance - Financial assistance will be made available to youth to support rapid exit from shelter/homelessness and securing transitional housing, rapid re-housing and/or permanent housing. Initial financial assistance required for youth to enter housing (deposit/initial rent) will be processed through CSB, with subsequent financial assistance requests processed by HFF/reimbursement requests submitted to CSB on a bi-weekly basis. Financial need is determined upon each youth's unique situation and funds are distributed using a Progressive Assistance model. On average, youth will be assisted with double security deposit, and 3-6 months of rental assistance. In order to assist in meeting basic needs and maintaining stable housing, the Homeless Families Foundation and YMCA provide each youth with move in supplies including food, cleaning supplies, personal care items, sheets, blankets, towels, dishes, pots and pans, diapers and age appropriate toys for each child. Additionally, case managers arrange for appointments at the Furniture Bank of Central Ohio and linkage to other community agencies that provide ongoing utility and rent assistance.

RRH Case Management and Services - HFF and the YMCA Rapid Re-Housing Program Component will be provided by Housing Case Managers, whose focus will be on stabilizing youth through obtaining permanent housing, as well as facilitating connections to community-based services and supports to promote stability and maintenance of permanent housing. Case Managers work closely with youth and conduct regular home visits to ensure necessary supports are identified and are in place to promote sustainability of permanent housing, including providing ongoing assessment, linkage to resources, and landlord advocacy/intervention as needed.

HFF and YMCA understand that youth experiencing homelessness and ongoing housing crisis often have experienced significant trauma and lack of youth appropriate connections and relationships. Service partnerships and on-going Life Skills training therefore are critical to help vulnerable youth transition from crisis to stable housing, and Housing Case Managers will regularly work with community agencies to assure youth have quick and reliable physical health and pregnancy services, behavioral health and substance abuse services, peer-peer mentor relationships, employment and education services, and quality childcare options

17. Describe specifically how participants will be assisted both to increase their employment and/or income and to maximize their ability to live independently.

HFF and YMCA are skilled in assisting its program participants increase their income and/or income, through established internal processes and connections with community employment and education program partners. HFF and YMCA recognize that income is one of the key factors to youth being able to thrive and live independently. TAY RRH Case Managers will provide support and youth appropriate referrals to help meet youth meet their goals for income, education and employment. This will include linkages to the following employment, education and Agency/community partners and resources:

- Employment Agencies such as; Columbus Works, Eckard Employment Services, Fortuity Calling, Franklinton Rising, Impact Community Action, Goodwill, Ohio Means Jobs, Star Works, and other youth specific employment and training opportunities

- Ohio Benefit Bank- HFF and the YMCA have staff trained as OBB Counselors which will assist youth in completing benefit applications for the following programs; SNAP Supplemental Nutrition Assistance Program, Medicaid, OWF Ohio Works First Cash Assistance, Childcare Assistance, WIC Women's Infant Care and Annual Tax Return Assistance. Case Managers may accompany youth needing additional assistance to FCDJFS' office to establish benefits or receive assistance with current benefit issues.
- Youth with permanent disability, who wish to pursue disability benefits, and are not already in process for a SSI/SSDI claim, will be linked with SOAR point persons at Faith Mission and/Southeast to begin the process of applying for benefits. Case Managers have regular communication with SOAR providers regarding eligible and referred clients, and will assess the need to potentially employ a SOAR Specialist specifically for the TH/RRH YHDP Program.
- Youth wishing to pursue education goals are regularly linked with Columbus State, GED and ESL classes, and other training/apprenticeship programs. Clients wishing to attain a GED are to Godman Guild or Ohio Means Jobs. Youth under the age of 22 that are interested in obtaining a High School Diploma are regularly referred to Focus Learning Academies, and youth age 22 and up are referred to the 22+ Diploma program through Columbus State Community College. Case Managers will assist youth with applications, linkage and referrals to colleges, GED, FAFSA and other resources meet their identified education goals.
- HFF maintains an updated employment board in our family meeting room where clients can obtain current information on job openings and fairs through the city. HFF has identified a specific point of contact at Columbus IMPACT for youth recently incarcerated. HFF participates in monthly meetings with CEAN, Community Employment Assistance Network, which provides many job leads by community employers willing to work with our vulnerable participant populations. Housing Case Managers regularly assist youth job searching and completing applications and/or provide transportation to an employment interviews when possible.
- HFF maintains a relationship with Dress for Success, and will connect youth with DfS to obtain interview outfits, shoes and accessories to help with job interview and ongoing employment presentation when resources are available. HFF and YMCA may also utilize unrestricted Agency funds to help clients purchase appropriate interview and work clothing if other community resources are not available.

18. Describe the supportive services that will be available to participants, who will provide them, where and how often they will be provided.

Supportive Services will be available to all youth participants, both at their transitional living and permanent housing locations. As described throughout this application, all TH/RRH Program Partners will provide intensive case management and support services to youth in crisis, connecting them with needed resources and services to live independently. Although supportive Services will be provided by Partner Agencies at the following locations, all services are flexible to allow for maximum movement of youth to and from the most appropriate housing location:

Emergency Shelter/Living on the Land

HFF, YMCA and Kaleidoscope Youth Center will begin engaging with youth when they are identified as potential participants for Transitional Housing, meeting with youth at emergency shelter, on the land, with friends/family or a location of the youth's choosing. Services will be provided regularly and on an intensive basis, as Case Managers will be working to quickly move youth into available Transitional Units or Host Homes.

Crisis Transitional Housing Units

- 13 Crisis/Transitional Housing units will be available for Single TAY at the Carol Stewart Village. YMCA Case Managers will assist youth in moving to open units at CSV and will provide home-base case management services focused on creating short and long-term goals, and acquiring resources, skills and supports needed to transition to permanent housing. Star House will be on the on-site Supportive Services Provider at CSV, and will coordinate youth-centric services such as, On-site Behavioral and Physical Health Services, Employment and Training Services, Peer Support Groups, Independent Living skills groups, and many other developmentally appropriate services delivered in a supportive, college dorm-type environment. Case Management visits will occur at minimum 2-3 times per week during Transitional Housing, with on-site supportive services available on a daily basis.
- 10 Crisis/Host-Homes for Single Youth requesting LGBTQ+ focused services will be provided by Kaleidoscope Youth Services. KYC Staff will assist youth in moving to available Host Homes and will provide home-base case management services focused on creating short and long-term goals, and acquiring resources, skills and supports needed to transition to permanent housing. KYC and the Host Home Provider will deliver intensive on-site support services, with priority linkage to Behavioral and Physical Health Services, Employment and Training Services, Peer Support Groups, Independent Living skills groups/classes, and many other developmentally appropriate services delivered in a supportive, mentor type relationship. Case Management visits will occur at minimum 2-3 times per week during Transitional Housing, with on-site supportive services available on a daily basis.
- 4 Crisis/Transitional Housing Units targeted to Parenting and/or Pregnant Youth will be provided by The Homeless Families Foundation at their Franklinton location. HFF Housing Case Managers and support staff will assist youth in moving to available TH Units and will provide home-base case management services for both parent and child, focused on creating short and long-term goals, and acquiring resources, skills and supports needed to transition to permanent housing. HFF will deliver intensive on-site support services, with priority linkage to Behavioral and Physical Health Services, Pregnancy Services, Employment and Training Services, Peer Support Groups, Independent Living skills groups/classes, Childcare and School/Education Services, and many other developmentally appropriate services. Case Management visits will occur at minimum 2-3 times per week during Transitional Housing, with supportive services and training available on a daily basis at HFF and/or at Carol Stewart Village.
- Scattered-Site Transitional Housing Units will be available for Single TAY and Parenting /Pregnant TAY in various locations throughout Columbus. HFF and YMCA Case Managers will assist youth in identifying and moving to available units, and providing home-based supportive services focused on creating short and long-term goals, and acquiring resources, skills and supports needed to transition to permanent housing. Case Management visits will occur at minimum 2-3 times per week during Transitional Housing, with every effort to connect scattered-site youth with supportive services and training available on a daily basis at HFF, KYC and/or at Carol Stewart Village. HFF and the YMCA will make every effort to create shared living and/or cluster unit options for youth so they can participate in group activities and have peer support for other young persons.

Permanent Housing Units

- Permanent Housing Units will be available for Single TAY at the Carol Stewart Village. YMCA Case Managers will assist youth in moving to open units at CSV and will provide home-base case

management services focused on creating short and long-term goals, and acquiring resources, skills and supports needed to achieve housing stability. Star House will be on the on-site Supportive Services Provider at CSV, and will coordinate youth-centric services such as, On-site Behavioral and Physical Health Services, Employment and Training Services, Peer Support Groups, Independent Living skills groups/classes, and many other developmentally appropriate services delivered in a supportive, college dorm-type environment for youth. Case Management visits will occur at minimum 1-2 times per week during the Rapid Re-Housing component of the Program, with on-site supportive services available on a daily basis. Using a progressive engagement model of assistance, case management visit frequency will decrease as youth become more stable, however youth will continue to have daily supportive services served through Star House while living at CSV.

- Scattered-Site Rapid Re-Housing Units will be available for Single TAY and Parenting /Pregnant TAY in various locations throughout Columbus. HFF, KYC and YMCA Case Managers will assist youth in identifying and moving to available units, and providing home-based supportive services focused on creating short and long-term goals, and acquiring resources, skills and supports needed to achieve stability and maintain permanent housing. Case Management visits will occur at minimum 1-2 times per week, with every effort made to connect scattered-site youth with supportive services and training available on a daily basis at HFF, KYC and/or at Carol Stewart Village. Using a progressive engagement model of assistance, case management visit frequency will decrease as youth become more stable. HFF, KYC and the YMCA will make every effort to create shared living and/or cluster unit options for youth so they can participate in group activities and have peer support from other young persons.

19. List key partnerships with community providers and the services they will provide for program participants.

<u>Agency/Organization</u>	<u>Program</u>	<u>Services</u>
The Salvation Army	Anti-Human Trafficking	Case Management, Advocacy, Counseling, to youth survivors
Choices	Outpatient DV Services	Peer Groups, counseling for survivors of DV/IPV
Equitas	HIV/Aids Community Services	HIV/Aids testing, counseling, support, etc.
Huckleberry House	Transitional Living Program & PSH/ CARR Team	TAY specific housing units; CARR Team outreach and youth engagement/keepers of the By-Name-List
Youth Action Board	Youth Action Board	On-going training/technical assistance to TH/RRH Providers,
YMCA Van Buren	Emergency Shelter	Identification & Linkage to TH/RRH Program;
Integrated Behavioral Health Svcs.	Outpatient Services	Behavioral Health, Counseling, Medication Services
Faith Mission/Southeast	Federally Qualified Health Ctrs.	Physical Health Services
Cols Public Health, C1 & Moms2B	Pregnancy Support	Pre/Post-Natal Care, Pregnancy Support (peer and individual)

***Many additional formal partnerships will be utilized & pursued for the TH/RRH Program**

20. Describe how you will motivate & engage participants throughout the duration of programming.

An acceptable response will acknowledge the needs of the target population and include plans to address those needs through current and proposed peer supports, community connections, and participant-led activities.

HFF and YMCA understand that youth experiencing homelessness and ongoing housing crisis often have experienced significant trauma and lack of youth appropriate connections and relationships. Service partnerships and on-going Life Skills training therefore are critical to help vulnerable youth transition from

crisis to stable housing, and Housing Case Managers will regularly work with the following agencies to assure youth have reliable physical health and pregnancy services, behavioral health and substance abuse services, peer-peer mentor relationships, employment and education services, and quality childcare options. Program Partner staff will seek to motivate and engage youth throughout the duration of TH/RRH Program, by working alongside them to create youth-centric stabilization and goal plans, to “lift up” their unique skill set and experience to serve as a guide, peer support and community connector with fellow participants, and as “resident advisors” in both the Host Homes and the Carol Stewart Village. Additionally, Partner Agencies will seek youth to serve on Agency respective Youth Review Committees and the overarching TH/RRH Youth Action Team.

21. Describe how you will locate diverse housing options for youth who may lack a rental history, have a criminal record, have past evictions, etc.

HFF and YMCA each have extensive landlord lists and relationships, resources and partnerships with private and subsidized housing providers in scattered-site locations throughout Columbus through their existing housing program. Through on-going conversation, advocacy and successful past partnerships, each agency is skilled at finding landlords to work with housing participants with multiple housing screening and ongoing tenancy barriers, such as lack of rental history, criminal records, past evictions, etc. HFF and the YMCA regularly engage landlords to participate in the program through financial incentives such as double deposits and master-leasing relationships, through regular case management visits to the unit, ongoing mediation and conversation when issues arise, and both regularly negotiate mutual rescission arrangements that are beneficial to both participant and landlord.

HFF and the YMCA will work diligently to locate diverse housing options to best meet the individual needs of each youth; including shared housing/roommate housing, cluster housing, scattered-site individual units, Host Homes, Carol Stewart Village, Marshbrook Place, PSH units, and other subsidized housing units, and a potential return to shared living with family or friends.

22. Describe the supports and options that will be provided to youth who are unsuccessful that will ensure they do not continue to return to homelessness.

HFF and its Sub-Grantee/Partner Agencies will work diligently to provide resources and connections to youth who are unsuccessful in the TH/RRH Program so they do not return to homelessness. We will use motivational interviewing skills and strength bases techniques to keep relationships with youth, so that youth will come back for services and support.

Although youth may not be successful in housing, Partner Case Managers will work to be a bridge of support for youth in all aspects of their life, which can include employment/education, permanent connections to peers and supportive adults, physical and behavioral health services, and many other needed resources. Our hope is to design a youth-centric system that celebrates successes, small and large, and welcomes youth back to the most appropriate service to meet their needs. For some youth, it may mean moving back to shared living while working on education, while others may need a higher level of care such as permanent supportive housing to achieve success. Whatever a youth's specific situation and however many times they leave and re-engage with the TH/RRH Program and/or CARR Team, we hope that they gain a new skill or resource to aid in their transition to independence.

23. Describe how you will provide transportation assistance to participants to attend mainstream benefit appointments, employment training, or jobs.

HFF and its Partner Agencies will use Agency leased and owned vehicles, provide COTA bus passes and connect youth with other available transportation services to assist youth in attending benefit, employment and jobs training appointments. In addition, COSI has graciously donated a bus to the

Carol Stewart Village to be used for youth needing to attend important health and employment appointments.

24. Describe how you will provide at least annual follow-ups with participants to ensure mainstream benefits are received and renewed?

HFF and Partners will provide at minimum, annual follow-ups with youth participants to ensure mainstream benefits are received and renewed. In addition to establishing positive connections that lead to long-standing Agency support, Partners will offer incentives to youth for staying in regular contact with TH/RRH Providers, which may include gift cards, food boxes, financial assistance, etc. Agency leveraged funds will be used in instances when HUD funds are unavailable or costs are unallowable.

25. Describe how participants will have access to SSI/SSDI technical assistance. Do you have staff that has completed SOAR training in the past 24 months?

Youth with permanent disability, who wish to pursue disability benefits, and are not already in process for a SSI/SSDI claim, will be linked with SOAR point persons at Faith Mission and/Southeast to begin the process of applying for benefits. Case Managers have regular communication with SOAR providers regarding eligible and referred clients. HFF and Partners will assess the need to potentially employ a SOAR Specialist specifically for the TH/RRH YHDP Program.

HOUSING – Describe the proposed housing for the project where participants will live once housed with project assistance via tenant-based rental assistance (TBRA). Enter the estimated point-in-time number of units/beds the project will support with TBRA once fully operational, keeping in mind some proportion of active participants will be homeless on any given day. *The categories below are not mutually exclusive.*

Housing type	Number of TH units	Number of TH beds	Number of RRH units	Number of RRH beds
Barracks	0	0	0	0
Dormitory	0	0	0	0
Shared housing	10 KYC	10 KYC	10	10
Single room occupancy	0	0	0	0
Clustered apartments	20	21	20	21
Scattered-sites apartments, including efficiencies	15	48	16	49
Single family homes / townhouses / duplexes	0	0	0	0
TOTAL	45	79	46	80

PROJECT PARTICIPANTS

Describe the number of persons you are proposing to serve.

Household Type	Point-in-Time	Annual Total
Households with youth ages 18-24 and at least one child under 18	116	116
Households with youth ages 18-24 without children under 18	43	43
Households with only unaccompanied children under 18	0	0

Estimate the characteristics of the persons you are proposing to serve.

Household Type	Point-in-Time	Annual Total
Chronically homeless non-Veterans	159	159
Chronically homeless Veterans	0	0
Non-chronically homeless Veterans	0	0
<i>The 3 categories above are mutually exclusive. The categories below are not mutually exclusive.</i>		
Chronic Substance Abuse	41	41
Persons with HIV/AIDS	2	2
Severely mentally ill	31	31
Survivors of domestic violence (including survivors of human trafficking, sexual assault, stalking, and dating violence)	15	15
Developmental disability	6	6
Physical disability	5	5
Persons not represented above	0	0

Estimate where program participants will come from. The percentage column should add up to 100%.

Location	Percentage
Directly from the street or other locations not meant for human habitation	30
Directly from emergency shelters (including domestic violence shelters)	55
Persons at imminent risk of losing their night time residence within 14 days, have no subsequent housing identified, and lack the resources to obtain other housing	5
Persons fleeing domestic violence	5
Directly from transitional housing	5
Persons receiving services through a Department of Veterans Affairs(VA)-funded homeless assistance program.	0

26. Complete the following chart, including both operations and supportive services staff, for the proposed project. Supportive services staff is defined as all staff members who work directly with participants to meet goals (e.g., case managers, case aides, engagement specialists, youth advocates). Operations staff is defined as all staff members who do not work directly with participants to meet goals (e.g., administrators, maintenance, finance, front desk staff).

First Shift		Second Shift		Third Shift	
Supportive Services Staff on-site					
# of staff	# of FTE	# of staff	# of FTE	# of staff	# of FTE
8	7.75	0	0	0	0
Operations Staff on-site					
# of staff	# of FTE	# of staff	# of FTE	# of staff	# of FTE
6	6	2	2	0	0

*Transitional Housing at The Carol Stewart Village and Host Homes will have 2nd and 3rd shift staffing coverage that is not reflected in this application/not being used as match funds.

27. Describe the specific training that will be provided to program staff prior to engagement with youth, including specific topics and how staff will be trained.

HFF will work with Sub-Grantees and Program Partners prior to engaging with youth, to establish training topics and a training calendar. We anticipate the following schedule with the potential of additional topics and dates being added as we further develop the TH/RRH Program:

- 1-2 Days for Partner Training on the following topics (Initial and On-boarding for new staff): Positive Youth Development, Strength Based/Motivational Interviewing, Stages of Change, Trauma Informed Care, Healing Centered Engagement, Culturally Relevant Services and Care,

Understanding Intersectional Identities, Best-practice TH/RRH Core Components and Case Management Practice, Progressive Engagement and Housing First

- Quarterly and/as needed Training on specific topics such as, Life skills, Financial Literacy, Budgeting, Ohio Benefit Bank, Linkage to Specific Community Resources, etc.

28. Describe the ongoing staffing and onboarding plan that will assure continuity of care and full staffing throughout the duration of the project, including staff recruitment, onboarding, coverage, and other staffing practices.

HFF and Partner Agencies will work together to develop a onboarding/retention plan in an effort to maintain full staffing throughout the duration of the TH/RRH Project. Although a current plan will not be developed until Award Notification, Partners have discussed the following strategies as necessary for continuity of care and staffing coverage:

- All Agencies will Hire TH/RRH Case Managers at the same starting salary of \$41,000
- Agencies will explore new recruiting and retention strategies as a group, such as signing and retention bonuses, performance incentives, training certification and CEU's, cross-training Agency Housing Staff for short-term coverage of staff absences, maternity leave and staff vacancies
- On-going Training and Technical Assistance to Program Partner Staff to assure staff have "tools" to effectively perform their job duties

29. Explain your plan for how direct client service productivity will be documented by each member of the team, and how management will assure productivity standards are continually monitored and achieved.

HFF will work with the YMCA to develop a process for documenting productivity for each member of the TH/RRH Case Management and Administrative Team. Timesheets and activity logs will be the primary source of documentation, but additional documents will be included if required by HUD or CSB. Productivity standards will be monitored on a monthly basis, with Sub-Grantee invoice submission, and reviewed quarterly at the TH/RRH Partner Meeting.

30. Describe your Quality Assurance (QA) process, including what is measured, feedback mechanisms, and how that information is reported.

HFF will work with each Sub-grantee to develop QA processes which demonstrate full understanding of HUD requirements, Program Outcomes and Metrics, HMIS responsibilities and other important Project mechanisms. HFF will implement the following to assure grant compliance and quality assurance:

- Initial Training and Technical Assistance to review grant requirements and establish case management, HMIS, fiscal/invoice/payment and monitoring processes
- Weekly/bi-weekly youth case review meetings (With Partners and/or CARR Team)
- Monthly TH/RRH Partner Meetings to review Program progress, discuss issues/concerns, brainstorm needed resources/advocacy efforts with landlord and community partners
- Monthly fiscal/invoice testing as part of CSB's regular monitoring process
- Quarterly file and HMIS review
- Quarterly meeting with Youth Action Board-TH/RRH Youth Review Team
- Quarterly meeting with Sub-Grantees to review Program Metrics and Budget
- On-going meetings with CSB and HUD Technical Assistance Providers (as needed)

- 31. Describe how youth are and will be involved in QA and continuous improvement efforts.** Describe how participants will be engaged to provide regular feedback on their satisfaction with project quality, responsiveness and effectiveness. Include how current and former participants will provide input in ongoing project improvement.

HFF and Partner Agencies will work with CSB, the Youth Core/Data Team and the Youth Action Board to develop a Quality of Life Satisfaction Survey, which will assist in youth providing consistent feedback on project quality, responsiveness and effectiveness.

HFF and its Partner Agencies will seek an on-going partnership with the Youth Action Board to develop its own Youth Review Board specific to the TH/RRH Program. Ideally, the TH/RRH Youth Board will be comprised of current and former participants, who would provide regular guidance and feedback on all aspects of the TH/RRH Program. Additionally, each Partner Agency will convene its own internal Youth Board, to review Agency policies/procedures, services, outcomes and quality improvement processes.

- 32. Does this project propose to allocate funds according to an indirect cost rate?** Do you intend to use the 10% *de minimis* rate?

Yes, all agencies will use 10% rate.

Enter the quantity, detail, & total budget request for each cost being requested for a two year grant period.

LEASING – Transitional Housing only

Unit Size	Number of Units	FMR	Cost (units x FMR)
Single-room occupancy		\$435	\$
0-bedroom (efficiency)	16	\$580	111,360
1-bedroom	26	\$687	214,344
2-bedroom	28	\$886	297,696
3-bedroom	20	\$1,135	272,400
4-bedroom		\$1,328	
TOTAL			895,800

RENTAL ASSISTANCE (tenant-based) – Rapid Re-Housing only

Unit Size	Number of Units	FMR	Cost (units x FMR)
Single-room occupancy		\$435	\$
0-bedroom (efficiency)	16	\$580	111,360
1-bedroom	28	\$687	230,832
2-bedroom	28	\$886	297,696
3-bedroom	20	\$1,135	272,400
4-bedroom		\$1,328	
TOTAL			912,288

SUPPORTIVE SERVICES – both Transitional Housing and Rapid Re-Housing

Eligible Costs	Request	Detail
Assessment of service needs		
Assistance with moving costs		
Case management	\$ 765,958	6 FTE Case Management & .75 FTE Supervisor, Fringe Benefits & Related Cost for Case Management

		Services (Supplies, Cell Phones)
Child care		
Education services		
Employment assistance		
Food		
Housing/counseling services	\$104,448	1 FTE Housing Specialist, Fringe Benefits & Supplies
Legal services		
Life skills		
Mental health services		
Outpatient health services		
Outreach services		
Substance abuse treatment services		
Transportation	\$71,400	Employee Mileage reimbursed at \$0.50/mile, Company Vehicle & Operating Cost (Gas, Maintenance, Insurance)
Utility deposits	\$37,800	One time utility deposits for program participants
Operating costs	\$23,470	Operating cost for the facility that will be used to provide supportive services for program participants and will house all supportive service staff. This includes allocated portions of maintenance, utilities, equipment & internet cost.
TOTAL	\$1,003,076	

OPERATING – Transitional Housing only

Eligible Costs	Request	Detail
Maintenance and repair	\$165,370	Maintenance & repair cost for 4 TH family units
Property taxes and insurance		
Replacement reserve		
Building security		
Electricity, gas, and water	\$70,000	Utility cost for 4 TH family units
Furniture	\$59,000	Furniture for 4 TH family units
Equipment		
TOTAL	294,370	

FUNDING SUMMARY

Leasing	\$895,800
Rental Assistance	\$912,288
Supportive Services	\$1,003,076
Operating	\$294,370
Administrative costs (up to 7%)	\$150,000
Funding request	\$3,255,534
Match (at least 25%)	\$589,934
TOTAL	\$3,845,468

33. Will this project generate program income as described in 24 CFR 578.97 that will be used as match?.

Youth may be asked to contribute to their housing costs if and when they are able. Dependent on the lease type program income may be generated.

How will you meet the 25% match requirement? Describe each source of match funds, how much each source will provide, whether the match is cash or in-kind, and the specific use of cash or in-kind funds for eligible program activities. Applicants are encouraged to include match above HUD's minimum 25% requirement.

Both HFF and YMCA will utilize additional staffing and agency financial resources as a portion of their match, as well as in-kind/cash commitments from the following Partners:

- The Salvation Army – Anti-Human Trafficking Case Management/Supportive Services
- Equitas – HIV/AIDS testing and Case Management/Supportive Services
- Integrated Services for Behavioral Health – Behavioral Health and Addiction Case Management/Supportive Services/Medication Services
- Moms 2B and Celebrate One – Pre/Post-Natal Pregnancy Support
- Columbus Works and Eckard – Employment and Training Services
- Carol Stewart Village –Capital Support for the first two years of TH/RRH operation

*Upon Grant Award Notification, Partner Agencies providing In-kind/Cash match will be asked to provide detailed letters of match support, documenting amount, service activities, etc.



PROJECT UPDATES

Briggsdale Apartments II

Community Housing Network (CHN) opened Briggsdale Apartments II in November 2018. Project was completed on time and within budget. Lease up was completed in less than 30 days. Grand opening celebration is May 16 at 10 am and all are welcome to attend.

Marsh Brook Place

Architectural plans for the 40-unit development that will serve young adults who are homeless were submitted for permitting in February 2019; however, the review process is on-going. All financial commitments have been secured but due diligence reviews are ongoing. CHN hopes to close all financing in the 3rd quarter of 2019 and begin construction by mid-June on Marsh Brook Place. CHN therefore anticipates leasing the project units to eligible residents in the 3rd and 4th quarter of 2020.

Please note that there has been a population change to the project since the last project update. Marsh Brook Place will now be 100% dedicated to young adults between 18-24 years old who meet HUD's definition for literal homelessness, with a preference for individuals meeting the chronic homeless definition. The original Marsh Brook Place project proposal was that half of the units (20 units) would be available for young adults who were at-risk of homelessness and meeting federal definitions of homelessness, without the requirement for literal homelessness. The availability of YHDP resources and New Bonus project funds allows for full funding from the Continuum of Care and therefore allows all 40 units to be targeted to literal homelessness. CHN appreciates the opportunity to dedicate 40 units of supportive housing to chronically homeless TAY households. In addition, we hope to continue a discussion about adding more units to the system for additional vulnerable TAY households in Franklin County who are at-risk of homelessness or have a need for permanent supportive housing.

Parsons Place

Parsons Place is a 62-unit permanent supportive housing development at 354 E. Barthman Avenue in the South Side area of Columbus. Parsons Place will replace the Parsons Avenue Apartments (25 units) and add 37 units to the community's PSH portfolio for projects housing individuals with homeless histories that have significant disabilities.

Architectural plans were submitted to the City of Columbus in February for permit review. CHN anticipates this process will conclude in May. All financial commitments for the project have been secured but financial due diligence is ongoing, including a HUD subsidy layering review for rental subsidy. CHN hopes to close all financing in the 3rd quarter of 2019 and begin construction by mid-July. CHN therefore anticipates leasing the project units to eligible residents in the 3rd and 4th quarter of 2020.



Creekside Place

CHN submitted a tax credit application to the Ohio Housing Finance Agency in February 2019. OHFA is expected to make awards known in May 2019. CHN believes that the project has a high probability to receive a tax credit award. If this occurs CHN will continue to secure funding for the project with goal of securing all needed commitments by January of 2020.

As with Marsh Brook Place, there have been discussions about modifications to Creekside Place's target population. CHN's initial project concept had 66 units and 100% of those units were dedicated to individuals meeting the HUD definition of chronic homelessness. As the concept was further developed to meet financial considerations of the tax credit application, CHN reduced the number of units to 63 and discussed project budget shortfalls for capital, operations, and services with the Continuum of Care and the Community Shelter Board. At the suggestion of the CofC Board during its 1/31/19 meeting, CHN reached out to the ADAMH Board of Franklin County to discuss Creekside Place's capital funding gaps. Because ADAMH has resources that might be used for both capital and service funding, CHN's outreach led to further discussions about Creekside Place's target population. Based on these conversations, CHN is confident that the need and resources for both this project and future projects exist in the community. CHN looks forward to an expedited community agreement on Creekside's target population. An expedited decision is important to the progress of Creekside Place if a tax credit award is received from OHFA, as the next step after award is to pay for an architect and engineer to design the building fully. The cost of completing the next steps is significant (hundreds of thousands of dollars) and CHN would prefer to have a confident plan for financing Creekside Place in place prior to deciding to expend funding that would be lost if the project could not be completed.

Permanent Housing Project/Concept Papers Summary for CoC Application Prioritization

Project Type	RRH	PSH	PSH	PSH	PSH
Organizations	Homefull	Homefull	Community Housing Network & NCR	Community Housing Network	Community Housing Network & Huckleberry House
Requested CoC Prioritization	2019	2019	2020	2020	2020
Total Units	27 (~40 households annually)	45	60	60	TBD
Homeless Units	27	45	36 (chronically HL)	TBD	0
Non-Homeless Units	0	0	24 (low-income)	TBD	TBD
Target Population	Families with children & young adults ages 18-24 (single adults & families)	Single adults	Elderly & physically frail individuals	Individuals struggling with homelessness, mental illness, and/or addiction	Youth at risk of homelessness
Location	Scattered sites	Scattered sites	Single site TBD, possibly beside Marsh Brook Place	Single site TBD	TBD
CoC funding	\$324,108 CoC rental assistance funding \$130,000 CoC services funding 7% admin costs	\$297,000 CoC rental assistance funding \$165,000 CoC services funding/Medicaid 7% admin costs	\$328,752 CoC rental assistance funding \$195,000 CoC services funding 7% admin costs	TBD, max of \$547,920 CoC rental assistance funding \$185,000 CoC services funding 7% admin costs	n/a
Operating & Services costs per unit/person	\$12,147	\$10,985	\$15,567	TBD	TBD
County capital funding	n/a	n/a	\$250,000	\$250,000	\$250,000
City capital funding	n/a	n/a	\$1,500,000	\$1,500,000	\$1,500,000
Timeline	No development timeline; project start dependent on funding award for rental assistance & services	No development timeline; project start dependent on funding award for rental assistance & services	Fall 2022	Fall 2022	Fall 2022

Rebuilding Lives Funder Collaborative Project Development Process Concept Paper

Describe the organization(s) that will implement the housing project, high level funding objectives, the population to be served, and the services that will be provided. The Concept Paper does not need to identify a specific housing site, unless one has already been identified for site-based permanent supportive housing. Present the required information in a narrative, which should not exceed seven pages (the seven page limit does not include the attachments listed below and in Section 9). Prior to submitting a concept paper, review the Information Packet and other related materials on CSB's website [here](#).

Submit the Concept Paper using the forms provided. Do not add pages or attachments not specifically requested. Applicants are required to submit:

- 1) Cover Sheet and Authorization Form
- 2) Concept Paper
- 3) Documentation for a new Lead Organization¹ (attachments)
 - < 501(c) 3 letter from IRS
 - < Registration with Ohio Secretary of State
 - < Board of Trustees roster with employers, relevant experience and tenure with the Board
 - < Most recent audit and 990

Submission Procedure

Project Concepts are accepted year-round. Submit Concept Papers to Heather Notter (hnotter@csb.org).

Concept Paper Selection and Approval Process

Community Shelter Board (CSB) staff will review Concept Papers and evaluate the capacity and track record of the applicant and the eligibility and appropriateness of the project to participate in the community's housing development process. If the project seems viable enough to move forward, CSB will present the information to the Continuum of Care (CoC) for formal approval.

Organizations that are selected will be informed in writing. Comments and questions regarding the project generally will be included in the letter of acceptance or CoC resolution. Once a concept has been approved, the agency has 90 days to submit a more detailed project plan, or a Continuum of Care (CoC) project application, if applicable, according to CoC deadlines. Organizations not selected will receive the rationale in writing. Selection of an applicant's Concept Paper for further development does not guarantee funding of the final project.

Contact Grants Administrator Heather Notter at hnotter@csb.org or 614-715-2534 with any questions.

¹ Not required for existing housing sponsors.

Permanent Supportive Housing or Rapid Re-Housing
Concept Paper Submission

Submission should not exceed 7 pages, excluding required attachments in listed in Section 9.

1. Agency and Project Information	
Project Title: Focus RRH	
Lead Organization (project sponsor): Homefull	
Mailing Address: 33 W. First St., Suite 100, Dayton, OH 45402	
Contact person: Tina M. Patterson	
Telephone: (937) 293-1945, x.520 Fax: (937) 293-8150 E-Mail: tinap@homefull.org	
If you are submitting a project on behalf of a group of agencies/organizations, list any agencies you intend to propose as sub-recipients or subcontractors.	
2. Authorization	
<i>Acting as a duly authorized representative, I hereby affirm that the governing body of the below named organization has reviewed and accepts all the guidelines, requirements and conditions described in the Project Development Process Information Packet, and wishes to be considered for financial assistance.</i>	
Lead Organization: Homefull	Date: 4/29/19
Authorized Signature: <i>Tina M. Patterson</i>	
Name/Title: Tina M. Patterson, CEO	
Co-Applicant Organization:	Date:
Authorized Signature:	
Name/Title:	
Co-Applicant Organization:	Date:
Authorized Signature:	
Name/Title:	

3. Description & Experience of Applicant Organization(s)

Answer each of the questions below. Answer the questions for all agencies involved in the project. *Agencies that have a current contract with CSB do not need to complete this section. However, if the proposed partners are not currently funded by CSB, provide answers to these questions for the proposed partners.*

A) Are you an incorporated non-profit organization and have you received IRS 501(c)3 status?	Yes X	No
B) How many years has the lead agency been in existence?	31	
C) If there are other agencies involved with the project, how many years has each of them been in existence?	N/A	
D) List the agency's total annual budget for the current fiscal year.	\$5,048,509	

If you are not currently providing housing for formerly homeless individuals, address the following questions. The answers may exceed the space provided, but the overall application may not exceed the seven-page limit.

<p>E) Describe the agency's mission and purpose and explain how the proposed project is consistent with the agency's mission.</p> <p>Homefull's mission is "to work to end homelessness by providing housing, services, advocacy, and education." Rapid ReHousing is a permanent housing intervention well-aligned with our mission as it combines housing and services. This project allows Homefull to bring our experience and enthusiasm for Rapid ReHousing to the Columbus and Franklin County community. As the project title implies, we intend to focus RRH activities on populations of families with children and young adults aged 18-24 years (as single households or youth as head of household).</p>
<p>F) Describe the agency's principal programs and services.</p> <p>Homefull is a leading provider of direct services for at-risk, currently, and formerly homeless people in the city in which we were founded—Dayton, Ohio. Since our founding in 1988 we have grown to serve other communities, currently including 15 counties in Western Ohio as well St. Louis, Missouri. Our continuum of services include prevention, diversion, coordinated entry assessment, emergency shelter, housing-focused case management, rapid rehousing, permanent supportive housing, Medicaid-reimbursed behavioral health services, and social enterprise workforce development. We seek to increase and improve housing, food, and jobs for the persons we serve. Homefull is COA-accredited. Our CEO and executive management team also offer customized consulting services, training and technical assistance.</p>
<p>G) Describe the number and type of staff the agency employs.</p> <p>Currently, Homefull employs 55 full-time and 21 part-time professional team members.</p>
<p>H) Describe the agency's experience providing services for the target population or other special needs populations.</p> <p>Homefull is extremely versed with Rapid ReHousing activities and services, including</p>

those targeted to families and young adults, primarily due to our belief in the efficacy of the Rapid ReHousing model and Housing First as well as our extensive prior experience in the administration and operation of similar HUD and State RRH grants such as HUD's original RRH Demonstration Project (2008), HPRP (2009), HSP (2012), HCRP (2013), Sapphire RRH (2015) and Priority Populations (2016). Currently on any given day, our RRH programs and Case Managers are assisting more than 100 participating households to successfully Find, Pay, & Stay in permanent housing. Our services combine best practices learned as an active participant in the evolution of the RRH model itself with years of knowledge and experience (long before RRH was formalized) stemming from Homefull's direct support services to families and young adults aged 18-24 in emergency shelters and home visits.

Homefull's commitment to RRH and corresponding quality improvement efforts are led from our agency's executive management and extend throughout the organization to our direct service staff who meet with participating households on a daily basis. Homefull CEO Tina Patterson served as a subject-matter expert presenter on Rapid ReHousing for the National Alliance To End Homelessness (NAEH) at their National Conference on Ending Family & Youth Homelessness, National Conference on Ending Homelessness, and their invite-only RRH Leadership Summit. Chief Strategic Officer Trudy Elder has published in the NAEH Rapid ReHousing blog and provided out-of-state trainings on partnering RRH and Housing First. At every level of the organization, Homefull strives to coordinate all activities for the best possible service to clients. Homefull participates fully in Coordinated Entry including accepting referrals, and utilizes HMIS (ServicePoint) for all client care recordkeeping and programmatic reporting.

We ensure all services are flexible and individualized based on the specific needs of each participating household with particular emphasis during critical transition periods of lease-signing and move-in, community orientation and stabilization, and discharge planning and passage to independence. Homefull directly provides, or coordinates with community partners, RRH services including but not limited to assessment of service needs, housing search and placement, housing-focused case management, outreach, transportation, rental assistance, utility deposits, budgeting & life skills training, assistance with moving, food, and accessing mainstream benefits, job training and employment, education services, legal services, outpatient health services, and behavioral health services. Our support services to individual participating households help achieve overall programmatic goals such as:

- reducing the length of time program participants spend homeless
- exiting households to permanent housing
- increasing income & employment for households exiting the project; and
- limiting returns to homelessness following project exit.

- I) Describe the agency's experience providing housing for the target population or other special needs populations.

Homefull's long-term successful service experience with RRH overlaps with our housing experience, again targeted to families with children and young adults aged 18-24.

As we have done in Dayton, we will do in Columbus. In following the principles of Rapid ReHousing and with respect to Housing First, Homefull continuously recruits and develops new landlords to ensure a ready and steady inventory of safe, decent

and affordable housing. Additionally, we build relationships with landlords who inform us when they have openings to quickly fill vacant units. It is particularly important to Homefull that the time it takes for housing search and placement activities and developing quality LL relationships does not in and of itself become a programmatic barrier. Our staff is trained to inspect units for habitability before referring clients to apply for the rental and utilize rent reasonable charts to ensure that the rent is set at an achievable and appropriate level. Housing identification starts with sensitivity to the choice of the target populations and corresponding amenities. Homefull understands the goal of housing identification is to find housing for people quickly by creating partnerships with local landlords and continuously recruiting new landlords while maintaining a positive working relationship with our existing partner landlords. We understand this is a challenging task, especially in our rental markets. The more partnerships we create, the greater the opportunity we have later to rapidly house our households. We have created a multi-level review process to ensure that any rental assistance application is only approved for units that meet rent reasonable standards, pass a housing inspection, and meet other appropriate standards like ensuring a property owner has no liens on property clients would inhabit.

Homefull understands the goal of flexible rent and move-in assistance is to help with the costs associated with securing and maintaining housing. The amount and duration of this assistance varies. Balancing such flexibility with a progressive engagement model to maximize resources is difficult but critical to the success of the program and participants. Homefull has become an expert in the field nationally on how best to manage a flexible rental assistance RRH project. Rental assistance requests, recertifications and tracking of on-going financial assistance is conducted in real-time by Case Managers with oversight and approval by the Program Manager, and a final check by QA. Administratively, Homefull has the experience, competence and capacity to efficiently and effectively process rental assistance requests and timely payments to landlords. Our CFO alone has 20 years with Homefull.

J) Describe the agency's experience working with neighbors of other developments.

N/A.

K) List the agency's key accomplishments from the past three years.

- Finalized the purchase of The Family Living Center, preserving 37 units of supportive housing in West Dayton for homeless families after the community was faced with losing this asset altogether when the previous owner changed its business model and decided to shed the property. Subsequently applied for and awarded nearly \$7M in LIHTC for substantial rehabilitation. Renovations included new handicapped accessible, energy-efficient units for large families.
- Provided consultation and technical assistance that resulted in the development of two essential emergency shelters in Preble County and Greene County, Ohio. Similar work in a larger metropolitan area, that of St. Louis, Missouri, led to Homefull transforming and operating the City-owned men's shelter where in the first six months more than 40% of the chronic, shelter long-stayers were successfully housed.
- Honored by Dayton and Montgomery County as a leading provider in the collective achievement to successfully end veteran homelessness (the first community in Ohio to do so) due to our CE coordination and housing-focused case management services in the adult emergency shelters.
- Implemented Medicaid-reimbursed services agency-wide, resulting in more than

\$225,000 in new, annual unrestricted revenue with the ability to leverage across existing and new programs. Provided corresponding behavioral health services, including intensive community psychiatric supportive treatment, to nearly 300 clients yearly.

- Awarded a unique collective impact project, leading 13 partner organizations, to improve food access and jobs in low-opportunity, food desert neighborhoods of West Dayton. Put homeless people to work in urban agriculture settings including 7 school-based and community gardens and in Farmer's Markets and SNAP-EBT Exchange Centers located in such diverse locations as the main RTA bus hub, DeSoto Bass public housing, and Dayton Children's Hospital.
- Recognition by the Council on Accreditation for "exceptional improvement initiatives in the management of quality/performance." Received the Better Business Bureau's "Eclipse Integrity Award" for non-profit ethical practices and winner of the Dayton Business Journal's Innovation Index and Healthiest Employer awards.

4. Proposed Housing Model

Check the box that matches the type of housing for which you are seeking funding.

<input checked="" type="checkbox"/>	Multiple Buildings, Multiple Sites	<input type="checkbox"/>	Permanent Supportive Housing
<input type="checkbox"/>	Multiple Buildings, Single Site	<input checked="" type="checkbox"/>	Rapid Re-Housing
<input type="checkbox"/>	Single Building		
<input type="checkbox"/>	Shared Housing		

5. Type of Development

Check the box that best describes the type of development you are proposing.

<input checked="" type="checkbox"/>	Construction of a new building
<input type="checkbox"/>	Rehabilitation of an existing building
<input type="checkbox"/>	Leasing an existing building or units

6. Project Description

Please use only the space provided below.

- A. What is the total number of proposed units in the project? How many units will you designate for people experiencing homelessness? How many units for other populations, if applicable?

Focus RRH proposes 27 units at full capacity, all designated for people experiencing homelessness. Depending on the length of stay of households and their need for short or long term rental assistance, Homefull could serve over 40 households annually. The majority of units will be dedicated to families with kids, with multiple bedroom sizes, and the balance in service to young adults aged 18-24 years.

- B. Describe the general development timeline, if applicable.

N/A

- C. List anticipated sources of capital funding, if applicable, and the projected capital request for funding from the CoC.

N/A

- D. List anticipated sources of operations funding (including rent subsidies). Describe Columbus Metropolitan Housing Authority's (CMHA) involvement and commitment in the project, if any. If CMHA will not be involved, describe future operational sustainability.

Homefull does not propose CMHA involvement, but rather CoC operations funding. Utilizing 2019 Fair Market Rents for units varying in size from 1-bedroom to 4-bedroom, we anticipate an approximate Rental Assistance/Leasing Budget in the amount of \$324,108.

- E. List anticipated sources of services funding and projected services request for funding from the CoC.

Homefull proposes services funding, expected in the approximate amount of \$130,000 from the CoC.

- F. Describe the target population, including their anticipated needs.

As the project title implies, we intend to **focus** RRH activities on the target populations of families with children and young adults aged 18-24 (as single households or as head of household). Each require a diverse supply of safe, decent, affordable—and rapidly accessible—permanent housing options as well as individualized financial assistance and support services tailored to help them maximize their ability to live independently. The Rapid ReHousing model is proven efficient and effective and Homefull intends to utilize this intervention to assist the Columbus and Franklin County community increase its supply of Permanent Housing and in turn help national efforts to end homelessness for such subpopulations.

7. Supportive Service Plan

Answer the following questions. The answers may exceed the space provided, but the overall application may not exceed the seven-page limit. Please note that, at a minimum, services must address service coordination within the community, linkage with benefits, employment and treatment linkages, as well as any other proposed relevant services.

- A. Describe the supportive services the project will directly provide to address the target population's needs.

Focus RRH will offer core components of housing identification sensitive to the choice of the populations, utilization of progressive engagement for flexible rent and move-in assistance to maximize resources, and population-specific, customized case management and support services to achieve housing stability. Direct support services provided by Homefull include assessment of service needs, housing search and placement, assistance with moving and household start-up, housing-focused case management & home visits, outreach, transportation, rental assistance, budgeting & life skills training, accessing mainstream benefits, and development of informal and formal support networks.

B. Describe the services that existing community service providers will provide.

Homefull intends to build partnerships in Columbus and Franklin County with community-based service providers, neighborhood centers, civic organizations and volunteers who serve our shared target populations and can leverage their existing services and resources. Such services include mainstream benefits and income supports via Job & Family Services, outpatient health services, behavioral health services via Community Mental health centers, legal services, educational services via public schools, GED, Community Colleges and others, and job training & employment services that incorporate seasonal, transitional, temporary, PT and FT work.

8. Co-Applicants

A. Identify the role of each project partner, if applicable.

N/A

B. Describe each co-applicant/project partner's financial commitment.

N/A

9. Required Documentation

Attach the following documents to the concept paper prior to submission. This section is not required if the lead agency is already a funded CSB partner agency.

X	501 (c) 3 letter from the IRS
X	Registration with the Ohio Secretary of State
X	Current Board roster with employers, relevant experience and tenure with the Board
X	Most recent audit
X	Most recent 990

Rebuilding Lives Funder Collaborative Project Development Process Concept Paper

Describe the organization(s) that will implement the housing project, high level funding objectives, the population to be served, and the services that will be provided. The Concept Paper does not need to identify a specific housing site, unless one has already been identified for site-based permanent supportive housing. Present the required information in a narrative, which should not exceed seven pages (the seven page limit does not include the attachments listed below and in Section 9). Prior to submitting a concept paper, review the Information Packet and other related materials on CSB's website [here](#).

Submit the Concept Paper using the forms provided. Do not add pages or attachments not specifically requested. Applicants are required to submit:

- 1) Cover Sheet and Authorization Form
- 2) Concept Paper
- 3) Documentation for a new Lead Organization¹ (attachments)
 - < 501(c) 3 letter from IRS
 - < Registration with Ohio Secretary of State
 - < Board of Trustees roster with employers, relevant experience and tenure with the Board
 - < Most recent audit and 990

Submission Procedure

Project Concepts are accepted year-round. Submit Concept Papers to Heather Notter (hnotter@csb.org).

Concept Paper Selection and Approval Process

Community Shelter Board (CSB) staff will review Concept Papers and evaluate the capacity and track record of the applicant and the eligibility and appropriateness of the project to participate in the community's housing development process. If the project seems viable enough to move forward, CSB will present the information to the Continuum of Care (CoC) for formal approval.

Organizations that are selected will be informed in writing. Comments and questions regarding the project generally will be included in the letter of acceptance or CoC resolution. Once a concept has been approved, the agency has 90 days to submit a more detailed project plan, or a Continuum of Care (CoC) project application, if applicable, according to CoC deadlines. Organizations not selected will receive the rationale in writing. Selection of an applicant's Concept Paper for further development does not guarantee funding of the final project.

Contact Grants Administrator Heather Notter at hnotter@csb.org or 614-715-2534 with any questions.

¹ Not required for existing housing sponsors.

Permanent Supportive Housing or Rapid Re-Housing
Concept Paper Submission

Submission should not exceed 7 pages, excluding required attachments in listed in Section 9.

1. Agency and Project Information	
Project Title: Pivot PSH	
Lead Organization (project sponsor): Homefull	
Mailing Address: 33 W. First St., Suite 100, Dayton, OH 45402	
Contact person: Tina M. Patterson	
Telephone: (937) 293-1945, x.520 Fax: (937) 293-8150 E-Mail: tinap@homefull.org	
If you are submitting a project on behalf of a group of agencies/organizations, list any agencies you intend to propose as sub-recipients or subcontractors.	
2. Authorization	
<i>Acting as a duly authorized representative, I hereby affirm that the governing body of the below named organization has reviewed and accepts all the guidelines, requirements and conditions described in the Project Development Process Information Packet, and wishes to be considered for financial assistance.</i>	
Lead Organization: Homefull	Date: 4/29/19
Authorized Signature: <i>Tina M. Patterson</i>	
Name/Title: Tina M. Patterson, CEO	
Co-Applicant Organization:	Date:
Authorized Signature:	
Name/Title:	
Co-Applicant Organization:	Date:
Authorized Signature:	
Name/Title:	

3. Description & Experience of Applicant Organization(s)

Answer each of the questions below. Answer the questions for all agencies involved in the project. *Agencies that have a current contract with CSB do not need to complete this section. However, if the proposed partners are not currently funded by CSB, provide answers to these questions for the proposed partners.*

A) Are you an incorporated non-profit organization and have you received IRS 501(c)3 status?	Yes X	No
B) How many years has the lead agency been in existence?	31	
C) If there are other agencies involved with the project, how many years has each of them been in existence?	N/A	
D) List the agency's total annual budget for the current fiscal year.	\$5,048,509	

If you are not currently providing housing for formerly homeless individuals, address the following questions. The answers may exceed the space provided, but the overall application may not exceed the seven-page limit.

E) Describe the agency's mission and purpose and explain how the proposed project is consistent with the agency's mission.

Homefull's mission is "to work to end homelessness by providing housing, services, advocacy, and education." Permanent Supportive Housing aligns well with our mission because it combines housing and services. This project allows Homefull to share our experience and commitment to PSH in the Columbus and Franklin County community. Homefull seeks to serve homeless single adults with this evidence-based project. Pivot PSH in scattered sites is the central point from which this population will be served valuing Housing First principles of access without preconditions, consumer choice and self-determination, harm reduction and recovery, individualized and client-driven supports along with community integration.

F) Describe the agency's principal programs and services.

Homefull is a leading provider of direct services for at-risk, currently, and formerly homeless people in the city in which we were founded—Dayton, Ohio. Since our founding in 1988 we have grown to serve other communities, currently including 15 counties in Western Ohio as well St. Louis, Missouri. Our continuum of services include prevention, diversion, coordinated entry assessment, emergency shelter, housing-focused case management, rapid rehousing, permanent supportive housing, Medicaid-reimbursed behavioral health services, representative payee services, and social enterprise workforce development. We seek to increase and improve housing, food, and jobs for the persons we serve. Homefull is COA-accredited. Our CEO and executive management team also offer customized consulting services, training and technical assistance.

G) Describe the number and type of staff the agency employs.

	Currently, Homefull employs 55 full-time and 21 part-time professional team members.
H)	<p>Describe the agency's experience providing services for the target population or other special needs populations.</p> <p>Homefull has been providing support services and case management to homeless single adults since our founding in 1988, this includes in emergency shelter and home visits in housing. We began operating PSH in 2002. Currently on any given day, our congregate and scattered site PSH programs and Case Managers are assisting more than 250 participating households to stabilize and succeed in permanent housing. Homefull will draw on our long and strong history of successful housing support service delivery to the target population of single adults in PSH, particularly similar to the community-based and home visit case management we have provided historically to hundreds of scattered site tenants living in Shelter Plus Care units. Homefull focuses on the "care" piece of this housing model by assessing the housing and service needs of participants via their self-report and our observations in completing Independent Living Skills and Housing Barriers assessments. Homefull earns the trust of households served by meeting them where they are, literally and figuratively, and by following through on our commitments made as part of joint case planning.</p> <p>Homefull was an original participating partner in CSH-Ohio's inaugural Opening New Doors Institute of 2007. Out of that Institute, came a unique, collaborative PSH designed to serve single adult shelter long-stayers with AOD use. Homefull follows each of CSH's Key Indicators of Quality in the areas of Supportive Services Design, Supportive Services Delivery, Coordination with Property Management, Applicability to Scattered-Site, Master-Leased or Tenant-Based Supportive Housing, and Staff Development and Training. Homefull's River Commons, Montgomery County's largest congregate site PSH for single adults, was the recipient of the President's Award from the Ohio Conference of Community Development in 2009 for its creative partnership with Dayton Metropolitan Housing Authority and Goodwill Easter Seals Miami Valley. Homefull also provides support services to single adult tenants at the Iowa Avenue and Ohio Commons PSH projects located at the Dayton VA. In 2011, Homefull received CSH-Ohio's Supportive Housing Award for Dimension of Quality: Supportive Services Design & Delivery.</p> <p>Our support services to individual participating households help achieve overall programmatic goals such as:</p> <ul style="list-style-type: none"> • retention in and exits to permanent housing • increasing income & employment for households leaving and staying in the project • limiting returns to homelessness following project exit.
I)	<p>Describe the agency's experience providing housing for the target population or other special needs populations.</p> <p>Relative to supportive housing, Homefull has experience in working with homeless single adults and perhaps equally important in working in a variety of settings from master leasing to shared housing & TBRA, and with various partners from private landlords & property managers to PHAs. Homefull has been instrumental in helping to create PSH projects for many smaller neighboring counties in southwestern Ohio. We have served as a Housing Broker for re-entry housing. Further, we have trained and built the capacity of other organizations to increase the type and number of units available. Homefull has been an advocate for increasing and improving housing</p>

options, both PSH and mixed use affordable, for homeless single adults.
J) Describe the agency's experience working with neighbors of other developments. N/A.
K) List the agency's key accomplishments from the past three years. <ul style="list-style-type: none"> • Finalized the purchase of The Family Living Center, preserving 37 units of supportive housing in West Dayton for homeless families after the community was faced with losing this asset altogether when the previous owner changed its business model and decided to shed the property. Subsequently applied for and awarded nearly \$7M in LIHTC for substantial rehabilitation. Renovations included new handicapped accessible, energy-efficient units for large families. • Provided consultation and technical assistance that resulted in the development of two essential emergency shelters in Preble County and Greene County, Ohio. Similar work in a larger metropolitan area, that of St. Louis, Missouri, led to Homefull transforming and operating the City-owned men's shelter where in the first six months more than 40% of the chronic, shelter long-stayers were successfully housed. • Honored by Dayton and Montgomery County as a leading provider in the collective achievement to successfully end veteran homelessness (the first community in Ohio to do so) due to our CE coordination and housing-focused case management services in the adult emergency shelters. • Implemented Medicaid-reimbursed services agency-wide, resulting in more than \$225,000 in new, annual unrestricted revenue with the ability to leverage across existing and new programs. Provided corresponding behavioral health services, including intensive community psychiatric supportive treatment, to nearly 300 clients yearly. • Awarded a unique collective impact project, leading 13 partner organizations, to improve food access and jobs in low-opportunity, food desert neighborhoods of West Dayton. Put homeless people to work in urban agriculture settings including 7 school-based and community gardens and in Farmer's Markets and SNAP-EBT Exchange Centers located in such diverse locations as the main RTA bus hub, DeSoto Bass public housing, and Dayton Children's Hospital. • Recognition by the Council on Accreditation for "exceptional improvement initiatives in the management of quality/performance." Received the Better Business Bureau's "Eclipse Integrity Award" for non-profit ethical practices and winner of the Dayton Business Journal's Innovation Index and Healthiest Employer awards.

4. Proposed Housing Model

Check the box that matches the type of housing for which you are seeking funding.

<input checked="" type="checkbox"/>	Multiple Buildings, Multiple Sites	<input checked="" type="checkbox"/>	Permanent Supportive Housing
<input type="checkbox"/>	Multiple Buildings, Single Site	<input type="checkbox"/>	Rapid Re-Housing
<input type="checkbox"/>	Single Building		
<input type="checkbox"/>	Shared Housing		

5. Type of Development

Check the box that best describes the type of development you are proposing.

<input type="checkbox"/> N/A	Construction of a new building
<input type="checkbox"/> N/A	Rehabilitation of an existing building
<input type="checkbox"/> N/A	Leasing an existing building or units

6. Project Description

Please use only the space provided below.

- A. What is the total number of proposed units in the project? How many units will you designate for people experiencing homelessness? How many units for other populations, if applicable?

Pivot PSH proposes 45 scattered-site units, all designated for single adults experiencing homelessness.

- B. Describe the general development timeline, if applicable.

N/A

- C. List anticipated sources of capital funding, if applicable, and the projected capital request for funding from the CoC.

N/A

- D. List anticipated sources of operations funding (including rent subsidies). Describe Columbus Metropolitan Housing Authority's (CMHA) involvement and commitment in the project, if any. If CMHA will not be involved, describe future operational sustainability.

Homefull does not propose CMHA involvement, but rather CoC TBRA operations funding. Assuming the use of actual rents at less than FMR, we anticipate an approximate Rental Assistance/Leasing Budget in the amount of \$297,000.

- E. List anticipated sources of services funding and projected services request for funding from the CoC.

Homefull proposes services funding, expected in the approximate amount of \$165,000 from the CoC and Medicaid.

- F. Describe the target population, including their anticipated needs.

Homefull expects to receive referrals from Coordinated Entry for homeless single adults who are assessed as needing scattered-site permanent supportive housing. Homefull expects this population to enter with varying levels of income and benefits

from no income, to pending or awarded SSI/SSDI, to sporadic employment. We also expect the majority to enter reporting a desire, goal or plan to increase income. Homefull proposes to offer a menu of services and strategies to assist participants in improving independent living. This includes a combination of employment and job training opportunities with community partners; expedited SSI/SSDI application via SOAR; and access to mainstream benefits through on-line Ohio Benefit Bank. Homefull meets and engages each new tenant with an orientation to available supportive services offered, to the Pivot PSH unit, and to nearby amenities. Homefull works with each participant to assess current level of functioning and daily living, strengths and areas for improvement; and planfully prepares households to maximize their ability to live as independently as possible as noted in more detail in the next section. Pivot PSH will cost-efficiently and care-effectively assist the Columbus and Franklin County community to increase its supply of Permanent Supportive Housing.

7. Supportive Service Plan

Answer the following questions. The answers may exceed the space provided, but the overall application may not exceed the seven-page limit. Please note that, at a minimum, services must address service coordination within the community, linkage with benefits, employment and treatment linkages, as well as any other proposed relevant services.

- A. Describe the supportive services the project will directly provide to address the target population's needs.

The service philosophy of Pivot PSH is based on providing compassionate, individualized, culturally-sensitive, voluntary services designed to help tenants meet their own goals for self-sufficiency and self-determination. Joint Case Planning will include consideration of the functional abilities, their formal and informal networks, their social context, strengths and barriers. Based on the assessed and expressed needs of the household, Case Managers will 'package together' different types of support to meet those needs. The case planning process will identify household issues and concerns that contribute to challenges and identify a pathway to resolution of those issues. Income supports and rent supplements are an important part of client-driven supports. Our Representative Payee Services are audited by the Social Security Administration and are available to interested and eligible clients. Supportive services will be offered through a coordinated effort among the service staff, landlord/ property management, community-based partners, and the tenants themselves –ensuring a healthy living environment for all. Homefull's interdisciplinary team of positive professionals focuses on helping participants to:

- strengthen residential and domestic stability,
- abide by leasehold obligations,
- increase incomes, benefits, employment and improve budgeting skills, develop and maintain individualized support systems,
- become good neighbors, and
- maximize their capacity for independent living.

Case management contact is based on individual needs and consists of daily, weekly, and/or monthly contacts. Service contacts may include office visits, home

visits, a housekeeping inspection (in tandem w/ property management), case conferences, and, community-based appointments. Based on specific scopes of practice Homefull staff has increasing levels of clinical credentialing and professional licensure and at minimum is trained as Qualified Mental Health Specialists (QMHS) and follow the National Association of Social Workers (NASW) Code of Ethics. This team receives direct supervision and mentoring from a Program Manager with oversight by Homefull's Executive Management. Homefull is certified by the Ohio Department of Mental Health and Addiction Services (MHAS) to provide Behavioral Health Counseling & Therapy, Community Psychiatric Supportive Treatment, Mental Health Assessment & Education, and Referral & Information. These specific services are Medicaid billable. Staff interactions with clients, case plans, and programmatic reporting are done in HMIS ServicePoint.

- B. Describe the services that existing community service providers will provide.

Homefull intends to build partnerships in Columbus and Franklin County with community-based service providers, neighborhood centers, civic organizations and volunteers who serve our shared target populations and can leverage their existing services and resources. Such services include mainstream benefits and income supports via Job & Family Services, outpatient health services, behavioral health services via Community Mental health centers, legal services, educational services via public schools, GED, Community Colleges and others, and job training & employment services.

8. Co-Applicants

- A. Identify the role of each project partner, if applicable.

N/A

- B. Describe each co-applicant/project partner's financial commitment.

N/A

9. Required Documentation

Attach the following documents to the concept paper prior to submission. This section is not required if the lead agency is already a funded CSB partner agency.

X	501 (c) 3 letter from the IRS
X	Registration with the Ohio Secretary of State
X	Current Board roster with employers, relevant experience and tenure with the Board
X	Most recent audit
X	Most recent 990

1. Agency and Project Information	
Project Title: Permanent Supportive Housing for Elderly and Physically Frail Individuals who are Homeless	
Lead Organization (project sponsor): Community Housing Network, Inc.	
Mailing Address: 1680 Watermark Drive, Columbus, Ohio 43215	
Contact person: Samantha Shuler, Chief Executive Officer	
Telephone: 614-487-6700 Fax: 614-487-0405 E-Mail: sshuler@chninc.org	
If you are submitting a project on behalf of a group of agencies/organizations, list any agencies you intend to propose as sub-recipients or subcontractors.	
National Church Residences	
2. Authorization	
<i>Acting as a duly authorized representative, I hereby affirm that the governing body of the below named organization has reviewed and accepts all the guidelines, requirements and conditions described in the Project Development Process Information Packet, and wishes to be considered for financial assistance.</i>	
Lead Organization: Community Housing Network	Date: April 29, 2019
Authorized Signature:	
Name/Title: Samantha Shuler/ Chief Executive Officer	
Co-Applicant Organization:	Date:
Authorized Signature:	
Name/Title:	
Co-Applicant Organization:	Date:
Authorized Signature:	
Name/Title:	

3. Description & Experience of Applicant Organization(s)

Answer each of the questions below. Answer the questions for all agencies involved in the project. *Agencies that have a current contract with CSB do not need to complete this section. However, if the proposed partners are not currently funded by CSB, provide answers to these questions for the proposed partners.*

A) Are you an incorporated non-profit organization and have you received IRS 501(c)3 status?	Yes X	No
B) How many years has the lead agency been in existence?	32 years	
C) If there are other agencies involved with the project, how many years has each of them been in existence?	58 years	
D) List the agency's total annual budget for the current fiscal year.	\$11,220,000	

If you are not currently providing housing for formerly homeless individuals, address the following questions. The answers may exceed the space provided, but the overall application may not exceed the seven-page limit.

E) Describe the agency's mission and purpose and explain how the proposed project is consistent with the agency's mission.
F) Describe the agency's principal programs and services.
G) Describe the number and type of staff the agency employs.
H) Describe the agency's experience providing services for the target population or other special needs populations.
I) Describe the agency's experience providing housing for the target population or other special needs populations.
J) Describe the agency's experience working with neighbors of other developments.
K) List the agency's key accomplishments from the past three years.

4. Proposed Housing Model

Check the box that matches the type of housing for which you are seeking funding.

<input type="checkbox"/>	Multiple Buildings, Multiple Sites	<input checked="" type="checkbox"/>	Permanent Supportive Housing
<input type="checkbox"/>	Multiple Buildings, Single Site	<input type="checkbox"/>	Rapid Re-Housing
<input checked="" type="checkbox"/>	Single Building		
<input type="checkbox"/>	Shared Housing		

5. Type of Development

Check the box that best describes the type of development you are proposing.

<input checked="" type="checkbox"/>	Construction of a new building
<input type="checkbox"/>	Rehabilitation of an existing building
<input type="checkbox"/>	Leasing an existing building or units

6. Project Description

Please use only the space provided below.

- A. What is the total number of proposed units in the project? How many units will you designate for people experiencing homelessness? How many units for other populations, if applicable?

The proposed to be named development will contain approximately sixty (60) one-bedroom apartment units in a single building designated for permanent supportive housing. All one-bedroom units will have a bathroom and kitchen within the unit, allowing each resident the privacy of their own home. Of the development's 60 units, CHN proposes that 60% will be Franklin County Continuum of Care units prioritized for individuals who meet the HUD definition of chronic homelessness with the goal of serving elderly and physically frail homeless individuals. The remaining 40% of units will be targeted to low-income elderly residents who would benefit from living at the to be named development. The building will include a community room, 24/7 front desk, on-site offices for property management and service providers, and other spaces designed to create an atmosphere of community and harmony. The building's design will feature aging-in-place and universal design features that help individuals who are elderly and physically frail maintain their independence. The building will be designed to meet the strict architectural standards of the Ohio Housing Finance Agency, including green standards.

The property will be located at a site to be determined that located in a community with good access to public transportation and community amenities such as grocery stores and pharmacies.

One site under consideration is approximately 5971 Chatterton Road, which is immediately adjacent to CHN's proposed Marsh Brook Place, a PSH development for homeless youth aged 18 to 24. The benefits of this site, include:

- COTA's number 5 bus line stops immediately in front of the site,
- access to the Gender Road Towne Center shopping center at the corner of Refugee and Gender to the east of the site and Downtown Columbus to the west.

If the site adjacent to Marsh Brook Place were selected, CHN hopes to include a community building onsite that would allow for an intergenerational center where residents of both the to be named development and Marsh Brook Place could socialize and mutually aid each other with their strengths and talents.

B. Describe the general development timeline, if applicable.

Dates	Benchmarks
April 8, 2019:	Establish site ownership
April 2019 to January 2020:	Seek project ranking from CofC
January to November 2020:	Secure financing commitments
March to May 2021:	Receive building permits
June 2021 to August 2022:	Construction
September to November 2022:	Lease-up

C. List anticipated sources of capital funding, if applicable, and the projected capital request for funding from the CoC.

Capital Source	Anticipated Amount
Low-Income Housing Tax Credits*	\$ 9,000,000
State of Ohio Housing Trust Funds	\$ 300,000
Federal Home Loan Bank Cincinnati	\$ 1,000,000
Franklin County HOME Program	\$ 250,000
City of Columbus	\$ 1,500,000
Gap	\$ 175,000
CofC Capital (SHP)	\$ 1,000
Total	\$12,226,000

*Assumes a \$17,000 tax credit request per unit will achieve a maximum score.

CHN strongly encourages local funders and interested members of the Franklin County Continuum to work with OHFA to develop improvements to the tax credit system that would allow Low-Income Housing Tax Credit Equity to fund a larger portion of PSH project's development cost than the current system allows. CHN respectfully suggests that if a maximum score could be achieved with an \$17,000 tax credit per unit ratio (compared to the current \$15,000 tax credit per unit in the PSH Pool) this amendment to the 2020 Qualified Allocation Plan would significantly reduce the economic strain the 2019 system creates. This is particularly important given that many of the Federal programs that local funders rely on, specifically HOME, have decreased significantly over the last eight years. A maximum score with \$18,000 credits per unit would make the PSH pool have the same resources per unit as the New Affordability Pool in 2019.

- D. List anticipated sources of operations funding (including rent subsidies). Describe Columbus Metropolitan Housing Authority's (CMHA) involvement and commitment in the project, if any. If CMHA will not be involved, describe future operational sustainability.

CHN will explore the feasibility of using Continuum of Care rental assistance funding through New Bonus funds during the FY2020 Continuum of Care application process. CHN will continue to explore additional resources for rent subsidies as the project moves forward, including requesting support from CMHA, should the Continuum of Care not be able to access New Bonus funds. CHN anticipates that a rental subsidy will be at Fair Market Rents, currently \$761, and will generate \$547,920 annually in contract rent from residents rent payments and subsidy provider rent payments.

- E. List anticipated sources of services funding and projected services request for funding from the CoC.

CHN anticipates that 40 percent of services for the to be named development will be funded by Medicaid funding. CHN will pursue additional funding from CSB and the HUD Continuum of Care program. The remaining funds will be secured through a combination of public and private funders.

CHN anticipates an annual social service budget of \$195,000 annually for this project.

- F. Describe the target population, including their anticipated needs.

According to Columbus' most recent Analysis of National and Local Homelessness Data, 18% of Columbus' total homeless population (9,821) is aged 51 or older (1,768). Of the approximately 1,786 homeless above the age of 50 in Columbus, approximately 15%, 265 individuals, would be candidates for Permanent Supportive Housing using a progressive engagement framework (*The Emerging Crisis of Aged Homelessness: Could Housing Solutions be Funded by Avoidance of Excess Shelter, Hospital and Nursing Home Costs?*, by Culhane, Treglia, Byrne, Metraux, Kuhn, Doran, Johns, and Schretzaman). Multiple studies have indicated that this population cohort, described in *The Emerging Crisis of Aged Homelessness* as the 'latter half of the post-War baby boom' generation, is expected to grow dramatically in the next 12 years, mirroring to some extent the U.S. population as a whole.

According to *The Emerging Crisis of Aged Homelessness* report, those elderly homeless who are suitable for PSH are either High to Very High users of shelter or are low utilizers of shelter but higher utilizers of Hospital and Nursing Homes. As a result, the healthcare and shelter costs for this individual is more than twice that of elderly individuals who need a range of "light touch" case management and housing interventions such as rapid rehousing. The combination of a growing aged homelessness and the high cost of this population as a result of shelter and health care use means that as "aged homelessness grows so too will service use and costs", according to *The Emerging Crisis of Aged Homelessness*.

Based on National Alliance to End Homelessness' *Demographics of Homelessness Series: The Rising Elderly Population* (April 2010), there are two primary pathways into becoming elderly and homeless. The first pathway is by being homeless and aging into

this population, which is the case for over 60% of homeless individuals over the age of 50 and 61 according to a study described in the *Demographics of Homelessness Series: The Rising Elderly Population*. Many of the elderly homeless often have critical chronic health conditions and substance use disorders “are not uncommon among elderly population” as is significant memory loss and other mental health concerns.

The second pathway is to have homelessness for the first time as someone who is older than 50 years old. The common causes for first time homelessness for this population might be:

- Financial problems;
- Poor mental health
- Relationship breakdown
- Physical health problems
- Issues related to work

Many elderly individuals are housing cost burdened as a result of low-income, particularly those reliant on SSI and SSDI only for income. This inability to afford housing, health care expenses, food and other basic needs creates precarious situations that can lead to homelessness. According to LeadingAge, chronic health conditions and functional limitations are more prevalent for individuals who have low-incomes, are over the age of 65 and are part of racial minority groups. According to *The Emerging Crisis of Aged Homelessness* report, two studies have found that older homeless adults are experiencing medical conditions and decreased mobility at rates that are similar to non-homeless adults 20 years older.

As a result, CHN anticipates the need to design a building that includes Universal Design and Aging-In-Place Design principles to meet the needs of this population. Further, the development should have the ability to provide services that can help residents age in independent housing settings and avoid costly medical interventions. National Church Residences has expertise in both services for homeless individuals and seniors. Community Housing Network will use this expertise to help with the design of the development, as well as the social services offered.

7. Supportive Service Plan

Answer the following questions. The answers may exceed the space provided, but the overall application may not exceed the seven-page limit. Please note that, at a minimum, services must address service coordination within the community, linkage with benefits, employment and treatment linkages, as well as any other proposed relevant services.

- A. Describe the supportive services the project will directly provide to address the target population’s needs.

The to be named project will offer safe, secure permanent supportive housing to individuals over the age of 55 who struggle with homelessness, mental illness and/or addiction. CHN’s Property Manager ensures that tenants are moved in as quickly as possible. CHN will contract with National Church Residences to provide supportive services to ensure that tenants can maintain their housing and age-in-place. Supportive

services staff will work with new tenants to ensure that an Individualized Housing Stabilization Plan is completed upon move-in. CHN's Service Coordination staff is also available to assist tenants with linkages and progress on goal plans.

B. Describe the services that existing community service providers will provide.

CHN anticipates that National Church Residences will provide residents with supportive services that include, but are not limited to, on-going assessments, case management, in-home assistance with activities for daily-living (ADLs), psychiatric services, medication monitoring, health services, employment services, individual counseling and substance abuse treatment.

8. Co-Applicants

A. Identify the role of each project partner, if applicable.

Community Housing Network, Inc. will act as Developer, Property Manager, and owner of to be named development.

National Church Residences will act as the on-site service provider and will provide residents with supportive services that include, but are not limited to, on-going assessments, case management, psychiatric services, medication monitoring, health services, employment services, individual counseling and substance abuse treatment.

National Church Residences has a strong track record of accessing Medicaid and other resources that fund supportive services. Further, their organizations long history of providing services to low-income seniors and is nationally recognized as a leader in senior housing for low-income households. The to be named development's residents will benefit from National Church Residences expertise in both permanent supportive housing and senior housing. This experience includes the Intergenerational Community Center that National Church Residences oversees at the Poindexter Village.

B. Describe each co-applicant/project partner's financial commitment.

National Church Residences has no financial commitment beyond the time and effort of their staff in developing this project concept.

9. Required Documentation

Attach the following documents to the concept paper prior to submission. This section is not required if the lead agency is already a funded CSB partner agency.

501 (c) 3 letter from the IRS

Registration with the Ohio Secretary of State

Current Board roster with employers, relevant experience and tenure with the Board

Most recent audit

Most recent 990

Community Housing Network and National Church Residences are both proudly CSB partner agencies.

1. Agency and Project Information		
Project Title: To be named		
Lead Organization (project sponsor): Community Housing Network, Inc.		
Mailing Address: 1680 Watermark Drive Columbus, Ohio 43215		
Contact person: Samantha Shuler, CEO		
Telephone: (614) 487-6700	Fax: (614) 487-0405	E-Mail: sshuler@chninc.org
If you are submitting a project on behalf of a group of agencies/organizations, list any agencies you intend to propose as sub-recipients or subcontractors.		
2. Authorization		
<i>Acting as a duly authorized representative, I hereby affirm that the governing body of the below named organization has reviewed and accepts all the guidelines, requirements and conditions described in the Project Development Process Information Packet, and wishes to be considered for financial assistance.</i>		
Lead Organization: Community Housing Network, Inc.		Date: 04/30/2019
Authorized Signature: 		
Name/Title: Samantha Shuler, Chief Executive Officer		
Co-Applicant Organization:		Date:
Authorized Signature:		
Name/Title:		
Co-Applicant Organization:		Date:
Authorized Signature:		
Name/Title:		

3. Description & Experience of Applicant Organization(s)

Answer each of the questions below. Answer the questions for all agencies involved in the project. *Agencies that have a current contract with CSB do not need to complete this section. However, if the proposed partners are not currently funded by CSB, provide answers to these questions for the proposed partners.*

A) Are you an incorporated non-profit organization and have you received IRS 501(c)3 status?	Yes X	No
B) How many years has the lead agency been in existence?	31	
C) If there are other agencies involved with the project, how many years has each of them been in existence?		
D) List the agency's total annual budget for the current fiscal year.	\$11,220,000	

If you are not currently providing housing for formerly homeless individuals, address the following questions. The answers may exceed the space provided, but the overall application may not exceed the seven-page limit.

E) Describe the agency's mission and purpose and explain how the proposed project is consistent with the agency's mission.
F) Describe the agency's principal programs and services.
G) Describe the number and type of staff the agency employs.
H) Describe the agency's experience providing services for the target population or other special needs populations.
I) Describe the agency's experience providing housing for the target population or other special needs populations.
J) Describe the agency's experience working with neighbors of other developments.
K) List the agency's key accomplishments from the past three years.

4. Proposed Housing Model

Check the box that matches the type of housing for which you are seeking funding.

<input type="checkbox"/>	Multiple Buildings, Multiple Sites	<input checked="" type="checkbox"/>	Permanent Supportive Housing
<input type="checkbox"/>	Multiple Buildings, Single Site	<input type="checkbox"/>	Rapid Re-Housing
<input checked="" type="checkbox"/>	Single Building		
<input type="checkbox"/>	Shared Housing		

5. Type of Development

Check the box that best describes the type of development you are proposing.

<input checked="" type="checkbox"/>	Construction of a new building
<input type="checkbox"/>	Rehabilitation of an existing building
<input type="checkbox"/>	Leasing an existing building or units

6. Project Description

Please use only the space provided below.

- A. What is the total number of proposed units in the project? How many units will you designate for people experiencing homelessness? How many units for other populations, if applicable?

The proposed to be named development will contain approximately sixty (60) one-bedroom apartment units in a single building designated for permanent supportive housing. All one-bedroom units will have a bathroom and kitchen within the unit, allowing each resident the privacy of their own home. Of the development's 60 units, CHN proposes that a to-be-determined portion of units will be Franklin County Continuum of Care units prioritized for individuals who meet the HUD definition of chronic homelessness (CofC units). The remaining units will be targeted to individuals with severe mental illness (ADAMH units). The ratio of CofC units and ADAMH units will be determined through discussions, level of interest in this housing, and resources available.

The building will include a community room, 24/7 front desk, on-site offices for property management and service providers, and other spaces designed to create an atmosphere of community and harmony. The building will be designed to meet the strict architectural standards of the Ohio Housing Finance Agency, including green standards.

The property will be located in close proximity to a COTA bus stop and will have access to appropriate amenities.

B. Describe the general development timeline, if applicable.

Dates	Benchmarks
August, 2019:	Establish site control
September 2019 to January 2020:	Secure land entitlements for the project
October 2019 to January 2020:	Seek project ranking by CofC
January to November 2020:	Secure financing commitments
March to May 2021:	Receive building permits
June 2021 to August 2022:	Construction
September to November 2022:	Lease-up

C. List anticipated sources of capital funding, if applicable, and the projected capital request for funding from the RLFC.

Capital Source	Anticipated Amount
Low-Income Housing Tax Credits*	\$ 9,000,000
State of Ohio Housing Trust Funds	\$ 300,000
Federal Home Loan Bank Cincinnati	\$ 1,000,000
Franklin County HOME Program	\$ 250,000
City of Columbus	\$ 1,500,000
Gap	\$175,000
CofC Capital (SHP)	\$ 1,000
Total	\$12,226,000

*Assumes a \$17,000 tax credit request per unit will achieve a maximum score.

CHN strongly encourages local funders and interested members of the Franklin County Continuum to work with OHFA to develop improvements to the tax credit system that would allow Low-Income Housing Tax Credit Equity to fund a larger portion of PSH project's development cost than the current system allows. CHN respectfully suggests that if a maximum score could be achieved with an \$17,000 tax credit per unit ratio (compared to the current \$15,000 tax credit per unit in the PSH Pool) this amendment to the 2020 Qualified Allocation Plan would significantly reduce the economic strain the 2019 system creates. This is particularly important given that many of the Federal programs that local funders rely on, specifically HOME, have decreased significantly over the last eight years. A maximum score with \$18,000 credits per unit would make the PSH pool have the same resources per unit as the New Affordability Pool in 2019.

D. List anticipated sources of operations funding (including rent subsidies). Describe Columbus Metropolitan Housing Authority's (CMHA) involvement and commitment in the project, if any. If CMHA will not be involved, describe future operational sustainability.

CHN will explore the feasibility of using Continuum of Care rental assistance funding through New Bonus funds during the FY2020 Continuum of Care application process. CHN will continue to explore additional resources for rent subsidies as the project moves forward, including requesting support from CMHA, should the Continuum of Care not be able to access New Bonus funds. CHN anticipates that a rental subsidy will be at Fair Market Rents, currently \$761, and will generate \$547,920 annually in contract rent from residents rent payments and subsidy provider rent payments.

- E. List anticipated sources of services funding and projected services request for funding from the RLFC.

CHN anticipates that 40 to 60 percent of services for the to-be-named project will be funded by Medicaid or Managed Care funding. CHN will pursue additional funding from CSB and the HUD Continuum of Care program. The remaining funds will be secured through a combination of public and private funders.

CHN anticipates that the social service budget will be approximately \$185,000 annually.

- F. Describe the target population, including their anticipated needs.

The target population served by this new development will be both chronically homeless men and women; and individuals with severe mental illness who are currently in institutional settings and lack housing. Based on historical data, the chronically homeless population will be predominately male and disproportionately African-American with significant histories of trauma. Additional barriers to housing include mental, behavioral and physical disabilities, histories of incarceration, long-term unemployment, and systemic racism. These individuals will have been unable to maintain permanent housing due to the severe and persistent nature of their housing barriers. CHN will allow its residents the opportunity for greater success, meaning and purpose through stable housing and supportive services offered in this development.

According to Columbus' Annual Homeless Assessment Report data, 58% of the sheltered homeless population are individuals and 48% of the sheltered homeless adults are disabled. Between July 1, 2018 and December 31, 2018, the Single Adult Shelters served 2,438 households, of which 43% had a long-term disability (1,048 single adults). The Rapid Re-Housing Program served 1,032 individuals in the same time period, of which 612 of individuals served were reported as having severe service needs (59% of RRH participants) and 340 were individuals with disabilities (33%). Approximately half of the individuals with severe service needs and with disabilities will have successful outcomes, which is perhaps an indication that approximately half of this population would benefit from long term housing interventions like permanent supportive housing. *A Place to Call Home* estimates that there is a need for 1,494 PSH placement options for single adults with severe service needs, while the community currently has 455 PSH placements on average annually. System improvements are one aspect for addressing this need, but it is clear that there is currently a shortage of PSH placements in the community and there is therefore a shortage of PSH.

The Front Door to ADAMH housing was initially implemented in early 2015. Since that time the Front Door has received 736 referrals for ADAMH housing, which far outnumbers the number of openings that ADAMH has in its housing system. ADAMH prioritizes individuals living in institutional settings that have no housing at exit for permanent supportive housing. Like the chronically homeless resident, individuals coming from psychiatric institutions come to permanent supportive housing with multiple housing barriers, including previous evictions. These residents need service supports to remain independent.

7. Supportive Service Plan

Answer the following questions. The answers may exceed the space provided, but the overall application may not exceed the seven-page limit. Please note that, at a minimum, services must address service coordination within the community, linkage with benefits, employment and treatment linkages, as well as any other proposed relevant services.

- A. Describe the supportive services the project will directly provide to address the target population's needs.

The to-be-named project will offer safe, secure permanent supportive housing to individuals who struggle with homelessness, mental illness and/or addiction. CHN's Property Manager ensures that tenants are moved in as quickly as possible. CHN contracts with community-based behavioral health service partner(s) to provide supportive services to ensure that tenants can maintain their housing. Supportive services staff will work with new tenants to ensure that an Individualized Housing Stabilization Plan is completed upon move-in. CHN's Service Coordination staff is also available to assist tenants with linkages and progress on goal plans.

24-hour on-site staffing provides the support necessary for this population and ensure tenant safety. CHN Employment Services offer tenants job readiness skills, vocational training and linkages to employment opportunities.

- B. Describe the services that existing community service providers will provide.

CHN anticipates that the community service provider will provide residents with supportive services that include, but are not limited to, on-going assessments, case management, psychiatric services, medication monitoring, health services, employment services, individual counseling and substance abuse treatment.

CHN will seek partnerships with community service providers who have a strong track record of accessing Medicaid and other resources that fund supportive services. CHN believes that if the Continuum of Care is to expand the number of PSH units in the community to end chronic homelessness, it is essential to leverage federal and state resources in all aspects of PSH projects, including service funding. CHN will explore all options for partners, including options outside of its existing network, if necessary.

8. Co-Applicants

- A. Identify the role of each project partner, if applicable.

B. Describe each co-applicant/project partner's financial commitment.

9. Required Documentation

Attach the following documents to the concept paper prior to submission. This section is not required if the lead agency is already a funded CSB partner agency.

501 (c) 3 letter from the IRS

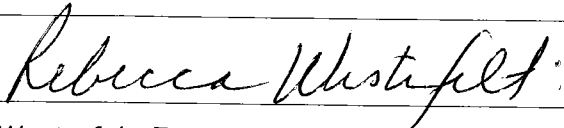
Registration with the Ohio Secretary of State

Current Board roster with employers, relevant experience and tenure with the Board

Most recent audit

Most recent 990

1. Agency and Project Information		
Project Title: To Be Named		
Lead Organization (project sponsor): Community Housing Network, Inc.		
Mailing Address: 1680 Watermark Drive Columbus, Ohio 43215		
Contact person: Samantha Shuler		
Telephone: 614-487-6700	Fax: 614-487-0405	E-Mail: sshuler@chninc.org
<p>If you are submitting a project on behalf of a group of agencies/organizations, list any agencies you intend to propose as sub-recipients or subcontractors.</p> <p>Huckleberry House, Inc. 1421 Hamlet Street Columbus, Ohio 43201 Contact: Rebecca Westerfelt, Executive Director Phone: 614-294-8097 Fax: 614-294-6109 rwesterfelt@huck-house.org</p>		
2. Authorization		
<p><i>Acting as a duly authorized representative, I hereby affirm that the governing body of the below named organization has reviewed and accepts all the guidelines, requirements and conditions described in the Project Development Process Information Packet, and wishes to be considered for financial assistance.</i></p>		
Lead Organization: Community Housing Network, Inc.		Date: 4/29/2019
Authorized Signature:		
Name/Title: Samantha Shuler, CEO		
Co-Applicant Organization: Huckleberry House		Date: 4/29/2019
Authorized Signature:		
Name/Title: Rebecca Westerfelt, Executive Director		
Co-Applicant Organization:		Date:

1. Agency and Project Information		
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Lead Organization (project sponsor): Community Housing Network, Inc.		
Mailing Address: 1680 Watermark Drive Columbus, Ohio 43215		
Contact person: Samantha Shuler		
Telephone: 614-487-6700	Fax: 614-487-0405	E-Mail: sshuler@chninc.org
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Lead Organization: Community Housing Network, Inc.		Date: 4/29/2019
Authorized Signature:		
Name/Title: Samantha Shuler, CEO		
Co-Applicant Organization: Huckleberry House		Date: 4/29/2019
Authorized Signature: 		
Name/Title: Rebecca Westerfelt, Executive Director		
Co-Applicant Organization:		Date:

3. Description & Experience of Applicant Organization(s)

Answer each of the questions below. Answer the questions for all agencies involved in the project. *Agencies that have a current contract with CSB do not need to complete this section. However, if the proposed partners are not currently funded by CSB, provide answers to these questions for the proposed partners.*

A) Are you an incorporated non-profit organization and have you received IRS 501(c)3 status?	Yes X	No
B) How many years has the lead agency been in existence?	31	
C) If there are other agencies involved with the project, how many years has each of them been in existence?	49	
D) List the agency's total annual budget for the current fiscal year.	CHN: \$11,220,000 HH:	

If you are not currently providing housing for formerly homeless individuals, address the following questions. The answers may exceed the space provided, but the overall application may not exceed the seven-page limit.

E) Describe the agency's mission and purpose and explain how the proposed project is consistent with the agency's mission.
F) Describe the agency's principal programs and services.
G) Describe the number and type of staff the agency employs.
H) Describe the agency's experience providing services for the target population or other special needs populations.
I) Describe the agency's experience providing housing for the target population or other special needs populations.
J) Describe the agency's experience working with neighbors of other developments.
K) List the agency's key accomplishments from the past three years.

4. Proposed Housing Model

Check the box that matches the type of housing for which you are seeking funding.

<input type="checkbox"/>	Multiple Buildings, Multiple Sites	<input checked="" type="checkbox"/>	Permanent Supportive Housing
<input type="checkbox"/>	Multiple Buildings, Single Site	<input type="checkbox"/>	Rapid Re-Housing
<input checked="" type="checkbox"/>	Single Building		
<input type="checkbox"/>	Shared Housing		

5. Type of Development

Check the box that best describes the type of development you are proposing.

<input checked="" type="checkbox"/>	Construction of a new building
<input type="checkbox"/>	Rehabilitation of an existing building
<input type="checkbox"/>	Leasing an existing building or units

6. Project Description

Please use only the space provided below.

- A. What is the total number of proposed units in the project? How many units will you designate for people experiencing homelessness? How many units for other populations, if applicable?

Community Housing Network (CHN) and Huckleberry House (HH) are proposing a permanent supportive housing project targeted to highest-need at-risk of homeless youth, including those with a mental health diagnosis and/ or substance use disorders, that would benefit from a non-time limited housing approach.

The number of units will be dependent upon multiple factors, including:

- Capacity of Site;
- Unit mix of the project (1 Bedrooms and a limited number of 2 Bedroom units)

The project will be a diversion to youth homelessness in Franklin County by serving vulnerable youth that do not meet the HUD Continuum of Care's definition of literally homeless, as required for permanent supportive housing, but do have a significant disability and meet other federal definitions of homelessness, including HUD's Continuum of Care homeless definitions 2, 3, and 4.

CHN anticipates that many of the residents will be ADAMH clients.

- B. Describe the general development timeline, if applicable.

Dates	Benchmarks
April 8, 2019:	Establish site ownership
April 2019 to January 2020:	Seek project ranking from CofC
January to November 2020:	Secure financing commitments
March to May 2021:	Receive building permits
June 2021 to August 2022:	Construction
September to November 2022:	Lease-up

- C. List anticipated sources of capital funding, if applicable, and the projected capital request for funding from the CoC.

Capital Source	Anticipated Amount
Low-Income Housing Tax Credits*	\$5,760,000
State of Ohio Housing Trust Funds	\$ 300,000
Federal Home Loan Bank Cincinnati	\$1,000,000
Franklin County HOME Program	\$ 250,000
City of Columbus	\$1,500,000
Gap	\$ 379,000
CofC Capital (SHP)	\$ 1,000
Total	\$9,190,000

- D. List anticipated sources of operations funding (including rent subsidies). Describe Columbus Metropolitan Housing Authority's (CMHA) involvement and commitment in the project, if any. If CMHA will not be involved, describe future operational sustainability.

CHN will pursue subsidies from CMHA Housing Choice Vouchers and Mainstream Housing Vouchers, if appropriate.

- E. List anticipated sources of services funding and projected services request for funding from the CoC.

CHN and HH anticipate using ADAMH of Franklin County, Medicaid and private foundation funding. We hope to also engage with other public and private systems that have a vested interest in the at-risk transition aged youth.

- F. Describe the target population, including their anticipated needs.

A Place to Call Home for Youth reports that there are approximately 4,479 youth between the ages of 18 to 24 that will be at-risk of homeless (in a precarious housing situation that will result in homelessness in less than 14 days). Of these 4,479 youth, 3,033 will become literally homeless and will be eligible the entire array of services offered by the Continuum of Care's Youth Homelessness Demonstration Program Transitional and Permanent Housing. The 1,400 youth who are at-risk of homelessness in less than 14 days do not qualify for YHDP Permanent Housing.

Further, the Chapin Hall's *Voices of Youth Count* estimate 1 in 10 young adults ages 18 to 25 endures some form of housing instability. Measurement Impact Consulting estimated that in Franklin County the number of housing unstable youth is ~6,531. As a result, there are over 6,500 youth in Franklin County annually who are facing housing instability, half of whom may eventually qualify for Literally Homeless.

Housing instability represents trauma to young adults. CHN believes that while HUD's intentions to provide housing options to those literally homeless is an exceptional first step to addressing youth homelessness, Columbus can and should do more to provide housing options to youth that are at-risk of homelessness. Housing instability is a traumatic event and individual's recovery is influenced by the number of traumatic events that they have dealt with. By intervening in a young adult's life to create housing stability, CHN asserts that the community will benefit by reducing the risk of long-term chronic illness in these youth which can prevent them from being able to work full time and be fully independent. Should homelessness be a pre-requisite for providing housing as a solution for vulnerable youth? CHN believes that in Columbus, the answer to this question should be no.

Housing is a solution for more than one service system. Permanent Supportive Housing has been shown to be effective for multiple vulnerable populations and it can serve vulnerable youth with a variety of backgrounds as well. Individuals with mental illness and substance abuse histories (ADAMH/ODMHAS), individuals with developmental disabilities (FC MRDD/ODDD), and individuals who come from households that are child welfare involved, including foster care (FCCS/OJFS) all have a portion of their population who are best served by the long-term service enriched housing supports offered in permanent supportive housing.

7. Supportive Service Plan

Answer the following questions. The answers may exceed the space provided, but the overall application may not exceed the seven-page limit. Please note that, at a minimum, services must address service coordination within the community, linkage with benefits, employment and treatment linkages, as well as any other proposed relevant services.

- A. Describe the supportive services the project will directly provide to address the target population's needs.

The project will offer safe, secure permanent supportive housing to young adults aged 18 to 24 who struggle with homelessness, mental illness and/or addiction. CHN's Property Manager will ensure that tenants are moved in as quickly as possible. CHN will contract with Huckleberry House (HH) to provide services that are tailored to meet highest-needs homeless youth. Huckleberry House's Service Engagement staff will also work with new tenants to ensure that an Individualized Housing Stabilization Plan is completed upon move-in. CHN's Service Coordination staff will also assist tenants with linkages and progress on goal plans.

24-hour on-site staffing will provide the support necessary for this population and ensure tenant safety. CHN's Employment Services will offer tenants job readiness skills, vocational training and linkages to employment opportunities.

B. Describe the services that existing community service providers will provide.

Huckleberry House (HH) focuses on the goals of safety, well-being, establishing permanent connections, and improving self-sufficiency. HH utilizes Positive Youth Development, trauma informed care, harm-reduction techniques, crisis intervention strategies, relational-cultural theory and cognitive behavioral theory and methods to assist highest-need youths to meet these goals. Additionally, HH provides tenants with linkages to supportive services that include, but are not limited to, on-going assessments, case management, psychiatric services, medication monitoring, health services, employment services, individual counseling and substance abuse treatment.

As plans for the project progress, CHN will work with HH to explore innovative ways to augment service provision.

8. Co-Applicants

A. Identify the role of each project partner, if applicable.

Community Housing Network: Developer, Property Manager, Majority Owner
Huckleberry House: Service Provider.

B. Describe each co-applicant/project partner's financial commitment.

Community Housing Network will be responsible for securing funding for capital development. CHN will also take on the lead role of securing operating funds with Huckleberry House's technical assistance. CHN will take on the financial guarantees associated with affordable housing development and will finance the predevelopment costs associated with this project. HH will take the lead on securing service funding.

9. Required Documentation

Attach the following documents to the concept paper prior to submission. This section is not required if the lead agency is already a funded CSB partner agency.

☐

501 (c) 3 letter from the IRS

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**Continuum of Care Board
Columbus and Franklin County, Ohio**

Resolution 5 to Prioritize New Permanent Housing for the 2019 Continuum of Care Application

WHEREAS, the Continuum of Care (CoC) will have the opportunity to apply for an undetermined amount of renewable new CoC funding, depending on the FY19 HUD CoC Notice of Funding Availability. If awarded, these funds would be available July 1, 2020 and could only be used for new permanent supportive housing (PSH) or rapid re-housing (RRH) projects;

WHEREAS, on February 4, 2019, the CoC confirmed the following prioritization for City of Columbus and Franklin County capital development funds, pending availability, and Community Housing Network (CHN) Parson's Place and CHN/Huckleberry House Marsh Brook Place already received Ohio Housing Finance Agency (OHFA) tax credits:

Project Name	City of Columbus	Franklin County
CHN Parsons Place	\$1,000,000	\$500,000 (2017 and 2019 allocation)
CHN/HH Marsh Brook Place	\$250,000	\$250,000 (2018 allocation)
CHN Creekside Place	\$2,000,000	\$250,000 (2020 allocation)

WHEREAS, on February 4, 2019, the CoC approved a Project Plan for CHN Creekside Place PSH development, with 50 units dedicated for chronically homeless households and 13 units for individuals with serious mental illness or co-occurring mental illness and substance abuse;

WHEREAS, on February 4, 2019, the CoC confirmed the following prioritization for the 2019 OHFA tax credit application process and the project was awarded tax credits in May 2019:

Project Name	Priority
CHN Creekside Place	1

WHEREAS, ADAMH committed \$650,000 in capital funds and \$150,000 in services costs for all the units in the project for the next 15 years and the CoC Board is recommending a change in the unit allocation for CHN Creekside Place to 23 units dedicated for chronically homeless households and 40 units for individuals with serious mental illness or co-occurring mental illness and substance abuse, and the project is fully funded;

WHEREAS, in the FY18 HUD CoC competition, the CoC prioritized CHN/HH Marsh Brook Place over Parsons Place, per CHN's request. HUD awarded funding for Marsh Brook Place starting July 1, 2019. Marsh Brook Place is now fully funded via OHFA tax credits, CoC awards, the Youth Homelessness Demonstration Program, and other funding sources and CHN Parsons Place has full funding as well;

WHEREAS, CHN and Homefull have submitted Concept Papers for four PSH projects and one RRH project for the CoC's consideration;

WHEREAS, the CoC Board recommends that the CoC request applications for CoC Board and CoC review at the next CoC Board and CoC meetings for Homefull Focus RRH and Homefull Pivot PSH;

WHEREAS, the CoC Board recommends that the CoC request Project Plans for CoC Board and CoC review for the CHN PSH for Elderly Individuals and CHN PSH for Chronically Homeless Individuals projects;

WHEREAS, the CoC recommends that the CoC approve the following proposals and prioritizations for the FY19 CoC Competition;

Project Name	Priority
Homefull Pivot PSH	1
Homefull Focus RRH	2

THEREFORE, be it resolved that the CoC approves the change in the unit allocation for CHN Creekside Place to 23 units dedicated for chronically homeless households and 40 units for individuals with serious mental illness or co-occurring mental illness and substance abuse;

THEREFORE, be it resolved that the CoC requests applications for CoC Board and CoC review at the next CoC Board and CoC meetings for Homefull Focus RRH and Homefull Pivot PSH;

THEREFORE, be it resolved that the CoC requests Project Plans for CoC Board and CoC review for the CHN PSH for Elderly Individuals and CHN PSH for Chronically Homeless Individuals projects;

THEREFORE, be it resolved that the CoC approves the following prioritization for the FY19 CoC competition, up to the available CoC funding for new projects.

Project Name	Priority
Homefull Pivot PSH	1
Homefull Focus RRH	2

Approved by voice vote.

Witnessed by:

Kim Stands, Chair

May 29, 2019
Date