

# Meeting Minutes

## Rebuilding Lives Funder Collaborative Meeting

Monday, December 9, 2013

11:30 am – 1:30 pm

MORPC Conference Room

### **Attendees:**

*RLFC Members:* Sheila Prillerman, Kim Stands, Jennifer Voit (for Karen Days), Ron Lebsock (for Charles Hillman), Mary Jane Quick, Michelle Heritage, Terri Power, Rollin Seward (for Jim Schimmer), Chip Spinning, Mary Vail, Jonathan Welty, Matt Kosanovich (for Janet Jackson), Carl Landry, Dan Franz, Suzanne Seifert, Marissa Michaels, Cmdr. Rhonda Grizzell, Nancy Case, Kathy Werkmeister, Steve Gladman, Susan Lewis Kaylor

*Community Shelter Board Staff:* Lianna Barbu, Amy Price, Noel Welsh

*Guests:* Colleen Bain, Amanda Owen

### **Welcome & Agenda Review**

Michelle Heritage welcomed the group and reviewed the agenda.

### **Administrative Issues**

#### Minutes from August 27, 2013 RLFC meeting

The minutes from the August RLFC meeting were included in the meeting packet. Susan Lewis Kaylor made a motion to approve the minutes as presented. Kathy Werkmeister seconded the motion. The motion was unanimously approved.

### **Community & Public Policy Updates**

#### Crisis Response System Update

Michelle Heritage presented a brief update on the crisis response system redesign efforts. The recently-purchased Van Buren building opened its doors to families in an effort to shelter families in order to reduce hotel usage and curb high overflow costs. Lianna Barbu and Kim Stands were recognized for their efforts to open the building ahead of schedule. Michelle noted that efforts to kick off the collective campaign for the redesigned system were progressing well.

The Navigator program is being piloted by Lutheran Social Services at shelters operated by Volunteers of America and Southeast. CSB has heard positive feedback from clients. A mediation service is being piloted by the Columbus Urban League at the Coordinated Point of Access offices.

## Strategic Issues

Michelle explained the System and Program Indicator Report for the benefit of the new RLFC members. Lianna noted that the FY13 System and Program Indicator Report was included in the meeting packet and she encouraged the group to review the information.

### Review FY14 System and Program Indicator Report for 1<sup>st</sup> Quarter

Lianna reviewed the FY14 1<sup>st</sup> Quarter System and Program Indicator Report (7/1/13 – 9/30/13) with the group. The following highlights were noted:

- Family Emergency Shelter System
  - Overall family homelessness has shown a sharp increase. 530 households were served during the first quarter, a 38% increase over the previous year. Occupancy numbers are over capacity by an average of 43 units.
  - The average length of stay for the reporting period was 18 days.
  - The system achieved a 63% successful housing outcome percentage, down 4 percentage points from the previous year.
  - 75% of the families entering the system were newly homeless.

Carl Landry asked why the system was seeing such an increase in family homelessness. Michelle replied that empirical evidence is still unknown, but it was suggested that recent cuts to safety net programs may be pushing more families into homelessness.

- Men's Emergency Shelter System
  - 1,714 households were served during the first quarter, a 10% increase over the previous year. Overflow services were opened ahead of schedule to meet demand.
  - Average length of stay at 31 days is a 4-day drop from the previous year.
  - Successful housing outcomes for the system were noted at 24%, a decrease of 3 percentage points from the previous year.
  - The percent of newly homeless (41%) is low and CSB continues to monitor this statistic closely, since most of the households served are returning individuals. The 6% recidivism statistic only measures a return to homelessness for the 90 days following a successful exit from shelter.
- Women's Emergency Shelter System
  - Successful housing outcomes showed a sharp reduction to 25% for the quarter. This is a cause for concern, since the women being served usually show a greater return to stability than the male population.
  - 53% of the women entering the system were newly homeless.
- Emergency Shelter System Overall – Families, Single Men and Single Women
  - As a new procedure, transitional-age youth are being tracked within the shelter system. The percentage of transitional-age youth heads of households is higher within the family system than the comparable entrants into the single adult system.

Jennifer Voit asked how the "households served" goals were established. Lianna replied that goals are re-established annually, based on data trends and historical perspectives. Colleen Bain asked if domestic violence beds were counted. Michelle replied that collection of specific data on domestic violence victims was not allowed for inclusion in the Homeless Management Information System due to federal regulations. Jennifer asked if it would be a good idea to capture information about domestic violence beds. Michelle explained that there are strong federal laws about data

mixing. She noted the possibility of a separate report to capture domestic violence data being created at some point in the future.

- Emergency Shelter & Transitional Housing
  - Lianna noted that federal guidelines include transitional housing as part of the emergency shelter system when reporting system outcomes. With the inclusion of transitional housing, average length of stay for the shelter system is 36 days, well above the federal goal of 30 days.
- Permanent Supportive Housing System – Rebuilding Lives units only
  - 1,099 total units are available for Rebuilding Lives-eligible individuals.
  - Overall performance for the system is very strong, with successful housing outcomes at 98% and housing stability continuing to show improvement.
  - Lianna explained overleasing and the occupancy rate showing at 103%.
- Total Permanent Supportive Housing System – Rebuilding Lives and non-Rebuilding Lives units
  - Factoring in all Permanent Supportive Housing units, including units for non-Rebuilding Lives eligible individuals, there are 1,659 total units within the Permanent Supportive Housing system.
  - Households served are up 12% from the previous year, exceeding system goals.
- Direct Housing/Rapid Re-Housing
  - Successful housing outcomes are at 90%, reflecting good performance.

#### Review Semi-Annual Rebuilding Lives Financial Report

Lianna presented the semi-annual financial report for the group's consideration. She explained the report's purpose, to provide the RLFC with an accurate comparison of budgeted versus actual revenues/expenses. She noted that the information was used to inform future budgeting decisions.

Lianna noted that the system was budgeted for a total of \$27 million, but spent 96% of that amount. She explained that federal and private funding came in below budget. She noted the expense columns and explained that some programs were impacted by performance funding (not meeting outcomes to obtain full funding).

Colleen thanked CSB and the RLFC for allowing National Church Residences to shift away from draws through the ADAMH system for some specific programs and return to reimbursement-based payments.

#### HUD Continuum of Care Application

Michelle introduced documentation related to the 2013 Continuum of Care application. She explained that the RLFC needed to provide a ranking methodology for projects included in the application.

Lianna detailed specifics around the application and Notice of Funding Availability. She noted that the final application was due to HUD on 2/3/14, after it was reviewed and approved by the full RLFC. She noted that the next RLFC meeting would be held in late January to approve the application. HUD is likely to make an overall 5% funding cut, but no funding amounts have been announced. Based upon the 5% assumption, 95% of the total Annual Renewal Demand amount would be categorized as Tier 1 funding, with the remaining 5% of the Annual Renewal Demand

being allocated to Tier 2 funding. The ranking methodology noted above would determine which projects would bear the brunt of the presumed funding cut and be allotted to Tier 2 status.

Lianna noted that there was no Permanent Supportive Housing bonus funding available this year. She noted CSB's intent to apply for Continuum of Care planning costs. She explained that CSB had been awarded Unified Funding Agency designation and would also apply for Unified Funding Agency costs. Unified Funding Agency designation means that all federal funding for the Continuum of Care will pass through CSB moving forward.

Lianna reviewed relevant information included in the 2013 Notice of Funding Availability. She explained HUD's unchanged intention to end chronic homelessness by 2015, despite ongoing funding cuts. The Unified Supportive Housing System exists to prioritize chronically homeless individuals, but the 2015 goal will be difficult to implement for agencies outside the Unified Supportive Housing System pool.

Lianna explained that HUD wants to prioritize persons living on the street, families, and the medically vulnerable. Susan asked for a definition of "medically vulnerable." Lianna replied that Unified Supportive Housing System participants use a vulnerability assessment document to determine eligibility, and suggested that non-Unified Supportive Housing System providers could also use the assessment.

Lianna noted that the score received on the 2013 Continuum of Care application was also applicable for the 2014 process. Colleen confirmed that individual projects would be expected to apply for funding in 2014.

Marissa asked for clarification on the expected 5% funding cut. Lianna and Michelle replied that the funding cut would be at least 5%, but that it could be greater. They stressed the importance of coming to a decision on the project ranking methodology.

Lianna reviewed the scoring details with the group. She noted ongoing difficulties meeting the 150% leveraging goal set by HUD.

The group was asked to consider ranking options. Lianna referred to the handout detailing the five ranking options. She reminded the group that new programs (CHN Inglewood Court, YMCA Shelter Plus Care and National Church Residences Commons at Third) won't be ranked. CSB Homeless Management Information Systems and Continuum of Care Planning costs will be ranked, but where they'll be ranked is yet to be determined.

Lianna noted the Amethyst RSVP program's inclusion at the bottom of all ranking lists. Amethyst is considering removing this program from consideration due to sustainability concerns. The RSVP program is primarily funded by HUD with some additional Medicaid dollars, but recent delays receiving HUD funding are making it difficult for Amethyst to keep the program afloat. Amethyst is confident that they can assimilate RSVP clients into their Shelter Plus Care program. For purposes of project ranking, CSB will assume that the RSVP program is not a concern moving forward.

Lianna reviewed the ranking options (all descriptions assume the exceptions noted above):

- Option 1: Projects are ranked in the order of their overall score (inclusive of amount of HUD dollars spent and program evaluation rating).

- Option 2: Similar to Option 1, unless it is decided that funding is reallocated. If funding is reallocated, the reallocation project is listed after renewal projects in Tier 1.
- Option 3: Projects are ranked in order of performance.
- Option 4: Similar to Option 1, with the added caveat that programs considered by HUD to be low priority are automatically moved to Tier 2 and ranked by score.
- Option 5: Similar to Option 1. All programs receive an equal funding cut by percentage. Option 5 also shows the transitional housing programs in blue due to HUD's automatic low prioritization.

Lianna noted that, due to the broad percentage-based funding cut, Option 5 allows for the funding cut from other programs to be reallocated to a Tier 2 program. She suggested that this would allow the Van Buren project to apply for Tier 2 funding.

Lianna noted that the RLFC Board agreed, in principle, to Option #5 as presented, assuming that the RSVP program would be cut and the remaining programs would be held to an across-the-board 3% funding cut.

Carl asked if there was a contingency plan in place if HUD cuts were greater than 5%. Lianna replied that CSB would revise ranking documentation based on any unexpected changes. Steve Gladman asked if a larger cut would affect the RLFC Board's recommendation. RLFC Board members replied that it would not.

Terri Power confirmed that the percentage-based funding cut was an effort to ensure the current number of units stays whole. Jonathan added that spreading the cuts allows for the most negligible effects.

Michelle introduced a resolution to approve project ranking option #5 for the 2013 Continuum of Care application. She noted an additional provision in the resolution that, due to time constraints related to the application's completion, granted the RLFC Board temporary decision-making authority regarding any Tier 2 allocation. Steve suggested that the RLFC Board abstain from voting. Jonathan made a motion to approve the resolution. Sheila Prillerman seconded the motion. The motion was unanimously approved with all RLFC Board members abstaining from the vote (RLFC Board members made and seconded the motion, but did not participate in the final vote).

## **New Shelter and Permanent Supportive Housing Development**

### Approve Updated Rehabilitation Costs for Van Buren Building

Michelle introduced an updated Request for Proposals for \$3,345,532 in Ohio Housing Finance Agency Capital Funding. The Request for Proposals included CSB's previously-approved plans for \$2,984,750 in capital funding to acquire and renovate a site to house a new emergency shelter containing the new front door shelter, along with a renovated women's emergency shelter and flexible overflow capacity. The addition to the Request for Proposals was \$360,782 in capital funding for renovations to accommodate families when overflow beds are needed.

Michelle introduced the resolution to recommend CSB's request to apply for \$3,345,532 in Ohio Housing Finance Agency Capital Funding, to be used to acquire and rehabilitate property for a new emergency shelter. Steve made a motion to approve the resolution. Jonathan seconded the motion. The motion was unanimously approved without any abstentions.

### Review National Church Residences' Request for Change in Units Designation at Commons at Livingston II

Michelle introduced National Church Residences' request to reallocate 20 Rebuilding Lives-eligible units from the Commons at Livingston II Supportive Housing project to the Commons at Grant project. The reallocation was proposed because HUD did not approve bonus funding for the Commons at Livingston II project. In order to address the subsequent funding gap, National Church Residences intends to make the 20 formerly Rebuilding Lives-eligible units available to non-homeless Veterans Administration service-eligible individuals. To ensure a consistent number of Rebuilding Lives units, twenty additional units would become Rebuilding Lives-eligible at Commons at Grant through attrition.

The RLFC Board reviewed National Church Residences' proposal on October 29, 2013 and agreed to a recommendation of 25 additional Rebuilding Lives-eligible units at Commons at Grant. National Church Residences agreed to the revised proposal and asked for final permission to reallocate units. Prior to the 12/9 RLFC meeting, it was learned that the Commons at Livingston II project received an additional \$600,000 in capital funding from the city, pushing the total Rebuilding Lives capital investment for the program up to \$1.4 million. The \$600,000 award from the City was not communicated to the RLFC.

The RLFC Board convened an emergency meeting to discuss the impact of the \$600,000 City funding award on their decision. Given the additional funding and the high cost per unit at Commons at Livingston II, the RLFC Board elected to reconsider their decision and hold the number of Commons at Livingston II RL units at 35, consistent with initial expectations.

Colleen expressed concern about the immediacy of the decision and explained that National Church Residences had begun the lease-up process under the assumption of reallocated units. Michelle noted the delay in communication and the RLFC Board's need to make a quick decision. Colleen expressed concern about National Church Residences' ability to provide services for 35 Rebuilding Lives units at Commons at Livingston II, given the reduction in service dollars. Michelle suggested alternative resources, such as Medicaid expansion. Colleen noted that National Church Residence would discuss the RLFC Board's decision internally and respond at a later date.

### Review Volunteers of America of Greater Ohio's Capital Funding Request

Michelle introduced Volunteers of America of Greater Ohio's request for \$320,000 in capital funding for the Van Buren Permanent Supportive Housing project. Due to HUD's intent not to fund new programs, Volunteers of America is projecting a \$320,000 funding gap in its capital budget.

Lianna noted that the cost per unit to fund Van Buren is lower than other recent new projects. She noted that City dollars would be used for the funding, due to multiple funding constraints at the County level.

Michelle introduced a resolution to approve Volunteers of America's request for \$320,000 in capital funding for the Van Buren Supportive Housing project. Ron Lebsock made a motion to approve the resolution. Susan seconded the motion. The motion was approved with Suzanne Seifert abstaining from the vote.

## **Updates on Rebuilding Lives Strategy Progress to Date**

Michelle reviewed the Rebuilding Lives Report Card with the group and introduced the Report Card Summary document. She noted that each strategy on the Report Card is designated red, yellow, or green on the Summary document. Green indicates either a completed strategy or positive progress made toward completing the strategy. Yellow indicates that progress may be deferred or temporarily impeded. Red indicates a lack of discernable progress and suggests areas for improvement.

Due to time constraints, Michelle declined to go into detail about the strategies. She encouraged the group to review the Report Card and contact CSB with any questions.

## **Project Development**

Update reports from project developers were included in the meeting packet.

Amanda Owen shared progress on the YMCA Franklin Station project. She provided an overview of the project's history and capacity. She announced that Community Properties of Ohio would serve as the property manager for the site. Susan announced that Southeast would provide integrated health care services for all Franklin Station residents. Amanda noted that the delivery date for the project is March 4, 2014.

Colleen Bain shared progress on the National Church Residences Commons at Livingston II project. She noted that lease-up meetings were occurring weekly and 45 individuals have been identified. She acknowledged construction delays, pushing the open date back to December 23, 2013. She stated National Church Residences' goal to fill all units by the end of January 2014.

Colleen expressed concern about the RLFC's decision to keep the number of Commons at Livingston II Rebuilding Lives units constant. She explained that additional city funding was necessary to comply with Davis-Bacon regulations. She told the group that a more official response from National Church Residences would be forthcoming.

Suzanne shared progress on the Volunteers of America of Greater Ohio Van Buren Village project. She noted an upcoming meeting with the Ohio Housing Finance Agency multi-family sub-committee. She noted Volunteers of America's plans to break ground in May 2014, with lease-up expected in May 2015.

## **Adjourn**

Sheila invited the group to the Citizens Advisory Council holiday party later that evening. Michelle told the group to send Noel a note if planning to attend.

Meeting adjourned.