

Meeting Minutes

Rebuilding Lives Funder Collaborative Meeting

Monday, September 8, 2014

12:00 pm – 2:00 pm

Community Shelter Board

Attendees:

RLFC Members: Michelle Heritage, Susan Lewis Kaylor, Jacci Graves, Jeff Cutlip, Jennifer Voit, Keisha Hunley-Jenkins, Ron Lebsock, Kim Stands, Cmdr. Rhonda Grizzell, Amy Bradley, Nancy Case, Patrick Jarvis, Teresa McWain, Jeff Pattinson, Carla Williams-Scott, Pat Scott, Mary Vail, Kathy Werkmeister, Jonathan Welty, Veronica Lofton, Matt Kosanovich, Don Strasser, Carl Landry, Douglas Lay, Michael Brooks, Suzanne Seifert

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

Guests: Susan Weaver, Shannon Easter, Dave Kayuha, Amanda Owen, Julie Wagar

Welcome & Agenda Review

Michelle Heritage welcomed the group and reviewed the agenda.

Community & Public Policy Updates

Crisis Response System Update

Michelle Heritage presented a brief update on crisis response system redesign efforts.

The Van Buren shelter building is open and sheltering women and families. For the first time, the waitlist for single adult women is clear and all women that need shelter can receive shelter.

Overflow numbers for families are still extremely high. The men's accommodations in the Van Buren shelter building are currently being used to shelter families, but demand is so high that motels may still need to be used.

Community Shelter Board (CSB) is embarking on a multi-phase collective campaign of \$52M in public funding and \$43M in private funding over a ten year period. Moving forward into the fall, the campaign will prioritize capital dollars for the family shelter renovation and ongoing services and operations costs.

Jeff Cutlip noted an article in the most recent issue of Street Speech that provided an overview of the Van Buren shelter building and the crisis response system re-design. Michelle thanked the Citizens Advisory Council for its guidance during the re-design process.

Administrative Issues

Approve Minutes from 5/29/2014 RLFC Meeting

The minutes from the May 29, 2014 RLFC meeting were distributed to the group. No revisions were noted. Carl Landry made a motion to approve the minutes as presented. Patrick Jarvis seconded the motion. The motion was unanimously approved without any abstentions.

FY2015 RLFC Roster

Noel Welsh presented the Fiscal Year 2015 RLFC and RLFC Board rosters to the group, highlighting new members.

Conflict of Interest

Noel asked the group to submit completed Conflict of Interest forms for the current fiscal year.

Strategic Issues

Review System & Program Indicator Report for FY2014 4th Quarter

Lianna reviewed the FY14 4th Quarter (4/1/14 – 6/30/14) System and Program Indicator Report with the group. The following highlights were noted:

- Family Emergency Shelter System
 - Overall households served (total 497) have increased by 22% over the previous year's numbers (FY13 4Q total 406). This total represents the largest number of families served in one quarter since CSB began tracking data.
 - The percentage of successful housing outcomes achieved (46%) decreased by 19 percentage points from the previous year (FY13 4Q total 65%). This represents the lowest percentage of successful housing outcomes in one quarter since CSB began tracking data.
 - Average nightly occupancy numbers jumped to 98 households, up from 65 in FY13. This number is nearly double the fixed capacity of the system.
 - Average length of stay in the family shelter was 21 days, which basically meets the system goal.

Amy Bradley asked how the recidivism outcome is determined. Lianna replied that recidivism numbers are pulled from the successfully exited households from the previously reported quarter. Lianna explained that there are no concerns with recidivism, noting that the outcome consistently reports low.

- Men's Emergency Shelter System
 - Overall, the system is stable. Households served, successful housing outcomes, and average length of stay remain consistent over the previous two years. The system is showing a 3% decrease in the number of men served from the previous quarter.
 - The average number of men reported on the waitlist for shelter was 11.
- Women's Emergency Shelter System
 - Overall individuals served (total 375) have decreased by 67 over the previous year's numbers (FY13 3Q total 442). Lianna reminded the group that these numbers don't factor in the recent influx caused by the Van Buren shelter opening.
 - Average length of stay number in the women's system was 35 days, the highest number reported in three years.

- The average number of women reported on the waitlist for shelter was 23. CSB is seeing twice as many women since the Van Buren shelter opening. Michelle added that the influx represented true need.
- Emergency Shelter System Overall – Families, Single Men and Single Women
 - Overall households served (total 2,368) have decreased by 32 over the previous year's numbers (FY13 4Q total 2,400).
 - Lianna noted that, on average, there were 34 single adults on the waitlist for shelter during the reporting period.
- Permanent Supportive Housing System – Rebuilding Lives units only
 - The system is performing well, with good occupancy rates and a 97% successful housing outcome rate. Currently, there are 1,172 Rebuilding Lives units in the system with the expansion of rental assistance units at the YMCA 40 West Long Street location. She added that, with the expansion, there was a 4% increase in the number of households served.
 - Lianna noted that the 93% occupancy rate should be higher.

Susan Lewis Kaylor asked why occupancy rates had fallen to 93%. Lianna replied that there was no identifiable pattern to explain the dip in occupancy rates.

- Total Permanent Supportive Housing System – Rebuilding Lives and non-Rebuilding Lives units
 - Lianna noted that, with the inclusion of non-Rebuilding Lives units, there are 1,716 Permanent Supportive Housing units in the system.
 - Households served have decreased and occupancy rates have dipped below 100% due to the Rental Assistance rampdown of services related to U.S. Department of Housing and Urban Development (HUD) contracting.
- Direct Housing/Rapid Re-Housing
 - 174 new families were served by direct housing programs during the report period, an overall increase from the previous year. Lianna explained that the increase was due to the addition of two Supportive Services for Veterans' Families programs. She noted good outcomes for the rapid re-housing programs, while acknowledging that successful housing outcomes had decreased by 10 percentage points as a direct result of the new programs. She noted no concerns.
- Prevention
 - 374 new families were served by prevention programs during the report period, a significant increase from the previous year. Lianna explained that the increase was due to the addition of two Supportive Services for Veterans' Families programs. She noted good outcomes for the prevention programs. She noted no concerns.

Review July 2014 Program Occupancy Report

Lianna reviewed the July 2014 Program Occupancy Report with the group. The report looks at all occupancy rates for permanent supportive housing programs. Only two Rebuilding Lives programs showed an occupancy rate below 95% in July – Community Housing Network project Rebuilding Lives PACT Team Initiative and YMCA 40 West Long Street.

Lianna explained that clients from the older Long Street location were being moved into the Long Street expansion program to ensure timely spend-down of federal funding, adding that both Long Street programs would eventually be brought up to over 95% occupancy. Susan asked where the expansion units were located. Lianna replied that the expansion units were in the 40 West Long Street building, noting that expansion units were provided with a new, different funding source than funding customarily attributed to units in that building.

Lianna noted that some programs were showing occupancy rates above 100% due to overleasing. No concerns were noted.

Four HUD Continuum of Care-funded programs showed an occupancy rate below 95% in July – the Rental Assistance programs and the Family Homes program operated by Community Housing Network and the Shelter Plus Care program operated by Lutheran Social Services/Faith Mission. Lianna noted that the Community Housing Network Rental Assistance programs' decreased occupancy was a cause for concern.

Michael Brooks asked if inclement weather effected rental assistance program occupancy rates. Michelle noted that weather was usually a factor in shelter occupancy rates, but not in housing occupancy rates.

Updates on Unified Funding Agency Implementation

Lianna gave a brief update on CSB's Unified Funding Agency designation. She explained that because CSB is now a Unified Funding Agency, CSB is responsible for applying for and administering all Continuum of Care funding for Columbus and Franklin County. She noted that CSB is one of two agencies nationwide to receive Unified Funding Agency designation.

Lianna explained that CSB was officially in contract with HUD, and Continuum of Care contracts had been sent by CSB to all subrecipients. Lianna noted that contracts with subrecipients would run through 6/30/15, at which point CSB will enter into new contracts in order to get all agencies on the same contract cycle. She noted that contracts would be amended as necessary to hold agencies to full funding.

Lianna explained that HUD would grant CSB and its subrecipients an extended six-month window during which to complete Annual Performance Reports.

Lianna noted that the FY14 Continuum of Care application was ongoing.

2014 Reallocation of Shelter Plus Care Funds/2014 HUD Bonus Project

Lianna shared details about the FY14 Continuum of Care application process. She noted that there would be \$43,103 available for reallocation, since Lutheran Social Services was ramping down its Shelter Plus Care program. She also noted an expected \$350,000 available for a to-be-determined bonus project.

Lianna explained that no existing housing providers had expressed interest in developing a bonus project or assuming the reallocated dollars. She noted that Columbus Area Integrated Health Services has expressed interest in developing a single adult leasing program to serve clients coming out of the navigator program.

Lianna noted that Anthony Penn, Columbus Area's president, has good experience with housing programs, given his years of experience working for Community Housing Network. She explained that Columbus Area wants the Navigator program to succeed and they are planning to find affordable housing for Navigator clients.

Lianna noted that the RLFC Board discussed Columbus Area's application for both reallocation and bonus funding, and recommended moving forward with both applications. Carl asked if the requirement to prioritize all bonus projects for Chronically Homeless individuals was achievable. Lianna replied that if no Chronically Homeless individuals could be found for an available unit, prioritization guidelines allowed programs to serve non-Chronically Homeless individuals.

New HUD Prioritization Guidelines

Lianna introduced the Notice on Prioritizing Persons Experiencing Chronic Homelessness and Other Vulnerable Homeless Persons in Permanent Supportive Housing and Recordkeeping Requirements for Documenting Chronic Homeless Status, issued by HUD, to the group.

Lianna explained that the Notice was intended to ensure the proper use of Permanent Supportive Housing units nationwide, by prioritizing the persons most in need of the service. Michelle noted that the Notice is asking for several processes that CSB already has in place, including the written standards detailing the Unified Supportive Housing System and the completion of a vulnerability assessment. She explained that our Continuum of Care is already prioritizing the most vulnerable candidates for housing, meaning that we are ahead of many communities in implementing the HUD-requested changes. Lianna added that the Notice is asking CoCs to additionally consider the amount of time a candidate has been homeless, something CSB doesn't do currently.

Patrick asked if HUD is mandating a format for the vulnerability assessment. Lianna replied that HUD has not issued any such requirement.

Lianna introduced a resolution for the RLFC Board to recommend RLFC adoption of the Notice, and she reviewed the Notice's three goals:

- establishing an order of priority for chronic homeless dedicated and prioritized PSH beds which CoCs are encouraged to adopt in order to ensure that those persons with the most severe service needs are given first priority;
- informing the selection process for PSH beds not dedicated or prioritized for chronic homelessness to prioritize persons who do not yet meet the definition of chronic homelessness but are most at risk of becoming chronically homeless;
- and, providing uniform recordkeeping requirements for all recipients of CoC Program-funded PSH for documenting chronically homeless status of program participants when required to do so as well as providing guidance on recommended documentation standards that CoCs may require of its recipients of CoC Program-funded PSH if the priorities included in the Notice are adopted by the CoC.

Lianna also summarized the Notice for the group, noting the HUD-recommended order of prioritization for Permanent Supportive Housing services. Lianna noted that HUD is allowing transitional housing residents to be considered for open permanent supportive housing units if other eligible clients cannot be found.

Nancy asked how providers were able to document the time an individual spent homeless. Lianna replied that documentation of homelessness is recorded in our community's Homeless Management Information System, Columbus ServicePoint, or by an authorized Outreach provider.

Carl suggested that the Notice and its stipulations would increase system acuity over time. Michelle agreed, adding that the Notice represents a nationwide effort by HUD to eliminate Chronic Homelessness.

Nancy asked if staffing patterns would change as a result of the Notice. Michelle replied that no additional funding was available to add staff members. Lianna replied that monthly documentation requirements represented a change and an added burden for Outreach providers.

Lianna explained that the Notice was reviewed by the RLFC Board, and that the RLFC Board recommended system-wide adoption of the Notice effective as soon as possible. Michelle asked the group for additional questions.

Carl asked if the Notice would cause any changes or disruptions to the currently-existing Unified Supportive Housing System (USHS). Lianna replied that the USHS Policies and Procedures would have to be updated to comport with the Notice. She noted that HUD had not issued a deadline for implementation, which was good considering the changes necessary from the provider agencies.

Mary Vail asked how the Notice would effect service provision. Michelle explained that the Notice emphasizes time spent homeless, so in theory the people who have been homeless the longest will be the people served first, which means that service provision will be used most effectively.

Michelle introduced a resolution to approve the Notice on Prioritizing Persons Experiencing Chronic Homelessness and Other Vulnerable Homeless Persons in Permanent Supportive Housing and Recordkeeping Requirements for Documenting Chronic Homeless Status by the Rebuilding Lives Funder Collaborative. Mary Vail made a motion to approve the recommendation. Patrick Jarvis seconded the motion. The motion was unanimously approved without any abstentions.

2014 Ranking Options

Lianna reviewed the project ranking template for the 2014 Continuum of Care application with the group. She reviewed the composition of the template and explained that the template had been sent to providers for their approval. She noted that ranking options had not yet been drafted.

Lianna indicated several projects with low scores, including the Amethyst Shelter Plus Care programs, the YWCA WINGS II program, and the YWCA Shelter Plus Care program. Spend-down figures were pulled from Annual Performance Reports submitted to HUD.

Michelle asked Lianna to clarify the indicators used on the ranking template. Lianna noted that program evaluation scores are carried over from the Program Evaluation document issued annually by CSB. She explained that evaluation scores are determined using contractually-mandated performance outcomes included in each agency's contract with CSB. She explained that agencies must meet or exceed a certain percentage of these outcomes in order to achieve a Medium or High ranking.

Lianna noted serious concerns about several programs being unable to spend down their federal funding awards, and warned the group that federal money left unspent may be retracted from future funding awards. She explained that she was uncertain why agencies were unable to spend down their federal awards in full. Ron noted that federal funding awards for rental assistance programs are based entirely on Fair Market Rent rates, and sometimes those rates don't sync perfectly with actual rents being charged. He noted that this circumstance can lead to overleasing and/or underutilization of HUD dollars. Michelle acknowledged that rental assistance spending represented a difficult balancing act, noting that it was difficult to spend down an award effectively without fixed capacity.

Susan Weaver noted that Community Housing Network has stepped up its efforts to increase occupancy rates for its rental assistance programs. She noted that when rental assistance clients transfer to Section 8 housing, occupancy for the rental assistance program decreases in kind.

Jeff asked if programs that didn't use their full funding would see future funding reductions. Michelle replied that this was possible. Lianna added that funding cuts were HUD's decision and it was not a good idea to leave unused funds on the table. Jonathan Welty asked if it was possible to move unused money to other programs. Lianna replied that as a Unified Funding Agency, this might be an option for CSB moving forward.

Michelle thanked the group for their questions. Lianna noted that another RLFC meeting would be scheduled in October to present detailed ranking options and come to a decision for the 2014 Continuum of Care application. Michelle added that ranking decisions are often difficult.

Rhonda Grizzell asked why the women's programs (run by Amethyst) were showing such low scores. Michelle replied that the size of the Amethyst programs had become a problem, so much so that one of the women's programs had recently relinquished capacity in order to boost its performance. She noted that Unified Funding Agency designation would allow CSB to more effectively manage federal funding. Carl asked how much latitude CSB would have to manage federal funding. Lianna replied that CSB could only move dollars between program types (reallocated permanent housing funds must be moved to another permanent housing program, etc.).

9.3.14 RLFC Board Meeting Update

Lianna explained that the RLFC Board sent communication to several partner agencies as a result of discussions during the 9.3.14 RLFC Board meeting.

Lianna noted that the RLFC Board asked for each agency's willing approval to seek federally compliant board representation, specifically the inclusion of a homeless or formerly homeless individual on each agency's governing board. She noted that the other provider agencies had willingly complied with this requirement. She explained that a response was requested by September 30, 2014.

Lianna added that the RLFC Board sent a letter to Lutheran Social Services and Volunteers of America of Greater Ohio, asking each agency to prioritize their Supportive Services for Veterans Families (SSVF) programs toward single adult veterans and rapid re-housing services. She explained that a response was requested by September 30, 2014.

Results of Jail Data Match

Lianna reviewed four years of data recently obtained from the Council of State Governments Justice Center. She explained that CSB shared data with the Council of State Governments Justice Center, and asked for some data showing the number of people with both jail stays and shelter stays, along with subsets detailing length of time between jail and shelter stays, frequency of stays, and other information.

Lianna noted that in 2009, approximately 40% of the households accessing shelter also had a jail stay. She expressed surprise at the percentage, noting that this was higher than she expected. She broke down the percentage by men, women, and family members, and added that percentages stay relatively consistent over the four years of data available. She noted an average of 173 days between a person's exit from jail and entry into shelter. She added that the opposite track took an average of 403 days.

Michelle noted that the findings took all CSB staff members by surprise. Jeff asked if a jail stay was considered time spent homeless. Amy replied that incarceration was not considered homelessness, and individuals who are incarcerated over 90 days have their current homeless status revoked.

Carla Williams-Scott suggested that the numbers reflected released individuals overstaying their welcome with family and friends, adding that she would use her resources at the Department of Job and Family Services to explore employment options for ex-offenders. Jeff noted that he had heard of an incentive for employers to hire ex-offenders. Amy confirmed the existence of an incentive. Jeff suggested better marketing for this incentive in order to increase awareness.

Rhonda noted that more extensive drug and alcohol services were necessary, adding that these concerns drive homelessness. Suzanne added that more accessible mental health services were needed too. Michelle agreed, noting that adequate funding was a persistent problem. She noted that there are communities triangulating data between their mental health, jail/prison, and shelter systems in order to create “hot lists” that identify clients with the most severe needs (frequent users of these systems).

New Shelter and Permanent Supportive Housing Development

Ohio Housing Finance Agency Request for Proposals – Van Buren Family Shelter

Michelle Heritage introduced a resolution for the RLFC to approve a draw of \$1.7 million from the Ohio Housing Finance Agency. She reminded the group that the \$1.7 million was the remaining balance of a \$5 million capital funding award, the balance of which was used for capital costs related to the Van Buren single adult shelters. Lianna referenced the Request for Proposals, included in the meeting materials, which detailed the Family Shelter project.

Suzanne asked if there was additional funding in place for the family shelter. Michelle reminded the group that CSB was currently in the midst of its collective campaign and several applications had been submitted for family shelter funding. She noted that CSB was also working on a new construction loan from Huntington. She explained that CSB hoped to open the new family shelter by September 2015.

Michelle introduced a resolution for the Rebuilding Lives Funder Collaborative to approve the \$1.7 million Request for Proposals to the Ohio Housing Finance Agency for the Van Buren Family Shelter. She explained that the RLFC Board recommended approval of the resolution. Jonathan Welty made a motion to approve the recommendation. Matt Kosanovich seconded the motion. The motion was unanimously approved with Suzanne Seifert abstaining from the vote.

Approve Community Housing Network Concept Paper for Terrace Place Development

Lianna Barbu introduced a resolution to recommend for the RLFC to approve the Terrace Place concept paper submitted by Community Housing Network. She explained that Community Housing Network intended to replace its North High supportive housing facility with the Terrace Place development.

Lianna explained that the new Terrace Place will feature 47 Rebuilding Lives units, 14 more than the current North High facility, and 13 non-Rebuilding Lives units for ADAMH clients, adding that all homeless units would be prioritized for Chronically Homeless clients as mandated by HUD. She reviewed the project budget with the group.

Lianna explained that, upon approval of the concept paper, Community Housing Network would be asked to submit a detailed project plan for Terrace Place. The project plan would be reviewed by CSB, the Citizens Advisory Council, and other provider agencies, before its ultimate approval by the RLFC and RLFC Board. Once the project plan was finalized, Community Housing Network would be free to apply for Ohio Housing Finance Agency tax credits in February 2015.

Suzanne asked if any other concept papers could be submitted. Lianna replied that the window was closed for this cycle, citing timing issues.

Michelle introduced a resolution for the Rebuilding Lives Funder Collaborative to approve the Community Housing Network concept paper for Terrace Place. She explained that the RLFC Board recommended approval of the resolution. Suzanne Seifert made a motion to approve the

recommendation. Jonathan Welty seconded the motion. The motion was unanimously approved without any abstentions.

Quarterly Project Updates

Amanda Owen shared an update on progress at Franklin Station. She noted that the building was fully occupied, with 75 Rebuilding Lives units out of 100 units total. Amanda noted that 38 Sunshine Terrace residents decided to transfer to Franklin Station. Jeff asked what was going to happen with the Sunshine site. Ron Lebsack replied that the redevelopment plans were being worked on. Susan Lewis Kaylor noted that a Federally Qualified Health Center operated by Southeast, Inc. would be opened in Franklin Station in the coming months.

Suzanne Seifert shared an update on progress with the Van Buren Village development. She noted that the groundbreaking ceremony would be held on October 2nd and she encouraged the group to attend. She noted that the project would contain 60 Rebuilding Lives units out of 100 total units, with lease-up beginning in late 2015.

Julie Wagar shared an update about plans for the Griswold Building renovation. She noted that the Ohio Housing Finance Agency application was approved and YWCA was moving forward with its plans. She explained that YWCA was conducting a capital campaign to raise funding. She explained that YWCA was working on a relocation plan for Griswold's current residents, with the intention of moving the women in May or June 2015 for a maximum of 365 days. She noted that YWCA administrative offices would be moved as well.

Meeting adjourned.