

AGENDA

Rebuilding Lives Funder Collaborative Meeting

February 23, 2012

11:30 am – 2:00 pm

Community Shelter Board

Time	Item	Presenter	Action
11:30 am	Welcome, Introductions & Agenda Review <ul style="list-style-type: none"> • Introductions – Members & Guests 	Michelle Heritage	
11:35 am	Administrative Issues <ul style="list-style-type: none"> • Approve Meeting Notes from 11.9.11 (A) 	Michelle Heritage	✓
11:45 am	Strategic Issues <ul style="list-style-type: none"> • HEARTH Update • Ad hoc Committee on RLFC/Continuum of Care Structure • Out of County Ad Hoc Committee Update (A) • New PSH Project Selection Process (A) • CMHA Vouchers for PSH & Current PSH Pipeline 	Michelle Heritage	
1:30 pm	Rebuilding Lives Report Card (A) <ul style="list-style-type: none"> • Additional Updates on Strategy Progress 	Lianna Barbu Strategy Conveners	
2:00 pm	Adjourn		

Next RLFC Meeting: 11:30 am – 2:00 pm, Thursday, May 17, 2012

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

Meeting Minutes

Rebuilding Lives Funder Collaborative Meeting

Wednesday, November 9, 2011

1:00 pm – 2:00 pm

Community Shelter Board

Meeting Purpose: Special meeting of the Rebuilding Lives Funder Collaborative to consider projects for the 2012 Ohio Housing Finance Agency Tax Credits priority designation

Attendees:

Rebuilding Lives Funder Collaborative Members: Michelle Heritage, Aimee Bowie (for Anthony Trotman), Susan Lewis Kaylor (for David Royer), Tracy Rudy (for Charles Hillman), Emily Savors, Megan Stevens, Jeff Pattison, Matt Kosanovich, Adam Ruege (for John Glacken), Jon Welty, Kathy Werkmeister, Kim Stands, Rollin Seward, Sally Luken and Steve Gladman

Community Shelter Board staff: Lianna Barbu, Tiffany Nobles and Amy Price

Guests: Tom Dobies, Ron Kadylak, Dave Kayuha, Colleen Bain and Susan Weaver

Welcome & Introductions

Michelle Heritage welcomed the group and all gave name and affiliation introductions.

Review National Church Residences response to HUD Technical Review Committee Recommendations

Susan Lewis Kaylor presented the HUD Technical Review Committee's recommendations regarding National Church Residences (NCR) Commons at Livingston Phase II project and outlined NCR's response to the recommendations.

It was noted that the Continuum of Care Steering Committee met just before this meeting and the phrase "due to discharge status" was removed from the end of the statement "Up to 25 of the 35 Rebuilding Lives units will be available to veterans who are not eligible for VA services" in NCR's response to condition #2 around the target population. The revised version of the recommendations was distributed as a handout.

A question was asked whether individuals in the program would receive Veterans Affairs Supportive Housing (VASH) vouchers or Columbus Metropolitan Housing Authority (CMHA) Section 8 vouchers. It was noted that CMHA Section 8 vouchers will be used.

Sally Luken asked if any of the frequent users identified by the Re-entry Strategy data match would be eligible for this project, specifically in the units designated for ADAMH clients. Susan Lewis Kaylor noted that data sharing will be completed to check this but the project will not open until

2014 and hopefully those individuals identified by the Re-entry Strategy research will have been housed long before then.

Review Capital/Operations/Services Request

Lianna Barbu presented the capital, operations and services funding requests for NCR Commons at Livingston Phase II. Several handouts outlining the information were distributed.

It was noted that the VA will provide services for VA-eligible individuals at the project.

It was noted that the annual operations costs and the development/capital costs are for all 50 units of the project.

Clarification was made that Phase II is the addition of 50 one-bedroom units only. All of the common spaces were included in the construction of Commons at Livingston Phase I.

It was noted that the development timeline of being fully leased up by January 2014 was very aggressive timing. A more accurate expectation is spring 2014.

Capital funding requested was presented in comparison to other recent projects – Community Housing Network Inglewood Court, NCR Commons at Livingston Phase I and NCR Commons at Third.

It was noted that NCR is also requesting \$344,000 of HUD Supportive Housing Program (SHP) capital funding and \$1 million of Rebuilding Lives capital funding.

It was also noted that no use of Medicaid for services costs has been proposed and the CMHA vouchers have been secured. Lianna noted that during the Continuum of Care Steering Committee meeting Colleen Bain mentioned that NCR is hopeful that Medicaid would be a revenue source but they do not think it will be a reliable source because many veterans are not eligible for Medicaid.

Clarification was made that NCR is requesting services funding from the RLFC and HUD SHP for the non-VA eligible individuals.

Future Demand for Permanent Supportive Housing for Veterans

Lianna presented projections for demand of permanent supportive housing by homeless and disable veterans. Michelle noted that this data is being presented to ensure that the RLFC has sufficient information to make a decision on the project.

It was noted that the data reported comes from the Homeless Management Information System (HMIS) and is based on self-reported veteran status.

From calendar year 2005 through calendar year 2010, the number of veterans served as a percentage of the emergency shelter and outreach population decreased from year to year. The most significant percentage decrease was from 2009 to 2010 when it was 21%.

From calendar year 2005 through calendar year 2010, the projections on the number of veterans who would be eligible for permanent supportive housing decreased from year to year. The most significant percentage decrease was from 2009 to 2010 when it was 19%.

Clarification was made that the projections of eligible veterans are not for the available units but for the number of individuals in the system.

Adam Ruege noted that the VASH vouchers are for a 13-county area, not just Franklin County. He also noted that he is not sure if all of the data is incorporated since the VA outreach and grant per diem programs are not in HMIS. Those served by these programs do not access shelter but are moved by outreach staff directly to transitional housing or permanent housing.

Vote on Priority Designation for 2012 Ohio Housing Finance Agency Tax Credits

The group reviewed the resolution regarding the priority designation for 2012 Ohio Housing Finance Agency Tax Credits. Susan Lewis Kaylor made a motion and Sally Luken seconded to approve the resolution stating that National Church Residences Commons at Livingston II be awarded the priority designation for the 2012 Ohio Housing Finance Agency Tax Credit Selection Process. Pending designation by the Continuum of Care Steering Committee as the priority project for the 2012 HUD Permanent Housing Bonus, NCR Commons at Livingston II will receive the requested capital funding of \$1,000,000 and services funding of \$32,000 from the RLFC.

The resolution was unanimously approved with 2 abstentions – Adam Ruege and Steve Gladman.

Closing

Kim Stands announced that there will be a Community Development Summit held on January 24, 2012. Tiffany will issue the flyer via email.

Sally Luken mentioned that Corporation for Supportive Housing (CSH) will be issuing a press release soon regarding social innovations funding. The local CSH office has been working with ADAMH and other agencies to identify potential applicants.

Next Meeting:

The next regularly scheduled RLFC meeting is set for next week on November 17 but there are no high priority agenda items to discuss. The group agreed to cancel the meeting and receive the Rebuilding Lives Report Card via email.

Meeting Minutes

Ad Hoc Committee: Out of County Residents in Shelters

Monday, August 8, 2011

1:00 – 2:30 p.m.

Community Shelter Board

111 Liberty Street, Suite 150

Meeting Purpose: Discuss out of county residents in shelters.

Facilitator: Michelle Heritage

Note taker: Erin Maus

Attendees:

Carl Landry – Southeast

Douglas Lay – Veterans Service Commission

Keith McCloud – ADAMH

Rollin Seward – Franklin County

Erika Clark Jones – Mayor's Office

Lianna Barbu, Michelle Heritage, Erin Maus – CSB

Welcome

Michelle welcomes the group. The group reviewed the agenda.

Review current issue

Michelle noted that this group has a goal to come up with recommendations for the next RLFC meeting. The recommendation could even be to not do anything at this time. However, the topic will need to be addressed with the RLFC.

Review 2-year study

Lianna reviewed the Study of Non-Franklin County Residents Accessing Emergency Shelters within Franklin County. The highlighted findings are as follows:

- The number of clients within Ohio, but outside of Franklin County almost tripled.
- The number of clients from outside of Ohio stayed stable, no large influx.
- The top 6 zip code (out of 10) that clients came from are all towns that have (or recently have had) prisons/jails.
- Out of county residents are more likely to be unemployed than in county residents.
- The primary reason for homelessness for Outside of Franklin County residents were: "Unemployment" and "Moved to Seek Work".
- Out of county residents had a lower average length of stay than inside Franklin County residents.

Do we need additional information?

What are the recommendations we would like to make?

It would be interesting to look closer at the discharge policies of the prisons. Do they return the client to their county of origin or do they send them to Franklin County for the available services? Carl stated we could develop a strategy to work with social workers that are completing the discharge planning by contacting each facility to see what the process is. The jail/prison option for primary reason for homelessness is not significantly higher in the out of county residents. Carl pointed out that it is self-report and many people experiencing homelessness may not consider that the reason for homelessness.

Carl noted that there has always been some sensitivity to out of county residents. When we look at the current cost of out of county residents, it does not take into account the tolerance for out of county residents the system already had.

The Family System has a much higher diversion rate. When an out of county resident presents for shelter in the Family System, the intake worker looks for alternative housing options for the family within the client's home county. They will also pay to transport the family back to their home county. Could we give different options to individuals coming from out of county? Lianna pointed out that clients present differently in the Family System than in the Adult System. The majority of diversion is completed over the phone in the Family System. In the Adult System clients physically come to CPOA seeking shelter. It is much harder to divert at that point.

Several things that we need to take a look at as a system when addressing out-of-county residents:

- The Adult System needs to decrease the overall length of stay.
- The Adult System needs to fully utilize capacity.
- We need to look at the overall system efficiencies and how CPOA is structured.
- Who is a non-county resident? Who do we consider as a Franklin County resident?
- Due to the self-reporting intake, clients attempting to access shelter will soon learn to state their last zip code was a Franklin County zip code.
- What would be the unintended consequences if something changes in the policy? What are the political ramifications?

Michelle asked if there is any concern from the Commissioners surrounding out-of-county residents in shelter. Rollin stated they had not shared any with him; however he would like to know if there are any best practices surrounding the issues. Michelle stated that not many places have a county policy, more of a regional policy or they are not structured like Columbus's homeless system.

Do we need to look at this as a diversion/system issue instead of an out-of-county issue?

Next Steps/Takeaways

Michelle will be reporting to the RLFC in October. As we move closer to the meeting time Michelle will send out her talking points.

Diversion is extremely important.

We need to look deeper into the prison discharge planning. Erin will contact the prisons to gather information.

This is not about residency as much as it is about the opportunity to divert.

We need to decrease the overall length of stay and system inefficiencies.

Meeting Adjourned

**STUDY OF NON-FRANKLIN COUNTY RESIDENTS
ACCESSING EMERGENCY SHELTERS
WITHIN FRANKLIN COUNTY**

CY2008-2010
1/1/08 – 12/31/10

Our Mission

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

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

Study of non-Franklin County Residents Accessing Emergency Shelters within Franklin County

Study for the 2008 – 2010 period

OVERVIEW

The Out of County study was prepared to assess the impact of the non-Franklin County single adults accessing emergency shelters within Franklin County. Community Shelter Board (CSB) observed an increasing trend of non-Franklin County single adults accessing emergency shelters for the past couple of years while the emergency shelter system experienced a significant wait list for shelter beds in 2010.

The Ad-Hoc committee that was charged with proposing a solution for treatment or a policy for non-county residents asked for additional data to be prepared and analyzed so a better decision can be made. The data analyzed below was extracted from the community homeless management information system, Columbus ServicePoint (CSP).

The extracted data spans over 3 calendar years, between 2008 – 2010 and includes all single adults served in all emergency shelters in Franklin County entering data in CSP. The extracted data was divided in two cohorts, based on the data field “General Area Location of Previous Residence”.

The first cohort contains data that was identified by the following response options and defines the Franklin County residents as “In Franklin County”:

Within Franklin County (within city - Columbus)
Within Franklin County (outside city - Columbus)
Outside Franklin County (within city - Columbus)

The second cohort contains data that was identified by the following response options and defines the non-Franklin County residents as “Outside Franklin County”:

Outside of Ohio
Outside Franklin County (outside city - Columbus)

The study below focuses on a comparative analysis of the “In Franklin County” versus the “Outside Franklin County” cohorts. The following questions are answered below:

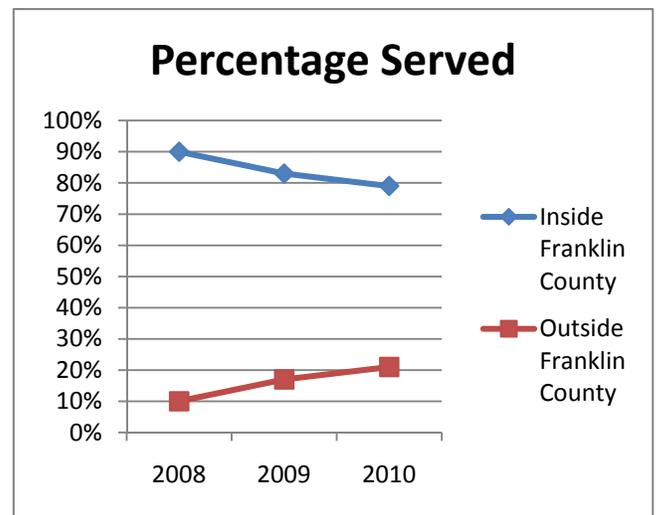
- What is the trending regarding Franklin County residents versus the non-Franklin County residents?
- What is the demographic of Franklin County residents versus the non-Franklin County residents?

- Why did the non-Franklin County residents become homeless as shown by their “primary reason for crisis” data field?
- What are the top zip codes the non-Franklin County residents are coming from?
- How is the average length of stay in shelter of Franklin County residents compare with the non-Franklin County residents?
- At exit what is the destination of Franklin County residents versus the non-Franklin County residents?
- At exit, how are the successful exits of Franklin County residents compare with the non-Franklin County residents?
- Is there any seasonality regarding the non-Franklin County residents accessing shelter as shown by monthly entries into shelter by non-residents during the analyzed period?

DATA ANALYSIS

During the three calendar years that were analyzed the outside Franklin County population experienced a significant growth, from 10% in 2008 to 17% in 2009 and 21% in 2010.

Within the three years of our analysis the out of county population almost doubled in size.



Number Served						
	2008		2009		2010	
	Clients	%	Clients	%	Clients	%
<u>In Franklin County</u>						
Within Franklin County (outside city - Columbus)	178	4%	284	6%	281	8%
Within Franklin County (within city - Columbus)	3,621	90%	3,316	76%	3,148	92%
Outside Franklin County (within city - Columbus)	219	5%	17	0%	4	0%
Totals	4,018	90%	3,617	83%	3,433	79%
<u>Outside Franklin County</u>						
Outside Franklin County (outside city - Columbus)	161	4%	441	10%	473	11%
Outside of Ohio	305	7%	307	7%	421	10%
Totals	466	10%	748	17%	894	21%
Don't Know (HUD)	5	0%	7	0%	1	0%
Grand Total	4,489	100%	4,372	100%	4,328	100%

The highest increase was experienced by the population identified as outside Franklin County but within Ohio, this population almost tripled in size. The top ten zip codes of residence and corresponding cities identified for this group are below:

Top 10 Zip Codes			
Top 10	Outside Franklin County (outside city - Columbus)		
	Zip Code	Zip Count	City
1	Other zip code not listed	71	
2	43055	24	Newark
3	43146	24	Orient
4	45601	20	Chillicothe
5	43130	18	Lancaster
6	43140	18	London
7	44903	17	Mansfield
8	45202	16	Cincinnati
9	43015	16	Delaware
10	43119	14	Galloway

The main demographics of the out of county population compared to the population within Franklin County are detailed below.

	2008		2009		2010	
	Inside Franklin County	Outside Franklin County	Inside Franklin County	Outside Franklin County	Inside Franklin County	Outside Franklin County
Gender						
Male	90%	89%	85%	82%	82%	78%
Female	10%	11%	15%	18%	18%	21%

The female out of county population increased following the same trend as the general out of county population. However, this trending is consistent with the trending in the Franklin County population so there are no conclusions to be drawn specific to the out of county population. In general, the percent of female homeless population is on an increasing trend.

	2008		2009		2010	
	Inside Franklin	Outside Franklin	Inside Franklin	Outside Franklin	Inside Franklin	Outside Franklin
Race						
Black or African American	62%	51%	60%	48%	60%	48%
White	36%	45%	38%	49%	39%	49%
American Indian or Alaska Native	2%	3%	1%	2%	1%	3%
Asian	0%	1%	0%	0%	1%	0%
Other	0%	0%	0%	1%	0%	0%

As it relates to race, the out of county individuals tend to be of white race in a higher proportion than the Franklin County population.

	2008		2009		2010	
	Inside Franklin County	Outside Franklin County	Inside Franklin County	Outside Franklin County	Inside Franklin County	Outside Franklin County
Ethnicity						
Non-Hispanic/Non-Latino	97%	95%	98%	98%	98%	97%
Hispanic/Latino	3%	5%	2%	2%	2%	3%

The ethnicity of the out of county population is similar to the ethnicity of the in-county residents, no significant differences are observed.

Next, we looked at any other type of differences between the two populations analyzed.

	2008		2009		2010	
	Inside Franklin County	Outside Franklin County	Inside Franklin County	Outside Franklin County	Inside Franklin County	Outside Franklin County
Employed At Entry						
No	86%	91%	87%	91%	87%	92%
Yes	14%	9%	13%	9%	13%	8%

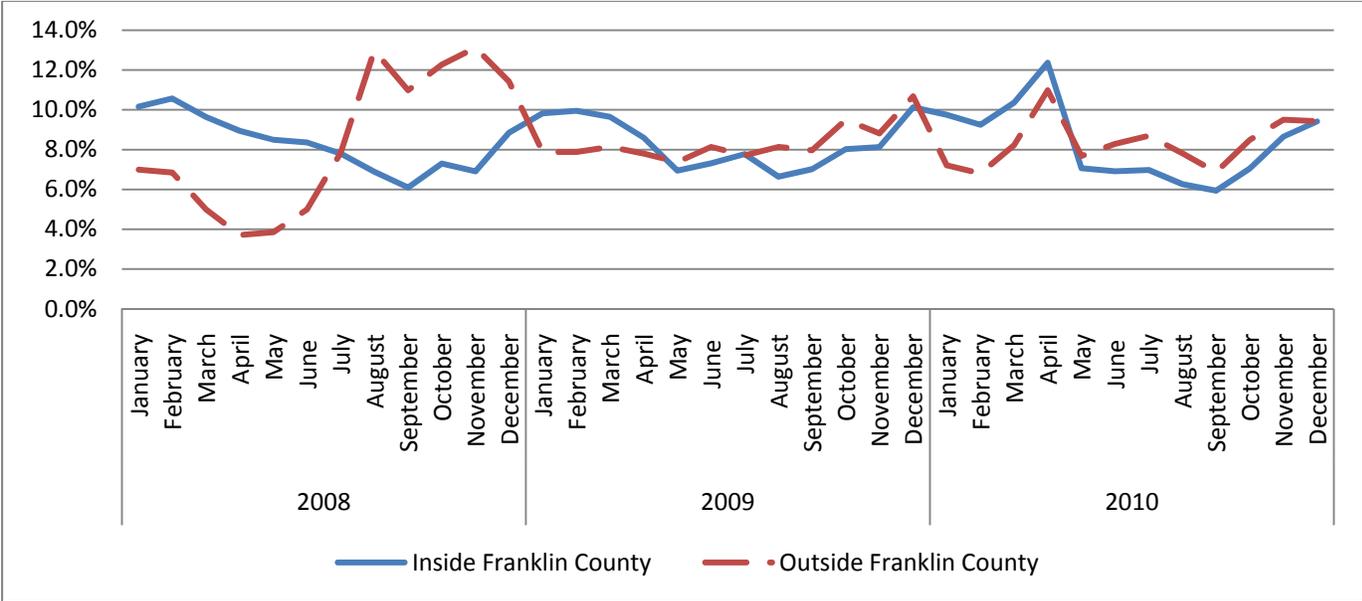
At the point of entry into the emergency shelter, the percent of out of county individuals that were employed is smaller than the percent of in-county residents. This finding point to the fact that the out of county individuals may have exhausted all resources available and they do not have local social supports to sustain them while unemployed.

We also looked at the primary reason for homelessness for the two population cohorts.

	2008		2009		2010	
	Inside Franklin County	Outside Franklin County	Inside Franklin County	Outside Franklin County	Inside Franklin County	Outside Franklin County
Homelessness Primary Reason						
Addiction	29.7%	16.7%	28.5%	19.3%	28.3%	17.3%
Unemployment	21.9%	18.0%	17.6%	17.9%	21.9%	21.5%
Relationship Problems	17.9%	13.3%	16.9%	14.0%	17.6%	15.5%
Other	7.3%	7.3%	7.9%	7.0%	3.9%	7.4%
Jail/Prison	6.3%	7.3%	5.6%	9.5%	5.9%	8.4%
Physical/Mental Disabilities	3.7%	2.4%	0.3%	0.0%	0.0%	0.0%
Unable to Pay Rent/Mortgage	2.8%	4.9%	4.5%	4.0%	5.4%	2.8%
Substandard Housing	2.5%	1.3%	1.7%	0.9%	1.7%	1.0%
Moved to Seek Work	3.0%	21.9%	2.5%	17.1%	2.1%	16.8%
Family/Personal Illness	2.2%	3.2%	6.2%	6.0%	5.8%	4.7%
Evicted	1.6%	0.6%	5.6%	2.3%	5.4%	2.9%
Domestic Violence	0.9%	1.9%	1.7%	1.3%	1.4%	1.0%
Divorce	0.1%	0.9%	0.7%	0.5%	0.3%	0.4%
Fire	0.0%	0.2%	0.2%	0.1%	0.2%	0.2%

For the non-county residents the percent of individuals that moved in Franklin County to look for work is significant. Combined with high rates of unemployment for this population this table supports the fact that some of the non-Franklin County residents moved here in hopes of finding jobs, maybe from areas that were hit even harder by the recession to either become unemployed or continue to be unemployed.

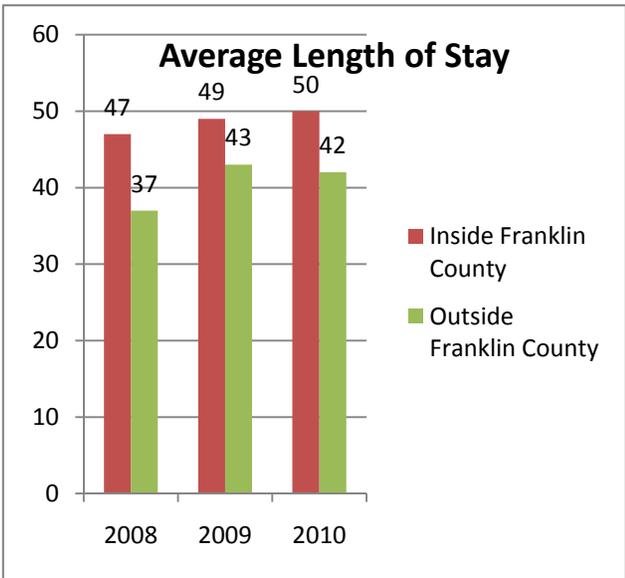
Once in shelter, the question that we answered below had to do with the seasonality of the shelter usage for the non-county residents. The graph below shows the monthly entries into shelter by non-county residents vs. the Franklin county residents, for the three years in question.



It must be noted that besides an inconsistency in 2008, **the out of county individuals access shelter in the same manner and pattern** as the Franklin County residents and their demand for shelter cannot be isolated either to the summer months or the winter season.

While the two populations were served in shelter, it was also important to look at the length of stay for the two cohorts, comparatively. As you can see from the graph, **the number of days the out of county residents spent in emergency shelter was less** than the Franklin County residents, but it was significant, nonetheless.

In CY2010, at 42 days of average length of stay the cost to CSB for each non-county resident was \$630 and the cost to the community was \$1,134.



Altogether, the total cost in CY2010, for the non-county residents served, can be estimated at \$563,220 for CSB and at \$1,013,796 for the community. These amounts exceed by far the cost for CSB's overflow operations in FY2010.

Average Length of Stay									
	2008			2009			2010		
	Clients	Nights of Shelter	ALOS	Clients	Nights of Shelter	ALOS	Clients	Nights of Shelter	ALOS
In Franklin County	4,018	187,449	47	3,617	178,389	49	3,433	171,436	50
Outside Franklin County	466	17,159	37	748	31,824	43	894	37,230	42
Don't Know (HUD)	5	264	52.8	7	645	92	1	8	8
Grand Total	4,489	204,872	46	4,372	210,858	48	4,328	208,674	48

The exit pattern of the non-county vs. Franklin County residents is presented below.

Successful Housing Outcomes (% and #)									
Data Labels	2008			2009			2010		
	Clients	Success. Outcom	%	Clients	Success. Outcome	%	Clients	Success. Outcome	%
In Franklin County	4,016	800	20%	3,616	791	22%	3,432	759	22%
Outside Franklin County	465	79	17%	748	176	24%	894	226	25%

The non-county cohort seems to experience a somewhat higher success at exit, on a percentage basis. However, the differences in size of the two cohorts make this finding irrelevant. The destination at exit is shown below.

Exit Destination	2008		2009		2010	
	Inside Franklin County	Outside Franklin County	Inside Franklin County	Outside Franklin County	Inside Franklin County	Outside Franklin County
Don't know	41%	49%	39%	45%	41%	49%
Other: Places not meant for habitation	18%	14%	15%	9%	11%	6%
Permanent: Rental house/apartment (no subsidy)	14%	13%	16%	18%	15%	19%
Emergency shelter	6%	4%	6%	4%	8%	7%
Transitional: Moved in with family/friends	5%	7%	6%	7%	5%	5%
Transitional: Transitional housing for homeless	4%	3%	5%	5%	4%	2%
Permanent: Other subsidized house/apartment	3%	2%	3%	2%	4%	2%
Institution: Inpatient alcohol/drug facility	2%	1%	2%	2%	2%	2%
Other	2%	2%	2%	2%	2%	2%
Permanent: HOME subsidized house/apartment	2%	1%	1%	1%	2%	3%
Institution: Jail/prison/juvenile detention	1%	0%	1%	1%	1%	0%

Institution: Hospital (non-psychiatric)	1%	1%	2%	1%	2%	1%
Institution: Psychiatric hospital	1%	1%	1%	0%	1%	0%
Permanent: Public Housing	1%	1%	0%	1%	0%	0%
Permanent: Section 8	1%	0%	1%	1%	0%	0%
Permanent: Shelter Plus Care	0%	0%	1%	0%	0%	0%
Refused	0%	0%	0%	0%	1%	0%

The out of county population seem to disappear in a higher percentage than the in-county residents but a lesser percent exits to street homelessness. They also tend to exit to permanent rental destinations in higher percentages than the in-county residents. The conclusion that may be drawn is that the non-county individuals tend to be more transient in nature and after a somewhat shorter stay in shelter they maybe return to their original residence.

CONCLUSIONS

- During the past three calendar years, the percent of non-Franklin County residents out of the general shelter population more than doubled, with the greatest increase noted in the Ohio population;
- The reason for this increase may be related mostly to the economic environment, and due to this population coming to Franklin County to look for employment;
- The average length of stay in emergency shelter is around 40 days, shorter than for the Franklin County residents, but still significant and impactful;
- The shelter access of the non-county residents is similar to Franklin County residents, there are no observed difference related to seasonality;
- **The total cost in CY2010, for the non-Franklin residents served, can be estimated at \$563,220 for CSB and at \$1,013,796 for the entire community.**
- The non-county population, at exit from shelter, seem to disappear in a higher percentage than the Franklin County residents but a lesser percent exits to street homelessness.



communityshelterboard

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Community Shelter Board

Permanent Supportive Housing Project Development Process INFORMATION PACKET

Guidelines, Requirements & Conditions

February 2012

PERMANENT SUPPORTIVE HOUSING PROJECT DEVELOPMENT PROCESS

Introduction, Purpose & Overview:

The Community Shelter Board (CSB) and the Rebuilding Lives Funder Collaborative (RLFC) has two funding goals:

- To provide capital and development support to agencies seeking to create new permanent supportive housing projects for long-term homeless and disabled adults in Franklin County.
- To provide annual support to permanent supportive housing projects for formerly homeless individuals within the City of Columbus and Franklin County. The purpose is to assure that homeless individuals have a means to end their homelessness under the Rebuilding Lives plan.

Funding is provided by members of the RLFC, as well as through other local, state and federal sources. These sources include:

- City and County HOME/CDBG and Rebuilding Lives RETF
- CMHA vouchers and public housing
- Continuum of Care HUD SHP and SPC
- United Way of Central Ohio
- ADAMH services grants
- Affordable Housing Trust Loans
- Other RLFC member funding

As the fiscal administrator of the RLFC, CSB is responsible for reviewing potential projects for viability and serving as the liaison between potential applicants and the RLFC approval process.

CSB may also serve as the administrator of project funding, once it becomes operational. The following funders provide support for services and certain other costs associated with operating permanent supportive housing through CSB:

- City of Columbus
- Franklin County
- United Way of Central Ohio
- Other private donors

While funding is typically administered on a July 1 funding cycle with a single request for proposal process, CSB and the RLFC recognizes that the time needed to develop a project can span up to two to three years. Agencies interested in developing new supportive housing must work within the parameters established by the RLFC during the development and funding process – from the concept stage to project opening.

Application Process: Concept Paper, Project Plan, Quarterly Updates & Project Plan Updates, CSB Funding and/or other RLFC Funding, CSB Renewal.

Concept Paper and Project Plan Definitions:

1. **Project Sponsor** – Lead applicant organization which has principal responsibility for development, operations, and services.
2. **Rebuilding Lives Funder Collaborative Funds** – These are funds that your agency has either been awarded, intends to apply for or has pending. These funds come from Rebuilding Lives Funder Collaborative members.
3. **Co-Applicant** – Any organization committing resources which are essential to project development, services and/or operations, or which is directly providing development, services, housing and/or operations.
4. **Project Partner** – Any organization which is providing resources which are helpful, but not essential to a project for development, services, housing and/or operations.

New Project Submission

New projects may be considered at any time during the calendar year. While start-up funding may be granted in the middle of a funding cycle, renewal funding will be aligned within the designated funder’s fiscal year. New projects must first submit a Concept Paper that outlines the general project concept being proposed, projected RLFC capital and services funding request, as well as basic information about the proposing agency’s organizational capacity. The concept paper must be endorsed by the Rebuilding Lives Funder Collaborative (RLFC).

A Project Plan, which includes detailed information about the development, operations and supportive services plan as well as development, capital and services costs, must be submitted to CSB for review and approval by the Rebuilding Lives Funder Collaborative. The RLFC requires agencies to develop a Project Plan which includes specific information about service modalities, target population, service partners, community acceptance plan, and other details related to operations. The initial submission should be as complete as possible, but may be incomplete if the project is not yet fully developed. This prerequisite is to make sure that the project is consistent with Rebuilding Lives criteria and requirements throughout the development process.

Once the Project Plan is approved, submission of quarterly updates for review and approval by the RLFC is required. Quarterly updates allow collaborative members to stay abreast of new developments for the purposes of long-range planning. Periodic Project Plan updates may also be required so that the RLFC can plan for the project’s funding needs and work with the agency to secure matching funds as well. It is expected that projected service costs will not substantially increase as implementation draws near. Quarterly updates provide a venue for agencies to communicate its funding needs to the RLFC throughout the development process.

If there are any substantial changes that have modified the service modalities, target population, service partners, community acceptance plan, and other details related to operations before project implementation, the RLFC will require a final Project Plan to be submitted. The final Project Plan should provide the final detailed information about the project and should reflect all changes or new information which is usually provided in the quarterly updates. The final Project Plan should be submitted to CSB six (6) to nine (9) months before the lease-up of the proposed project.

Detailed information about the Concept Paper and Project Plan submission packages, as well as related forms and other components of the process can be found under the Permanent Supportive Housing Project Development section on the Community Shelter Board's website, www.csb.org under Resources for Our Partners/CSB Gateway/Applying for Funds.

CSB Renewal Funding – If an initial funding commitment is made to a project through CSB, it is typically eligible for annual renewal funding. Grants are made in one year (pro-rated if during the fiscal year) commitments based on funding to CSB from its funding sources. Provided that the project has met its performance goals, achieved compliance with CSB's Administrative and Program standards and remains an agency in good standing, it will be eligible to receive renewal funding. The availability of funds is set by CSB's funders and there is no firm assurance of agency funding. The application process for renewal funding is more streamlined than the process for obtaining initial funding. Information about renewal funding is available under the Applying for Funding section at www.csb.org under Resources for Our Partners/CSB Gateway/Applying for Funds. Currently funded agencies receive notice of the annual request for proposal process.

Eligible Applicants:

In order to be considered for funding by the RLFC, agencies must meet the following criteria:

Required Documentation

- The agency must be a registered non-profit
- The agency must operate within Franklin County
- If the agency is applying for CSB funding the agency must be able to submit the following documents at the time of application:
 - IRS non-profit determination letter
 - Current roster of Board of Trustees
 - Most recent audited financial statement and management letter
 - City of Columbus Solicitation Permit
 - Registration as a Non-profit with the City of Columbus
 - Secretary of State Registration as Ohio Not-For-Profit (statement of continued existence)
 - Initial Registration with the Ohio Attorney General's Charitable Foundations Section
 - Annual Financial Filing with the Ohio Attorney General (copy of check)
 - Most recent 990

Additional Requirements

The projects must propose to serve an eligible population under the Rebuilding Lives plan. Once a project is operational it must verify that its tenants are eligible at the time of acceptance and move-in. It is advisable to review the client eligibility and documentation requirements.

As part of the development process, applicants will be required to complete A Community Acceptance Plan. Prior to submitting a concept paper, it is recommended that the agency review the community acceptance materials to ensure that it will be able to comply with the requirements.

RLFC Funding - Rebuilding Lives Agreement

If your project is funded with RLFC funds from any RLFC member your agency will enter into an Agreement with CSB which requires:

- 1) Data Entry into Columbus ServicePoint (CSP) our community's Homeless Management Information System (HMIS)
- 2) Submission of annual budgets for supportive services and operations
- 3) Submission and reporting of semi-annual financial information
- 4) Acceptance of annual program outcome plans (POP) and submission of a program description form, and
- 5) Compliance with CSB Administrative and Program Standards for supportive housing.
- 6) Participation in the community's Unified Supportive Housing System.

Details around the items above can be found on CSB's website under Resources for Our Partners/CSB Gateway.

New applicants should also become familiar with the CSB Ends Policies, which can be found on-line under the Board of Trustees section at www.csb.org under About Us/Board of Trustees. These policies include outcomes approved by the CSB Board of Trustees for funded agencies under which all funded programs must operate. Funding proposals must comply with the Ends Policies.

Note to New Applicants:

CSB recognizes that the administrative burden of becoming a funded partner can seem overwhelming to new applicants. CSB's administrative requirements are driven by its funders' requirements, as well as the drive to achieve and maintain a high level of accountability to the community. Applicants should assess whether or not they would be able to achieve certification under the Administrative and Program Review Standards and be able to operate in conformance with the Ends Policies. If the answer to either of these questions is no, please do not proceed with the application.

General Considerations:

The application process is driven by the following assumptions:

- **Competitive** – Agencies should examine the program design and costs to assure that programs are high quality and cost effective. Requests for funding are evaluated against existing projects, as well as other proposed projects for cost-effectiveness and ability to meet program expectations. Only programs that

demonstrate efficiency, accountability and sustainability will be selected to receive funding.

- **Efficiency** – The goal is to create efficiencies not just for CSB and its partner agencies, but for the system as a whole. Programs are reviewed on cost per unit basis that examines the overall cost to serve clients and achieve positive outcomes. The RLFC has compiled unit cost data for the various types of supportive housing models and client populations within the overall Rebuilding Lives population. Projects that are not within the established cost parameters may be more closely examined to identify cost efficiencies. If projects cannot establish acceptable cost efficiencies, the RLFC reserves the right to deny funding.
- **Accountability** – Accountability is a core value, particularly in times of tighter resources. As a system the RLFC and its partners must provide increased accountability to its funders and the community to demonstrate that best use is being made of funds provided, serving the maximum number of households possible, and providing quality services and safe environments for homeless persons in our community.
- **Sustainability** – The goal of permanent supportive housing is to provide long-term housing with tailored support services to long-term homeless and disabled individuals who may have had trouble sustaining housing on their own in the past. Therefore CSB and the RLFC recognize that permanent supportive housing requires a long-term funding commitment in order to assure that agencies can continue operating housing at an affordable rate to tenants. Again, the established unit cost matrix is designed to contain costs and predict long-term sustainability of projects. While funding is administered on an annually renewable basis, staying within the cost parameters allow funders to budget for the long-term housing needs of the community.

Funding Categories:

1) **Capital Costs**

While CSB does not provide direct financial support for capital costs, it serves as the liaison to the RLFC. Information regarding capital funding, such as project budgets and anticipated sources of funding, must be included as part of the Project Plan that is submitted to CSB.

2) **Development Costs**

While CSB does not provide direct financial support for development costs, it serves as the liaison to the RLFC. Information regarding development costs, such as project budgets and anticipated sources of funding, must be included as part of the Project Plan that is submitted to CSB.

Initial projections for Capital and Development funding requests from the RLFC should be included with the initial Concept Paper.

3) **Operations and Services Costs**

Sponsors of Rebuilding Lives projects that receive approval throughout the development process will be eligible for supportive services grants from a pool of funds administered by CSB and used primarily for supportive services costs.

Eligible costs include support service and direct client assistance costs associated with operating a supportive housing project. Please note that Medicaid eligible services provided to Medicaid eligible clients are not considered eligible costs (e.g. mental health diagnostic and individual treatment services).

Initial projections for Services funding requests from the RLFC should be included with the initial Concept Paper.

Cost Categories for the Project Plan Budgets

1) **Capital and Development Expenses**

A pro forma is a required part of the Project Plan submission. This category includes costs associated with capital and development outlays for building the supportive housing project.

2) **Operations Expenses**

A ten year pro forma is a required part of the Project Plan submission. This category includes costs to operate a program that are not specifically related to the provision of supportive services to consumers. Costs include utilities, rent or mortgage expenses, maintenance costs, marketing and leasing costs, insurance and other fees related to operating a facility. Other costs can include staff required for basic program operations, such as front desk staff that do not provide services to clients, maintenance staff or property management staff. Administrative costs associated with operations may also be included on this budget.

3) **Service Expenses**

A ten year pro forma is a required part of the Project Plan submission. This category includes costs associated with providing services to clients. This includes staff salaries and fringe benefits for social service staff, as well as other related costs. Other costs may include supplies, training, travel reimbursement, etc. This cost category also includes any client assistance funds used to directly benefit consumers, with the exception of rent subsidies, which are considered an operating expense. Contracts with consultants that provide services to consumers are also included in this category.

Expectations:

All RLFC programs must operate within the CSB Administrative and Program Standards established for permanent supportive housing. CSB funding should represent only a portion of the costs necessary to operate the project. Programs should work with other systems to obtain rent subsidies, supportive services and other operating subsidies to the extent possible. CSB funds should not be used for operating costs. In addition to the

program outcome plans required for all programs, supportive housing projects are expected to establish tenants' councils for the purpose of gathering resident input on operations and service delivery. They are also expected to encourage resident participation on the CSB Citizens Advisory Council. Services must be offered on a voluntary basis only.

Eligible Activities: Supportive Housing projects should make services available to tenants on a voluntary basis. Eligible activities include case management; peer counseling; linkage and referral to substance abuse treatment and mental health treatment; assistance with obtaining, maintaining or upgrading employment; improving resident self-sufficiency; and other services related to helping residents maintain their housing on a long-term basis. CSB funded activities may not include mental health treatment, alcohol and substance abuse treatment and/or medical services that are otherwise covered by other funding sources.

Client Admission: The Rebuilding Lives initiative was designed to create housing for those with the greatest barriers to traditional housing, including traditional low-income housing. Admission criteria and the tenant selection plan must take into account the socio-economic histories of the client population it is designed to serve. Many homeless individuals and families have barriers to housing in the form of poor credit history, poor rental histories with multiple evictions and criminal backgrounds. Entry standards should not exclude those persons with multiple issues, such as those listed above. Nor should persons with other issues such as severe mental disability or alcohol or drug addiction be summarily prohibited entry into housing. In fact, all programs are required both by CSB and by law, to adhere to all fair housing codes, regulations and laws.

Voluntary Services: While permanent supportive housing by definition makes social and other supportive services available to its tenants, these services must not be mandatory. Participation in services cannot be a stipulation of tenancy. All participation in services by tenants is on a voluntary basis. Therefore, agencies are encouraged to research programs based on an "irresistible services" model, which makes services so appealing to its client-base that they participate in them voluntarily. Agencies are also encouraged to explore a variety of engagement strategies that can be incorporated into the design of the program services associated with the housing. While tenant participation in services is highly desirable and often a key to long-term success, it cannot be mandated as a condition of continued residency.

Affordability: In addition to barriers that prevent homeless individuals from entering housing, there are factors that prevent them from maintaining housing over the long term. One primary barrier is lack of affordability. Rebuilding Lives housing must be affordable to its tenants. While tenants are expected to pay a portion of the cost to occupy the housing, supportive housing is generally subsidized. This means that agencies seeking to create a supportive housing project will need to seek on-going rent subsidy commitments. This funding is available through a variety of sources, including the U.S. Department of Housing and Urban Development, the Columbus Metropolitan Housing Authority, the Ohio Department of Mental Health and other sources. CSB can assist an agency in identifying sources of rent subsidy, though the onus of application lies with the agency. While agencies may charge a \$50 monthly minimum or 30% of the tenant's

income (generally whichever is more), they should not expect that tenants will enter the housing paying fair market rent.

Landlord – Tenant Relationships: The relationship between landlord and tenant in a supportive housing project may be more intimate than a typical landlord-tenant relationship due to the nature of the housing. Often staff will have to be in close contact with tenants and have lots of interactions with them. Regardless, the relationship between landlord and tenant is still governed by all applicable landlord-tenant laws and Fair Housing regulations. If this is the first time an agency has developed housing or served as a landlord, CSB strongly encourages sound research into fair housing practices and landlord-tenant law.

Target Population:

The target population for Supportive Housing is single men, women and families with an adult member with identified special needs that are experiencing long-term homelessness. Rebuilding Lives clients must be homeless at the time of admission into the program. They must also meet the criteria for long-term homeless as defined by the Rebuilding Lives eligibility criteria or by the Chronic Homeless eligibility criteria, based on the type of housing unit. These criteria can be found on CSB's website under Resources for Our Partners/CSB Gateway/Guide to CSB

Inquiries and Technical Assistance

Telephone inquiries can be made to the Program Administrator at the Community Shelter Board, at (614) 221-9195.

Permanent Supportive Housing Project Development Process

Concept Paper Submission Packet

In the Concept Paper, the applicant is asked to describe the organization(s) that will implement the supportive housing project high level funding objectives, the population to be served by the project 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. The required information should be presented in a narrative, which should not exceed seven pages. (Note: The seven page limit does not include the attachments listed below and in Section 9).

Prior to submitting a concept paper, applicants should be sure to review the Information Packet and other related materials at www.csb.org under the Applying for Funds and Guide to CSB sections under Resources for Our Partners/CSB Gateway.

The Concept Paper should be submitted using the forms provided. Do not add additional pages or attachments not specifically requested.

Applicants are required to submit:

- 1) Submission Cover Sheet and Authorization Form
- 2) Concept Paper
- 3) Other Documentation for New Lead Organization¹ (attachments)
 - 501(c) 3 letter from IRS
 - Registration with Ohio Secretary of State
 - Current roster of Board of Trustees with employers, relevant experience and tenure with the Board
 - Most recent audit and 990

Submission Procedure

Project Concepts are accepted year-round. *Applicants should submit one (1) original and three (3) copies of the Concept Paper to Tiffany Nobles, Community Shelter Board, 111 Liberty Street, Suite 150, Columbus, OH 43215.* Proposals can be submitted via mail or hand-delivered. Email and fax submissions will not be accepted.

Concept Paper Selection and Approval Process

The staff of the Community Shelter Board will review Concept Papers submitted by project sponsors and make a determination regarding the capacity and track record of the applicant and the eligibility and appropriateness of the project to participate in the Rebuilding Lives Project Development Process. If the project seems viable enough to move forward, the information will be presented for formal approval of the concept.

Organizations that are selected will be informed in writing. Comments and questions regarding the project will generally be included in the letter of acceptance. Once a concept has been approved, the agency has **30 to 90 days** to submit a more detailed project plan.

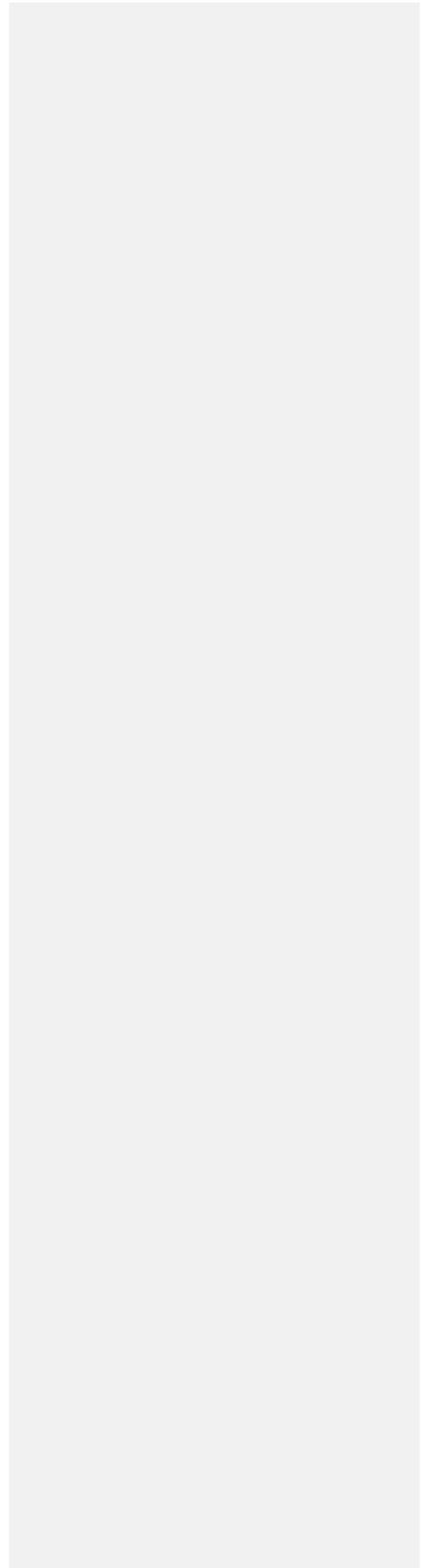
Comment [tn1]: This timing needs to be determined by CSB or the RLFC. Project Concepts can be submitted year-round and the RLFC meets quarterly but the OHFA tax credit and CoC Application processes are only once a year.

¹ Existing Rebuilding Lives sponsors do not need to submit.

Organizations not selected to proceed to the Preliminary Project Plan phase will receive the rationale in writing. Selection of an applicant's Concept Paper for further development does not guarantee funding of the final project from Rebuilding Lives Funds or by the individual members of the Collaborative.

Questions and Technical Assistance

Please contact Tiffany Nobles, Program Administrator at 221-9195 with requests for information and questions.



Permanent Supportive Housing

Concept Paper Submission

Submit one original and three copies to:

Tiffany Nobles
Community Shelter Board
111 Liberty Street, Suite 150
Columbus, OH 43215

No fax or email copies will be accepted.

Submission should not exceed 7 pages - excluding required attachments in listed in Section 9

1. Agency and Project Information	
Project Title:	
Name of Lead Organization (project sponsor):	
Mailing Address:	
Contact person:	
Telephone:	Fax: E-Mail:
If you are submitting a project on behalf of a group of agencies/organizations. Please list any agencies you intend to propose as sub-recipients or subcontractors, if known:	
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 Permanent Supportive Housing Project Development Process Information Packet, and wishes to be considered for financial assistance.</i>	
Lead Organization:	Date:
Authorized Signature:	
Name/Title:	
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. Be sure to answer the questions for all the agencies that will be partnering on this project. *Agencies that have a current contract with the Community Shelter Board do not need to complete this section. However, if the proposed partners are not currently funded by CSB, answers to these questions must be provided for them.*

A) Are you an incorporated non-profit organization and have you received IRS 501(c)3 status?	Yes	No
B) How many years has the lead agency been in existence?		
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.		

If not currently providing Rebuilding Lives Permanent Supportive Housing, please answer the following questions. While the answers may exceed the space provided, the overall application may not exceed the seven-page limit.

E) Describe the agency's mission and purpose and provide an explanation of 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 employed by the agency.
H) Describe the agency's experience working with and 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 Supportive Housing Model

Please check the box that matches the type of housing which funding is being sought.

- Multiple Buildings, Multiple Sites
 Multiple Buildings, Single Site
 Single Building
 Shared Housing

5. Type of Development

Check the box that best describes the type of development being proposed.

- Construction of a new building
 Rehabilitation of an existing building
 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 be designated for Rebuilding Lives? How many units will be non-Rebuilding Lives? How many units will be set aside for ADAMH clients?
- B. List the general development timeline.
- C. List key sources of anticipated capital funding, if applicable, and projected capital request funding from the RLFC.
- D. List key sources of anticipated operations funding (including rent subsidies).
- E. List key sources of anticipated services funding and projected services funding from the RLFC.
- F. Describe the Rebuilding Lives target population the project will serve, including the anticipated needs of the population.

- G. For the Rebuilding Lives units, list the projected percentage breakdown between the Rebuilding Lives eligible and chronic homeless eligible units.

7. Supportive Service Plan

Answer the following questions. While the answers may exceed the space provided, 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 relevant services being proposed by the project.

- A. Describe the supportive services that will be directly provided through the project to address the needs of the target population.
- B. Describe the services that will be provided to tenants by existing community service providers.

8. Co-Applicants

- A. If applicable, identify the role of each project partner.
- B. Describe the financial commitment of each co-applicant/ project partner.

9. Required Documentation

The lead organization must attach the following documents to the concept paper prior to submission. If the lead agency is an already funded CSB partner agency, this section is not applicable.

501 (c) 3 letter from the IRS

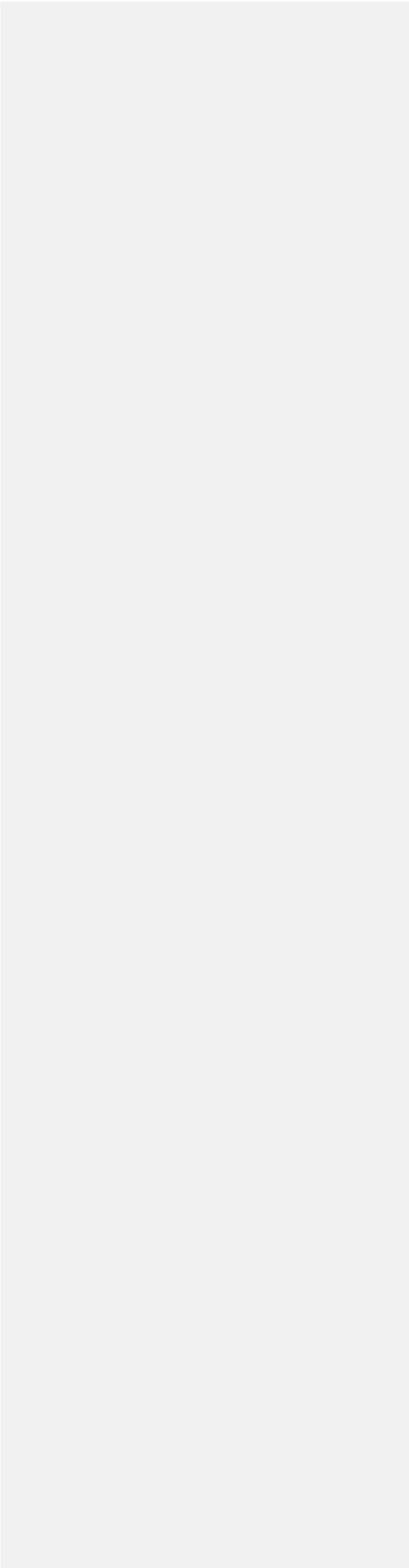
Registration with the Ohio Secretary of State

Current Board roster w/ employers, relevant experience & tenure w/ Board



Most recent audit

Most recent 990



Rebuilding Lives Funder Collaborative Project Development Process Project Plan Submission Packet

Project Plan Submission Requirements

The Project Plan is submitted to the Rebuilding Lives Funder Collaborative within 90-days of an agency's concept paper receiving RLFC approval. If the initial project plan is accepted by the RLFC, updates are then submitted on a quarterly basis for review and on-going approval by the RLFC at its quarterly meetings. The Project Plan should be submitted using the forms provided. The application form notes when additional pages can be added. Otherwise, do not submit additional pages or add attachments not specifically requested.

Comment [tn1]: This will be changed once the timing is determined.

Prior to submitting a project plan, applicants should review the Information Packet and other related materials at www.csb.org under Resources for Our Partners/CSB Gateway/Applying for Funds.

Project Plan Components

Project Plan submission should include the components listed below:

- 1) Cover sheet and authorization;
- 2) Project overview;
- 3) Development plan
- 4) Operations and tenant selection plan;
- 5) Supportive services plan;
- 6) Program outcomes plan;
- 7) Staff Client Ratio Form, Table of Organization (T.O.) Chart, and Position Descriptions
- 8) Evaluation and HMIS plan;
- 9) Consumer involvement plan;
- 10) Community acceptance plan;
- 11) Implementation timetable;
- 12) Budgets: Capital, annual operating, annual services, operating pro forma, services pro forma
- 13) Status of other funding
- 14) Evidence of funding and partner commitments
- 15) Additional optional documentation.

Project Plan Review and Approval

The members of the Rebuilding Lives Funder Collaborative will jointly review and approve the Project Plan submission via a formal resolution of the Collaborative. If the plan is approved, the project sponsor will receive a conditional approval letter with the

following information to assist in on-going development of the project as it relates to RLFC funding:

- 1) A statement of support for the project by the Rebuilding Lives Funder Collaborative;
- 2) Preliminary amount of Rebuilding Lives Funds available for the project, including conditions;
- 3) Other sources of funding for the project that should be pursued by the project sponsor;
- 4) Program expectations, project modifications and process requirements to finalize the project and proceed to implementation; and
- 5) Timelines for next submission.

Once conditional approval has been secured, applicants are expected to resubmit the project plans, with relevant updates on a quarterly basis. The Rebuilding Lives Funder Collaborative meets four times a year. At each of these meetings project updates will be given for all projects under development and seeking RLFC support and funding. While CSB and the RLFC do not expect that every section of the application will be updated each quarter, they do expect that sufficient effort will be put into ensuring that all changes, particularly as they relate to budgets, services and other aspects of the project, will be incorporated into the updated project plans. This allows the RLFC, both as a body and as individual members, to include projects in development in its annual strategic planning processes.

Failure to keep the RLFC apprised of changes and current information could result in problems with rent subsidies, service funding and other funding issues contingent upon accurate budget forecasting at the time the project is requesting funding for implementation. The final application, which requests support for services, includes the final project budget and program outcome expectations. If these projections vary significantly from the most recent quarterly update, it could result in an award of funding that is less than requested or higher program expectations than proposed.

Approval of a final application is required for the final commitment of Rebuilding Lives Funds and the execution of a contract with CSB. Submission of the final application for funding should coincide with CSB's general request for proposal (RFP) timeline. However, applications may be considered during the fiscal year to coincide with project development. Information regarding the CSB RFP timeline can be found at www.csb.org under Resources for Our Partners/CSB Gateway/Applying for Funds. The members of the Rebuilding Lives Funder Collaborative will jointly review and approve final Project Plan submission and make a recommendation to CSB's Board of Trustees about whether or not it should authorize the Community Shelter Board to enter into a funding agreement with the agency for the proposed project.

The final Project Plan submission should use the current CSB funding application forms that have been disseminated as part of the current year's RFP process, as well as the Rebuilding Lives final project plan. All of these forms can be accessed on-line.

Submission Procedure

Applicants should contact CSB to determine how many copies of the Project Plan must be submitted, as well as to determine the submission date for review and approval that coincides with the quarterly Rebuilding Lives Funder Collaborative meetings.

Disapproval of Preliminary or Final Project Plan

If the Funder Collaborative chooses not to approve a Project Plan or at any time determines that the project no longer meets the criteria established by the RLFC, the applicant will receive notification in writing. The Funder Collaborative may take this action at any time if it is determined that the project is not progressing in a timely manner; the project design does not conform with the priorities, goals and design parameters of *Rebuilding Lives*; or the needs of the population or community have changed since initial submission.

Questions and Technical Assistance

Contact CSB's Program Administrator at 221-9195 with questions or for technical assistance.

**Rebuilding Lives Funder Collaborative
Project Plan Application**

Application Checklist

Agency Name: _____

Project Name: _____

- Concept Paper Submitted on** _____
- RLFC approval received on** _____
- Initial Project Plan**
- Quarterly Update** If quarterly update indicate #: _____
- Final Project Plan**

Agency Self Check	CSB Check	Application Requirements & Assembly Order
		Application checklist
		Project Plan Cover Sheet & Authorization
		Project Overview
		Development Plan
		Operations and Tenant Selection Plan
		Supportive Services Plan and Supportive Services Table
		Program Outcomes Plan
		Staff Client Ratio Form, Table of Organization Chart, and Position Descriptions
		Evaluation and HMIS Plan
		Consumer Involvement Plan
		Community Acceptance Plan
		Implementation Timetable
		Capital/Development Budget
		Annual Operating Budget
		10-year Operating Pro Forma
		Annual Services Budget
		10-year Services Pro Forma
		Status of Other Funding Chart
		Evidence of Funding Commitments
		Tenant Selection Plan

**Rebuilding Lives Funder Collaborative
Community Shelter Board
Project Plan Application**

Submit to:
Program Administrator
Community Shelter Board
111 Liberty Street, Suite 150I
Columbus, OH 43215

Contact CSB's Program Administrator at 221-9195 to determine the number of copies to submit.

1. Applicant and Project Information

Date:				
Project Name:				
	Total	Annual Services	Annual Operations	Development/ Capital
RLFC Funds				
Other Funds				
TOTAL PROJECT COST				
Name of Lead Organization (project sponsor):				
Mailing Address:				
Contact Person:				
Telephone:	Fax:	E-mail:		

Authorization

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 Permanent Supportive Housing Project Development Process Information Packet, and wishes to be considered for assistance by the Funder Collaborative.

Lead Organization:	Date:
Authorized Signature:	
Name/Title:	
Co-Applicant Organization:	Date:
Authorized Signature:	
Name/Title:	
Co-Applicant Organization:	Date:
Authorized Signature:	
Name/Title:	

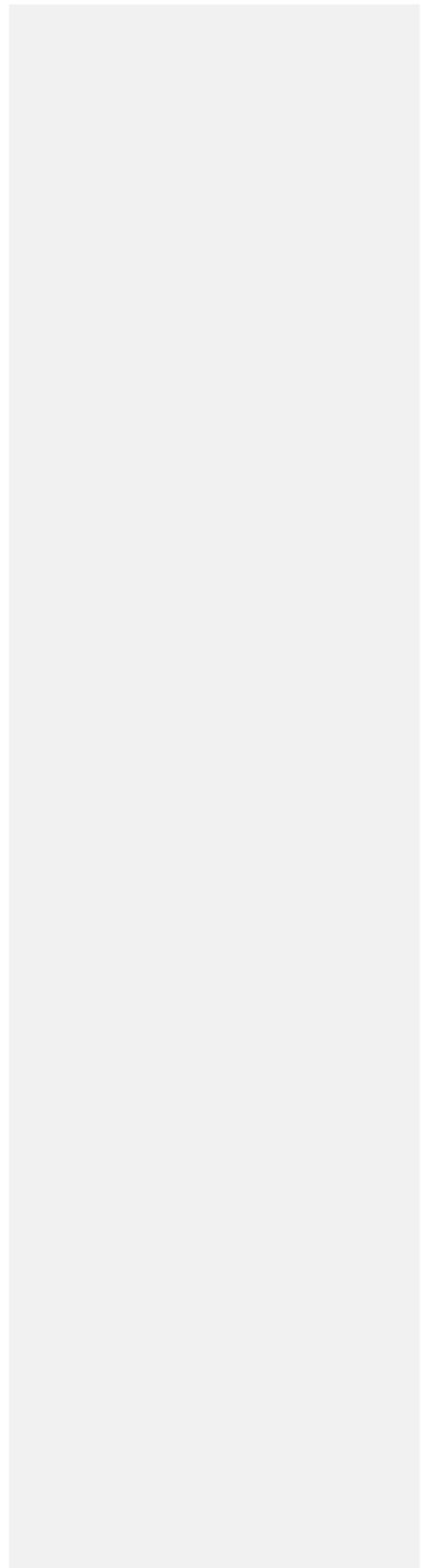
2. Project Overview

(Do not add additional pages to the Project Overview)

Agency Name:	
Program/ Project Name:	
Proposal Summary:	
Population to be Served:	
Partners & Roles:	
Housing:	
Program and Services:	

Proposed Roll Out:	
Community Acceptance:	

Budget Category	Brief Description of Use of Rebuilding Lives Funds	
Capital Costs		
Operating Costs		
Service Costs		
RLFC/CSB: Capital Cost Per Unit:	Annual Services Cost Per Unit:	Annual Operating Cost Per Unit:
Total: Capital Cost Per Unit:	Annual Services Cost Per Unit:	Annual Operating Cost Per Unit:



3. Development Plan

(Additional pages may be used to complete the narrative for this section)

Describe the following:

- a) Proposed site(s) or neighborhood(s) where the housing will be located
- b) Relationship of the site(s) to community facilities (transportation, shopping, recreation, employment, services, etc.)
- c) Number, type and configuration of the housing units (this should match sections 6A and 6G from Concept Paper)
- d) On-site amenities (indoor and outdoor recreation areas, social areas, office space, common kitchen and dining areas, common laundry areas, parking etc.)
- e) Development activity to be undertaken (acquisition/rehab; new construction, etc.)

4. Operations & Tenant Selection Plan

(Additional pages may be used to complete the narrative for this section)

Describe the following:

- a) Describe the Rebuilding Lives target population the project will serve, including the anticipated needs of the population.
- b) How the project will be managed and operated, including staffing levels and plans for maintenance and security (attach a table of organization and position descriptions)
- c) Staff structure, including administrative/management, operations and services staffing, as well as any contract staff from other agencies that will be located on site
- d) Admissions policies/procedure and tenant selection plan (attach a copy of the plan). The tenant selection plan must address in detail if there are any exclusions to acceptance into housing (e.g. criminal history, sex offenders, etc.) and rationale for exclusion
- e) Plan for initial rent-up, including publicity materials, presentation/recruitment, and timeline
- f) Rent structure (e.g. What is the minimum monthly rent? How is it calculated? When will it be effective? Will there be a work equity program, etc.?)
- g) Eviction procedures and the basis for initiating an eviction. Also describe eviction prevention procedures.
- h) How will the project work with the community's Unified Supportive Housing System to target, engage, and seek to house clients experiencing significant barriers to permanent supportive housing placement?

5. Supportive Services Plan

Describe the following:

- a) Number and characteristic of persons to be served (should match goals proposed in Program Outcomes Plan)
- b) Qualifications of supportive services staff (education, experience, special skills)
- c) In-service and staff training to be provided (must meet CSB' Administrative and Program Standards)
- d) Proposed client-staff ratio for each shift
- e) Overall service delivery plan, including how the services will address each of the following:
 - Eviction prevention and intervention to preserve tenancy
 - Substance abuse issues, including relapse prevention
 - Employment strategies that increase tenant income
 - Coordinated and expedited access to benefits (e.g. SSI, Medicaid, etc.)
 - Educational/vocational services
 - Budgeting and money management
 - Physical and behavioral health care
 - Coordination with the criminal justice system/legal issues
 - Peer support
 - Leisure options
 - Other
- f) How services will be coordinated, including coordination with community-based services that complement on-site services
- g) Engagement strategies
- h) Type and size of space needed to implement the service plan
- i) Complete the supportive services table

Supportive Services Table

Type of Service	Provider	Total persons provided with service annually	Typical duration/intensity of the service	Offered on-site yes or no
a)				
b)				
c)				
d)				
e)				
f)				
g)				
h)				
i)				
j)				

6. Program Outcomes Plan (POP)

The POP instructions and forms may be found at www.csb.org under Resources for Our Partners/CSB Gateway/Applying for Funds/Program Outcomes Plan.

7. Staff Client Ratio Form, Table of Organization Chart and Position Descriptions

A sample table of organization may be found at www.csb.org under Resources for Our Partners/CSB Gateway/Applying for Funds.

8. Evaluation and HMIS Plan

Review CSB's Administrative and Program Standards (located at www.csb.org under Resources for Our Partners/CSB Gateway/Guide to CSB). Describe the agency's plan for ensuring that it meets the requirements regarding on-going program evaluation. Also describe the agency's plan for meeting the standards regarding HMIS compliance, including timely and accurate data entry. Do not exceed the space provided.

9. Consumer Involvement Plan

Review CSB's Administrative and Program Standards (located at www.csb.org under Resources for Our Partners/CSB Gateway/Guide to CSB). Describe the agency's plan for ensuring that clients are involved in the planning and development process for the program. The plan should also address the agency's strategy for gathering client feedback, particularly as it relates to program improvements, on an on-going basis. Do not exceed the space provided.

10. Community Acceptance Plan

See www.csb.org under Resources for Our Partners/CSB Gateway/Guide to CSB for guidelines for the Community Acceptance Plan. The following constitutes a complete Community Acceptance Plan:

- a) Project Survey
- b) Community Acceptance Strategy
- c) Community Notification Questionnaire
- d) Key Personnel Questionnaire
- e) Real Estate Questionnaire
- f) Other Project fact sheets

12. Budgets and Pro Forma

Complete and submit the following budget forms:

- a) Capital/development budget and budget narrative
- b) Annual operating budget and budget narrative
- c) 10-Year operating pro forma (operating cash flow) and narrative
- d) Annual services budget and budget narrative
- e) 10-year services pro forma (services cash flow) and narrative

Any format is acceptable as long as it provides all the requested information. Required information is as follows: cost categories (line items), amount of each expense, source of funding/financing for each line item, total costs and a budget narrative.

The budget narrative should include a thorough explanation of all the expenses associated with each line item. The explanation should make clear the assumptions involved in determining the budgeted amounts. If the agency has a line item for administrative overhead an indirect cost allocation plan that explains the methodology for calculating the overhead rate must also be submitted with the budget narrative. State whether or not the indirect cost allocation plan has been federally approved (will enable CSB to determine if it is an allowable expense) and provide a rationale for determining the percentage being charged to the RLFC.

The budget narrative should also address revenue. State whether or not the funding has been secured or is pending, as well as time frames for funding and any limitations or funding parameters that are relevant. This could include match fund requirements from other funders, funding that is designated for a particular use or expense such as a staff position, etc.

13. Status of Other Funding

Complete the chart below. Please note that this information should also be included in the budget narrative that is attached to each budget required as part of this submission package.

A. Capital and Development Costs			
Funding/Financing Source & Program	Type (1)	Amount	Status
B. Operations			
Funding/Financing Source & Program	Type (1)	Amount	Status
C. Services			
Funding/Financing Source & Program	Type (1)	Amount	Status

(1) Funding type includes: grant, loan, equity, tax credits, etc. For loans, provide rate and term.

14. Evidence of Funding Commitments

Attach the following to the Project Plan submission:

- Evidence of co-applicant or partner commitments
- Evidence of funding commitments

This can include copies of signed contracts, loan documents, letters of commitment and other documentation that demonstrate funder and partner guarantees.

15. Additional Optional Documentation

PLEASE DO NOT SUBMIT ADDITIONAL MATERIALS NOT SPECIFICALLY REQUESTED IN THE APPLICATION

- <OPTIONAL>** A limited number of maps, plans and/or photographs, in 8 ½ x 11 format, that provide additional information about the housing to be provided, may be submitted.

REBUILDING LIVES & COMMUNITY SHELTER BOARD

Community Acceptance – Requirements, Instructions and Tools

Overview

All service providers have distinctive missions, objectives and responsibilities. Yet we all share the goal of nurturing community acceptance of supportive housing to assure a compassionate community for all. The purpose of these protocols is to develop suitable strategies to construct community support for each project in every step of its development. Community acceptance is a process, not a product.

The staff of the Community Shelter Board is available to assist agencies on various levels throughout the community acceptance process. By combining expertise in the areas of public relations, relationship building, community education, and government approvals, CSB staff can offer assistance to help agencies complete a comprehensive community acceptance plan.

Community Acceptance Plan Guidelines

All agencies applying for Rebuilding Lives or Community Shelter Board funding for new projects (includes existing programs that are moving to a new site) must submit a **Community Acceptance Plan** for each project to assure the best possible level of community support. A comprehensive preliminary project plan must be concurrent with concept submission, then updated quarterly thereafter until program is operational. Elements of the Community Acceptance Plan should be updated throughout the process.

The following elements must be included in each Community Acceptance Plan:

Project Summary

A one (1) page description of the project that includes:

- target population and tenant mix,
- description of housing including number of units (total and Rebuilding Lives designated),
- supportive services provided,
- development plan
- list of partnerships or collaborations with other organizations, and
- funder recognitions

Community Acceptance Strategy

Develop a written strategy to gain community acceptance. The strategy should follow the “6 Steps to Community Acceptance” described in Exhibit 1. Identify any possible “blemishes” that your organization might have that could be raised against you, and have a strategy to neutralize/explain past problems.

Community Notification Questionnaire

A Community Notification plan is an important component of building community acceptance. The first decision is whether to notify, the second is who to notify, and finally, how the notification will occur.

Key Personnel Questionnaire

A community relations team for each project must be developed with a specific point of contact for the media, for the community, for public officials, and for project planning. A team leader must be selected to manage this process and who will complete and return the Contact Questionnaire (see Exhibit 3).

Real Estate Questionnaire

Information about the plan to acquire real estate must be developed. See Exhibit 4.

Tool Box

Each project should have its own tool box, or briefing packet, that can be given to funders, public officials, media officials, project supporters, as well as project opponents.

The tool box should contain both general supportive housing facts as well as project-specific facts.

General Supportive Housing Fact Sheets

The Community Shelter Board has made available multiple fact sheets about supportive housing as a concept. They define supportive housing and describe its benefits and successes.

Project-Specific Fact Sheets

The agency will develop project-specific fact sheets that describe the project and frequently asked questions, including information about:

- CSB and Funder recognition
- Target population and tenant mix
- Description of housing and number of units
- Supportive services provided
- The agency's track record
- Why the site was chosen
- The role neighbors can play in the project's design and operation (see Exhibit 5 regarding Good Neighbor Agreements)
- Pro-housing messages (see Exhibit 6 for pro-housing messages)
- Partnerships with service-delivery agencies (state whether services will be delivered on- or off-site)
- Whether a Good Neighbor Agreement will be developed
- Inventory of the neighborhood (i.e. – three major bus lines, food pantry, thrift store, community center, etc.)
- Information regarding Fair Housing Laws and a client's right to privacy
- If relevant, services that will not be offered and reasons for not offering them
- Agency contact person and phone number

Exhibit 1 Community Acceptance Strategy¹

Prepare written assessment and plan for community acceptance should be submitted with the concept paper and at least 30 days prior to site control. Records of activities and revisions to the plan should be submitted quarterly.

1) Research and assessment

- a) Organization reputation
- b) Local government approvals – process and criteria
- c) Local government current knowledge of and support for supportive housing, your organization's work and the current proposal
- d) Full analysis of the neighborhood surrounding the proposed site
- e) Likely concerns neighbors might have
- f) Potential legal issues (zoning, land use, etc.)
- g) Local media issues

2) Political strategy

- a) Who are key leaders (City, Township, County, State and Federal)? How will they be contacted?
- b) Who are political supporters?
- c) Who are political opponents?
- d) What is your education and advocacy strategy?

3) Strategy to build public support

- a) Describe supporters
- b) Describe recruitment strategy
- c) Describe communication plan

4) Strategy to work through community issues

- a) What is the notification and community outreach plan? What methods will be used?
- b) What are responses to opponents' concerns?
- c) Will an outside facilitator or community relations be involved?
- d) When will the Good Neighbor Agreement and Neighborhood Advisory Council be initiated?

5) Legal Strategy

- a) How will your organization be prepared for any legal challenges
- b) How will your project educate neighbors about legal rights of prospective tenants (e.g. fair housing, etc.)?

¹ Modified from Non-Profit Housing Association of Northern California

6) Public Relations and Media Strategy

- a) Will this be pro-active or reactive?
- b) What are your key messages?
- c) What activities will be undertaken? What is timing of activities?

Exhibit 2 Community Notification Questionnaire

Please answer each question.

- 1) Will the project include existing tenants who would be negatively impacted by public disclosure?
- 2) Will the project be significant due to either new construction or substantial rehab such that neighbors will “notice” the project even without public disclosure?
- 3) Will there be 24-hour staff? Will there be on-site services?
- 4) Will there be community areas or common space? Will there be parking space?
- 5) What type of project:

	Multiple Buildings, Multiple Sites
	Multiple Buildings, Single Site
	Single Building

- 6) Describe mix and types of structures. What is the density of the project and how does this compare to other types of structure in the immediate neighborhood? Are there other Rebuilding Lives projects within a two (2) mile radius? Within the area? As defined by neighbor? [Please Complete Table]

Units		Project Provides Services		Current Development Rebuilding Lives Units
# units	%	# units	%	
				Other Units
			100	Total Units ¹

1. All units in development. If leased development, all units in complex.

- 7) Will a zoning variance or other land use authorization be required?
- 8) Will public funds be used that will require a public hearing or other public disclosure? Will tax abatement be utilized for funding?
- 9) Who is the project designed to serve and how will community involvement and interaction impact that service?
- 10) Do you plan community notification? Why or why not?

11) What are the neighborhood organizations within a TWO-MILE radius of the project (please consult lists produced by the city of Columbus and MORPC)? If possible, attach a map.
REQUIRED FOR ALL PLANS.

<i>Group</i>	<i>Leader</i>	<i>Boundaries</i>	<i>Does project fall within boundaries of the group? (YES/NO)</i>

12) Who will be notified²? What is the timeline for notification? How will this notification occur?
 NOT APPLICABLE IF NO NOTIFICATION PLANNED.

<i>Group</i>	<i>Timeline</i>	<i>Method</i>

13) What written materials will be distributed as part of the notification?

14) How will neighbors and neighborhoods be offered opportunities to participate in the project? Will a neighborhood advisory committee be established? Will an effort be made to negotiate a Good Neighbor Agreement? What is the timeline for these activities?

² Project sponsors must keep an ongoing record of all community contact (written, personal contact, and meetings) and submit updates quarterly.

Exhibit 3
Key Personnel Questionnaire

Please fill out the names and titles of the people who have been assigned to the following tasks (If not applicable, mark "NA"):

1. **Overall Project Leader:** _____
Approves all strategic plans and critical tactical decisions. Coordinates team members, both staff and external support. Responsible for the research, assessment, and planning of the Community Acceptance strategy.

2. **Community Outreach Liaison:** _____
Responsible for contacting neighbors and neighborhood organizations while also generating and organizing supporters. Will be able to spend time attending community meetings, responding to callers, etc.

3. **Media Spokesperson:** _____
Responsible for talking with all media; generates talking points; prepares supporters to address media, develops press releases/supporting materials, etc.

4. **Project-Planning Leader:** _____
Responsible for project design, implementation plans, coordinates all aspects of project financing, assures implementation of the project.

5. **Attorneys involved:** _____
Legal counsel for zoning and other legislative and/or administrative issues.

6. **Real Estate Agent:** _____

7. **Outside Public Relations and/or Community Relations counsel:**

8. **Architect:** _____

9. **Other team members:**

Roles

1. If CEO or executive director is not listed above, what will be his/her role?
2. Who within the agency will be responsible for the political strategy?
3. Who within the agency will be responsible for the strategy to work through community issues?
4. Who within the agency will be responsible for the legal strategy?
5. Who within the agency will be responsible for the public relations/media strategy?
6. Who within the agency will be responsible for the “supporter” strategy?
7. Do you have a budget to support these activities? Please describe.

Exhibit 4

Real Estate Questionnaire

Please answer the following questions.

1. What are the criteria for selecting the project site?
2. Do you have a site identified? If yes, please describe. How does this site meet selection criteria?
3. Attach list all sites considered and reason for not selecting each site. If no other sites are considered please explain why.
4. If the site has been selected, describe date secured and method of site control.
5. Describe current zoning/land use. Will variances or changes be needed? Who will need to approve these changes?
6. Describe geology of the site. Has the soil been tested? Are there environmental concerns?
7. Is the site within an area covered by the Community Plan? (e.g. City of Columbus Area Plan)
8. If leased site, who owns and manages the property?

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Access – Community resources are available to prevent or end homelessness.

Strategy	Description	Convener	Outcome	Progress
1: Coordinate Emergency Aid	Coordinate emergency aid from community-based assistance programs.	United Way of Central Ohio and Franklin County Department of Job and Family Services	Persons at risk of becoming homeless have access to better organized, coordinated, and leveraged emergency aid to help prevent homelessness.	<ul style="list-style-type: none"> < UWCO has committed funding for the project planning. A planning committee was established. < As a follow up to initial conversations, stakeholders have narrowed the strategy's scope to focus emergency assistance that directly impact a person's housing status. < It was determined that the community's rent assistance programs could serve as a starting point for coordinating emergency assistance in an effort to prevent homelessness. < Stakeholders agreed to examine program criteria, evaluate assessment tools, and redesign service procedures, if needed, to ensure eligible individuals and families are receiving rent assistance to prevent a housing crisis. < A working group will convene later this calendar year to determine how these ideas are translated into practice, with proposed changes taking effect in mid to late 2012. < To facilitate these conversations, Community Research Partners has been asked to conduct an analysis of the community's rent assistance programs so that the working group has the information it needs to make informed decisions.
2: Increase Access to Benefits and Income	Provide immediate and systematic access to mainstream benefits and services for persons who are homeless and served by the homeless service system.	Community Shelter Board	Homeless persons have more income and better access to healthcare.	<ul style="list-style-type: none"> < UWCO and COHHIO continue their funding of Benefits Specialists to assist homeless individuals apply for benefits through the Ohio Benefits Bank. The program started July 1, 2009. < The YWCA is implementing the program. The Benefits Specialists work across Franklin County with emergency shelter and permanent supportive housing residents. < The program served 388 households during the fiscal year ending June 30, 2011, and 203 SSI/SSDI applications were submitted along with 205 applications for other public benefits. < The current rate of approval of SSI/SSDI benefits is 29%.
3: Employment	Coordinate and expand access to community-based employment assistance programs.	Central Ohio Workforce Investment Corporation	More homeless adults are employed and receive increased income. Improved access to community based vocational and	<ul style="list-style-type: none"> < COWIC expressed interest in convening this strategy and use existing local resources for implementation. < A "Planning and Implementation Team" is now operational and a decision was made to develop a pilot program with 10-15 homeless

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		(COWIC)	educational programs. There is a real system to support staff working in homeless programs to help clients achieve greater economic independence.	<p>participants, using existing local services.</p> <ul style="list-style-type: none"> < Participants in the program are referred from Faith Mission's Critical Time Intervention program. < Participants are required to participate in a week-long Work Readiness Program (WRP) facilitated by Goodwill Columbus < Upon completion of the WRP, participants will be matched with partnering agencies through the "Each One, Take One" process. The process includes ten community-based organizations that have committed taking at least one participant to work with them through their existing services to help remove barriers and obtain self-sustaining employment. The partner agency will be part of the support team by providing the participant with the wrap-around services specific to their agency. Participating organizations include: Alvis House, Columbus Urban League, COVA, COWIC, Goodwill Columbus, Henkels & McCoy, IMPACT, New Directions Career Center, OSU Extension Center, Salvation Army and TOUCH. < The Team has engaged the assistance of two professionals from The Ohio State University's International Poverty Solutions Collaborative for guidance in evaluating the success of the pilot program.
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Crisis Response – Prevent and resolve housing crises as quickly as possible.

Strategy	Description	Convener	Outcome	Progress
4: Single Point of Contact for Adult Shelter	Develop a single point of contact system, with stronger linkage to community resources, for adults experiencing a housing crisis.	Community Shelter Board	Fewer adults experience homelessness, easier access to resources for adults, reduced frustration for community trying to help homeless people, and increased efficiency for the sheltering system.	<ul style="list-style-type: none"> < Implementation of the Centralized Point of Access (CPOA) started in April 2010. Lutheran Social Services (LSS) is the agency implementing this pilot. < Stimulus funding (HPRP) is being used for the two-year pilot. Currently no cost savings were achieved for the system with the implementation of the CPOA. Work is underway to ensure sustainability of the program after the stimulus funds are no longer available. < During the fiscal year ending June 30, 2011, the central point of access diverted 14% of the contacts to other community resources thus preventing entry into emergency shelter. < 5,485 individuals contacted the central point of access during the last fiscal year and received either intake services into emergency shelter or were diverted to other community resources. < Community planning is underway to improve the CPOA operations and

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				increase diversion and community acceptance.
5: Collaborative Outreach System	Create a unified system to better respond to homeless persons who are not accessing shelter, including a coordinated call and dispatch system, common documentation, and shared outcomes for outreach programs.	City of Columbus	Improved access to resources for adults living on the streets, fewer adults experience long-term street homelessness, reduced frustration for community trying to help homeless people, and better deployment of outreach resources – less duplication of effort and greater coverage of Franklin county.	<ul style="list-style-type: none"> < After a community-wide planning process, the Collaborative Outreach System started implementation July 2011. Maryhaven is implementing this strategy, with community support. < The strategy has four agreed-upon objectives: development of a sustainable collaborative outreach model; development of a consistent, reliable outreach process; development of a follow-up process for recently housed clients and increase awareness and public responses to homelessness. < A 24/7 public internet site has been developed to receive information about sites that require outreach intervention.
Transition – Guide exits from homelessness to stable housing.				
Strategy	Description	Convener	Outcome	Progress
6: Unified Supportive Housing System	Create a unified system for permanent supportive housing which includes centralized eligibility determination and placement, periodic review of tenant needs, and “move up” incentives to encourage tenants to be more independent.	Community Shelter Board	Fewer adults and families experience long-term homelessness. More units available, easier access to supportive housing for prospective tenants, one application process, better targeting of scarce housing resource. People with the greatest needs have priority for housing. There is a real system and flow to the supportive housing program.	<ul style="list-style-type: none"> < The Unified Supportive Housing System (USHS) is being piloted in 3 different pilots prior to full implementation. < Pilot #1, CHN Southpoint Place, with 80 units of supportive housing, was fully leased in April 2008. Evaluation is available at www.csb.org. < Supportive Housing providers – Maryhaven Commons at Chantry, YMCA 40 W Long Street and YWCA Wings - are participating in Pilot #2, the Move-Up Pilot, currently in implementation phase. The pilot helps tenants in supportive housing that are ready to move to more independent housing. < Pilot #3, NCR Buckingham, with 100 units of supportive housing opened in the summer of 2010. USHS leased-up the project by the end of September 2010. < Several supportive housing developments were phased in to participate in the USHS vacancy management process during the past 12 months. Currently USHS manages vacancies for 674 homeless and non-homeless supportive housing units. < During the past year USHS leased-up a 25 unit master-lease, scattered-site program and the 50 unit Commons at Livingston housing development. < Since implementation, USHS housed 319 homeless individuals and families and an additional 104 non-homeless, disabled households.

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				<ul style="list-style-type: none"> < A Vulnerability Assessment was implemented starting with July 2011 in all emergency shelters and outreach programs in Franklin County with the intent to better identify and prioritize individuals most in need of housing. < CSB secured funding for an LISW that provides disability assessments to those homeless individuals that are not currently linked with appropriate services. This service facilitates faster movement into housing of homeless and disabled individuals. < The USHS strategy is moving from the pilot phase into full implementation.
7: Increase Supportive Housing Units	Develop an additional 1,400 units of permanent supportive housing to reach a total inventory of 2,700 single adult/couple units.	Community Shelter Board	<p>Fewer adults and families experience long-term homelessness as more units are available.</p> <p>5 year unit goal = 240 units built for RL population and 520 units by master lease</p>	<ul style="list-style-type: none"> < City of Columbus and Franklin County have each committed \$6 million for capital development. < The 5 year unit goal is 240 RL and 180 non-RL units built (new construction or rehab) and 520 units by master lease. < 30 units through master lease received HUD funding in 2009. Project was leased-up in the first half of 2010. < 25 units through master lease received HUD funding in 2010. Project was leased-up in the first half of 2011. < 25 RL and 25 non-RL units through the new Commons at Livingston development were leased-up in July 2011 < Currently there are 140 RL and 70 non-RL units of new build (new construction) in the pipeline.
8: Provide Rent Subsidies for Single Adults	Develop longer-term rent subsidies for homeless single adults to meet annual need.	Community Shelter Board	Fewer adults experience long-term homelessness – more units are available, easier access to affordable housing for prospective tenants.	<ul style="list-style-type: none"> < A Rapid Re-Housing Pilot program was implemented starting with November 2010, using stimulus funding (HPRP). < Volunteers of America of Greater Ohio in collaboration with Community Housing Network are implementing the pilot. < The goal is to rapidly re-house 200 homeless single adults living in emergency shelters or on the street, over approximately 20 months of funding availability. Each individual will be provided with up to 6 months of rental subsidy and associated case management services. < During the fiscal year ending June 30, 2011, 98 single adults were served by the program and 81% achieved a successful exit at the end of their participation.
9: Tier II Family Shelter Conversion	Transition Tier II shelter from a fixed unit approach to a flexible supply of housing with interim	Community Shelter Board	Homeless families experience greater housing success and their children are more stable.	<ul style="list-style-type: none"> < The strategy is being implemented by Homeless Families Foundation and Volunteers of America of Greater Ohio. < An evaluation was conducted using one year worth of data showing

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	supports.			<p>the positive impact of this model on the families being served.</p> <ul style="list-style-type: none"> < The entire inventory of the 70 Tier II shelter units was converted to the rapid re-housing model at the end of calendar year 2011.
Advocacy – Leverage public policy to work toward ending homelessness.				
Strategy	Description	Convener	Outcome	Progress
10: Affordable Housing Campaign	Launch a campaign for increased resources for affordable and supportive housing as well as rent subsidies for persons who are homeless or at risk of homelessness.	City of Columbus	Real progress toward ending homelessness.	<ul style="list-style-type: none"> < The implementation of this strategy is currently being deferred.
11 A: Re-entry Housing Advocacy – Incarcerated Populations	Advocate with other systems to improve and increase housing placements for people returning to the community from domestic violence shelter, institutional or residential settings.	Corporation for Supportive Housing	Persons served in institutional settings will have shorter lengths of stay, better housing outcomes, and less recidivism. The incidence of homelessness for this population will decrease.	<ul style="list-style-type: none"> < The Reentry Housing Collaborative was formed and has been working with the participation of 21 community stakeholders. < The Reentry Housing Collaborative produced a report which included recommendations to the community to reduce the number of formerly incarcerated persons becoming homeless. The final report is available online at www.csb.org. < As a result of the report's findings and recommendations, the Franklin County Reentry Task Force charged two of its subcommittees (Housing and Health/Behavioral Health) to work on implementation of several recommendations, in particular providing PSH to those persons who are frequenting shelter and jail and who are high utilizers of ADAMH. < Membership of these subcommittees has been expanded to include the homeless and housing stakeholders involved in producing the recommendations. < The Reentry Task Force's subcommittees are seeking funds to implement a "frequent users" project that would intercept persons before release from the criminal justice system, and assist them to acquire supportive housing and intensive treatment. A grant application to the federal Bureau of Justice Assistance was made to support this work and the Chalmers P Wylie Ambulatory Care Center of the Veterans Administration has committed to target those frequent users that are eligible for VA services and VASH vouchers.

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<p>11 B1: Re-entry Housing Advocacy – Mental Health Population</p>		<p>ADAMH</p>		<ul style="list-style-type: none"> < In 2009, ADAMH convened a planning group and developed a three year pilot program using stimulus funding (HPRP) to “bridge” participants to Columbus Metropolitan Housing Authority (CMHA) subsidies. < The goal of the program was to house 165 individuals who were at risk of homelessness at discharge from the State Psychiatric Hospital or ADAMH Residential Care Facilities. < Roughly 40% of the people housed came out of the State Psychiatric Hospital at a cost of \$535 per day, and 60% from Residential Care Facilities at a cost of approximately \$150 per day. < A total of 136 individuals were housed using HPRP funds with an average cost of approximately \$475 per person per month for rent and security deposit, and an average length of stay of 6.5 months on the subsidy. So far 89 individuals received their CMHA subsidy. < We are expecting 24 additional individuals to receive their CMHA subsidy. With the HPRP funds exhausted, ADAMH has agreed to fund any overage (up to \$60k) until all individuals are moved off of the bridge subsidy.
<p>11 B2: Re-entry Housing Advocacy – Domestic Violence Populations</p>		<p>Community Shelter Board</p>		<ul style="list-style-type: none"> < Implementation of a Rapid Re-Housing program for CHOICES families started during the fiscal year ending June 30, 2011. < CSB partnered with Catholic Social Services to provide rapid re-housing services for 25 families exiting CHOICES, on a pilot basis.