

# AGENDA

## Rebuilding Lives Funder Collaborative Meeting

May 17, 2012

11:30 am – 2:00 pm

Community Shelter Board

Time	Item	Presenter	Action
11:30 am	<b>Welcome, Introductions &amp; Agenda Review</b> <ul style="list-style-type: none"> <li>• Introductions – Members &amp; Guests</li> </ul>	Michelle Heritage	
11:35 am	<b>Administrative Issues</b> <ul style="list-style-type: none"> <li>• Approve Meeting Notes from 2.23.12 (A)</li> <li>• FY12 Program Evaluation Summary (A)</li> <li>• Semi-Annual Financial Report (A)</li> <li>• Approve CSB Awards for Supportive Housing &amp; Adopt Funding Strategy (A) (R)</li> </ul>	Michelle Heritage Lianna Barbu Lianna Barbu Lianna Barbu	✓   ✓
12:35 pm	<b>Strategic Issues</b> <ul style="list-style-type: none"> <li>• Ad Hoc Committee on RLFC/Continuum of Care Structure (A)</li> <li>• QAP Concerns (A)</li> </ul>	Lianna Barbu/Michelle Heritage Michelle Heritage	
1:05 pm	<b>Updates on Strategy Progress to Date (A)</b> <ul style="list-style-type: none"> <li>• Strategy 1: Coordinate Emergency Aid</li> <li>• Strategy 2: Increase Access to Benefits and Income</li> <li>• Strategy 3: Employment</li> <li>• Strategy 4: Single Point of Contact for Adult Shelter</li> <li>• Strategy 5: Collaborative Outreach System</li> <li>• Strategy 6: Unified Supportive Housing System</li> <li>• Strategy 7: Increase Supportive Housing Units</li> <li>• Strategy 8: Provide Rent Subsidies for Single Adults</li> <li>• Strategy 9: Tier II Family Shelter Conversion</li> <li>• Strategy 10: Affordable Housing Campaign</li> <li>• Strategy 11A: Re-entry Housing Advocacy – Incarcerated Populations</li> <li>• Strategy 11B1: Re-entry Housing Advocacy – Mental Health Population</li> <li>• Strategy 11B2: Re-entry Housing Advocacy – Domestic Violence Population</li> </ul>	Amy Price Frankie Nowlin Amy Price Erika Clark-Jones Lianna Barbu Lianna Barbu Lianna Barbu Lianna Barbu Michelle Heritage Rachel Fuller  Susan Lewis Kaylor  Amy Price	
1:35 pm	<b>Project Development</b> <ul style="list-style-type: none"> <li>• VOAGO Concept Paper proposal (A)(R)</li> <li>• NCR Commons at Third (A)</li> <li>• CHN Inglewood Court (A)</li> <li>• YMCA Franklin Station (A)</li> <li>• NCR Commons at Livingston II (A)</li> </ul>	Suzanne Seifert Colleen Bain Susan Weaver Amanda Owen Colleen Bain	✓
2:00 pm	<b>Adjourn</b>		

**Next RLFC Meeting: TBD – Based on approval of new RLFC/Continuum of Care Structure**

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

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# Meeting Minutes

## Rebuilding Lives Funder Collaborative Meeting

Thursday, February 23, 2012

11:30 am – 2:00 pm

Community Shelter Board

### Attendees:

*Rebuilding Lives Funder Collaborative members:* Antonia Carroll, Michelle Heritage, Hearcel Craig, Carla Williams-Scott, Charles Hillman, Douglas Lay, Emily Savors, Jeff Pattison, John Glacken, Jonathan Welty, Kathy Werkmeister, Kim Stands, Rollin Seward, Sally Luken and Frankie Nowlin (for Suzanne Coleman-Tolbert)

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

*Guests:* Susan Weaver, Wilhelmina Spinner and Bryan Brown

### Welcome, Introductions and Agenda Review

Michelle Heritage welcomed the group and all attendees gave name and affiliation introductions. The group reviewed the agenda.

### Administrative Issues

#### Approve Minutes from 11.9.11 Rebuilding Lives Funder Collaborative Meeting

Emily Savors made a motion to accept the minutes from November 9, 2011 Rebuilding Lives Funder Collaborative meeting as presented. Douglas Lay seconded the motion. The motion was unanimously approved.

#### FY12 Semi-Annual System & Program Indicator Report

Lianna Barbu presented the FY12 Semi-Annual System & Program Indicator Report (SPIR) distributed as a handout. The data in the report is for the period 7/1/11 – 12/30/11.

Highlights noted were as follows:

- Emergency Shelter System
  - We are reporting a 19% increase in the number of households served compared to the same period last year.
  - The increase in successful outcomes for the system is very encouraging and we are attributing this increase to the availability of the HPRP funds.
  - The significant decrease in the average length of stay is a reflection of the new policies implemented throughout the system as of 7/1/2011.
  - The family system served 17% more households than during the same period of time last year, continues to have heavy overflow and maintains a good performance overall.

- The single adult men's system experienced an increase in the number of individuals served at 22%.
- The single adult women's system experienced an increase in the number of individuals served at 21%.
- Permanent Supportive Housing (PSH) System
  - The PSH system continues to perform well.
  - The lease-up of Commons at Livingston was completed in July.
  - As of 12/31/11, the inventory for Rebuilding Lives permanent supportive housing is 990 units.
- Total PSH System (Rebuilding Lives and Non-Rebuilding Lives Units Combined)
  - All historical numbers for the entire system were recreated using the same methodology as for FY2012 for all applicable metrics.
  - The occupancy rate was not calculated because of significant changes in the system capacities from year to year.
  - The current capacity of total PSH units is 1,554.
  - The number of households served increased as the number of units available increased.
- Direct Housing/Rapid Re-Housing System
  - CSB is reporting on all direct housing/rapid re-housing programs as a whole to establish a baseline for performance.
  - The system had 91% successful housing outcome percentage.

#### Questions on the report

- It was asked if the Coordinated Point of Access (CPOA) was thought to have helped performance in the emergency shelter system. CSB believes that the initiative has helped improve performance.
- It was asked whether there is a link between the average length of stay and the weather. There is no real way to connect the two measures.

### **Strategic Issues**

#### HEARTH Update

Michelle Heritage and Lianna Barbu provided a brief update on HEARTH including how CSB is preparing the community for its full implementation. A PowerPoint presentation was shown and can be made available to anyone who would like a copy.

#### Several highlights noted during the presentation:

- Funds from the Emergency Solutions Grant (ESG – formerly known as the Emergency Shelter Grant) will continue to come through the City of Columbus and Franklin County.
- Continuum of Care funding will come through a collaborative applicant as opposed to the current process of individual grants between providers and HUD.
- CSB is prepared to become the collaborative applicant/Unified Funding Agency on behalf of the community.
- The new process under HUD is quite similar to our local process with funding coming through one lead agency then subcontracted out to providers.
- Continuum of Care legislation is expected in the spring and the funding application is expected to be released in the summer.

#### Ad Hoc Committee on RLFC/Continuum of Care Structure

It was noted that in preparation for HEARTH, we will need to restructure the RLFC and Continuum of Care from their current setup. An ad hoc committee with membership from the RLFC and the Continuum of Care Steering Committee will meet on March 5<sup>th</sup> to discuss a proposed structure. The recommendations of that group will be shared with the full Continuum of Care Steering Committee in April and the RLFC and the CSB Board of Trustees in May.

### Out of County Residents in Shelters Ad Hoc Committee Update

Michelle reminded the group that an ad hoc committee was convened to look at the situation with out of county residents accessing shelter. The group decided not to make any changes to the current process. The study conducted was unable to identify specific communities that were sending their residents to Columbus. A copy of the study was shared as a handout.

Lianna noted that in 2008 out of county residents made up 10% of the shelter population and in 2010 the percentage increased to 21%.

Lianna also noted that there are a number of persons coming from jail/prisons from out of county. The cost to CSB to shelter these persons is approximately \$1 million. Sally Luken commented that the Ohio Department of Rehabilitation and Corrections tries to get folks back to their county of origin. She encouraged attendees to read the re-entry strategy report. The Re-entry Committee is working with other counties to see what is going on with those being exited from incarceration.

### New Permanent Supportive Housing Project Selection Process

Lianna shared that the information packet and application documents for the new permanent supportive housing project selection process have been updated. Changes were made to remove irrelevant information as well as any information already captured or handled in another document or process. The application process itself did not change and a detailed timeline of the process was added to page 3 of the information packet. All of the materials related to the process will be posted on CSB's website for easy access by potential housing developers.

### Current PSH Pipeline Update

Michelle provided a brief update on the current permanent supportive housing pipeline.

- National Church Residences Commons at Livingston II
  - Project is up for Ohio Housing Finance Agency (OHFA) Tax Credits
  - There is concern that OHFA is planning to give higher score to projects in communities that have not had a deal in recent years.
- Community Housing Network Inglewood Court
  - Project is waiting for the HUD bonus award announcement that is expected in early spring 2012.
- Volunteers of America of Greater Ohio project
  - An initial concept paper has been received.

### Columbus Metropolitan Housing Authority Vouchers for PSH

Bryan Brown from Columbus Metropolitan Housing Authority (CMHA) provided an update on housing vouchers.

- CMHA had a 25% funding reduction (approximately \$2 million).
- The funding cuts present the potential to force cuts to CMHA staff.
- They have plans to relocate public housing residents but vouchers to do this are coming in slowly. When this occurs so slowly, vouchers must come from the current stock within the community.
- Proposed legislation would increase project-based voucher cap from 20% to 25%. The number of vouchers has a cap as does the funding level. CMHA had to demonstrate to HUD that they are below both caps. Legislation is not expected to pass.
- CMHA will be requesting Senator Brown to make an administrative earmark to make CMHA a Moving to Work Agency. This designation makes the cap go away. CMHA can forward a position paper and letter of support for RLFC members to sign in support.

Michelle noted that CMHA has been a great partner. She also noted that she will be meeting with Bryan and Charles Hillman in the coming weeks to discuss changes to the project-leased section 8

distribution framework for supportive housing given the current financial environment CMHA is facing. Attendees favored broad support of the Moving to Work designation.

### **Rebuilding Lives Report Card**

Lianna presented the Rebuilding Lives Report Card. This report was initially released to the RLFC in November 2011. The following new updates since the report card was released were shared:

- Coordinate Emergency Aid: The group plans to reconvene later in 2012 to move the strategy along.
- Increase Access to Benefits and Income: COHHIO funding was cut as of January 2012 because it was state funding that has ended.
- Employment: Pilot programs have been developed around employment.
  - Work Readiness Program facilitated by Goodwill Columbus
    - 10-15 participants will be selected from Faith Mission's Critical Time Intervention program.
  - Donato's Transitional Work Program
    - Goodwill Columbus is a partner.
    - The program is funded by The Columbus Foundation
    - Participants are referred to the program from Friends of the Homeless shelter.
    - The starting number of participants will be 10 but this will increase.
  - Community Housing Network Project GAIN
    - Employment program funded by The Columbus Foundation
- Single Point of Contact for Adult Shelter
  - Current contract with Lutheran Social Services ends 2/28/12.
  - New contract with HandsOn Central Ohio will begin 2/29/12.
  - It is anticipated that HandsOn will bring expertise in diversion that is really needed.
- Unified Supportive Housing System (USHS)
  - USHS is transitioning to full implementation and the pilot phase has ended.
  - Most of the CHN projects and NCR Commons at Grant are outside of the USHS but will strategically be brought within the system.
- Provide Rent Subsidies for Single Adults
  - Pilot was successful but will end on 6/30/12 when HPRP funding ends.
  - There is no funding available to continue.
- Tier II Family Shelter Conversion
  - The pilot program was successful and all the units are converted to direct housing.
- Re-entry Housing Advocacy – Incarcerated Populations
  - Columbus Neighborhood Health Centers was encouraged to apply for Corporation for Supportive Housing Innovations Fund. Announcements are expected by end of March.
  - Columbus Area received funding to place social workers in jails to work with individuals. They are finding that most of these persons have substance abuse issues and not mental health concerns.
- Re-entry Housing Advocacy – Mental Health Population
  - HPRP funded a pilot for this population.
  - Extremely successful program but funding ran out before all individuals could be served.
  - ADAMH is providing bridge funding until CMHA vouchers are available for participants.

### **Quarterly Update Reports**

It was noted that quarterly update reports were included in the meeting materials for CHN Inglewood Court, NCR Commons at Livingston and NCR Commons at Third.

**Other Business**

Douglas Lay announced that Judge Vanderkarr started a veterans' court. He also mentioned that on March 20 at Veterans Memorial there will be a "Hire Our Heroes" Job Program.

**Next Meeting: Thursday, May 17 from 11:30 am – 2:00 pm.**

# FY12 Program Evaluation Performance Ratings

Program	Performance Rating
<b>Homeless Prevention</b>	
Communities In Schools Stable Families	Medium
Communities In Schools Stable Families Weinland Park Expansion	Low
CHN ADAMH Prevention (HPRP) <sup>1</sup>	Not Rated
CHN Prevention (HPRP) <sup>1</sup>	Not Rated
Gladden Community House Homeless Prevention Program	Medium
Gladden Community House Single Adult Prevention Program (HPRP) <sup>1</sup>	Not Rated
<b>Emergency Shelters</b>	
<b>Family Shelters</b>	
HFF Family Shelter	High
VOAGO Family Services	High
YWCA Family Center	Medium
<b>Single Adult Shelters</b>	
HandsOn Central Ohio Coordinated Point of Access(HPRP) <sup>1</sup>	Not Rated
LSS Centralized Point of Access (HPRP) <sup>1</sup>	Not Rated
LSS Single Adults Combined	High
LSS VA Emergency Housing <sup>1</sup>	Medium
Maryhaven Engagement Center	High
Southeast FOH Men's Shelter	High
Southeast FOH Rebecca's Place	High
VOAGO Men's Shelter	Medium
VOAGO VA Emergency Housing <sup>1</sup>	High
YMCA Single Men Overflow <sup>1</sup>	Not Rated
YWCA Single Women Overflow <sup>1</sup>	Not Rated
<b>Outreach Specialist</b>	
Maryhaven Collaborative Outreach	Medium
<b>Access to Benefits</b>	
Benefits Partnership	Low
<b>Direct Housing/Rapid Re-housing</b>	
Catholic Social Services Rapid Re-housing <sup>1</sup>	Not Rated
CHN In-Reach Single Adults	Medium
CHN Placement (HPRP) <sup>1</sup>	Not Rated
CSB Transition Program	High
Homeless Families Foundation Rolling Stock	High
The Salvation Army Direct Housing	High
The Salvation Army Job2Housing	High
VOAGO Rapid Re-housing for Single Adults (HPRP) <sup>1</sup>	Not Rated
VOAGO Transition in Place	High
<b>Permanent Supportive Housing</b>	
CHN Briggsdale	High
CHN Cassady Avenue Apartments	High
CHN Community ACT	High
CHN East Fifth Avenue Apartments	High

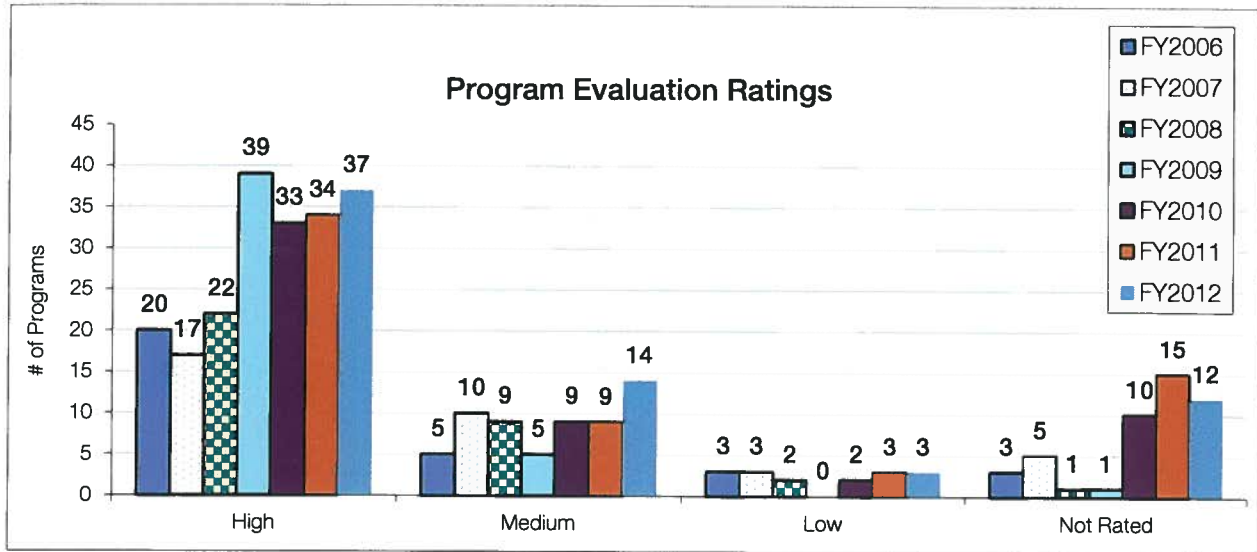
<sup>1</sup> Program too new to be rated and/or HPRP programs.

**Program****Performance Rating**

CHN Hotel St. Clair	Medium
CHN North 22 <sup>nd</sup> Street	High
CHN North High Street	High
CHN Parsons Avenue	High
CHN Rebuilding Lives PACT Team Initiative	High
CHN Safe Havens	Medium
CHN Leased Supportive Housing Program	Medium
CHN Southpoint Place	High
Maryhaven Commons at Chantry	High
NCR Commons at Buckingham	High
NCR Commons at Grant	High
NCR Commons at Livingston <sup>1</sup>	Not Rated
NCR Commons at Third	N/A
Southeast Scattered Sites	High
YMCA 40 West Long Street	High
YMCA Sunshine Terrace	High
YWCA WINGS	High
<b>Continuum of Care Programs (Non-CSB funded)</b>	
<b>Transitional Housing</b>	
Amethyst RSVP	High
Huckleberry House Transitional Living Program	Medium
Maryhaven Women's Program	High
Southeast New Horizons Transitional Housing	Medium
VOAGO Veterans Program	Medium
YMCA ADAMH Pilot	High
YMCA CAH <sup>1</sup>	Not Rated
<b>Permanent Supportive Housing</b>	
CHN Family Homes	High
CHN Wilson	High
VOAGO Family Supportive Housing	Medium
<b>Shelter Plus Care</b>	
Amethyst SPC	Low
AIDS Resource Center Ohio SPC TRA	High
CHN SPC SRA	High
CHN SPC TRA	High
LSS Faith Mission Shelter Plus Care SRA	High



Number of program evaluations by rating category between FY2006 and FY2012



For FY2012, twelve (12) programs were not rated as being too new to evaluate or funded with HPRP stimulus dollars.

**Rebuilding Lives Funder Collaborative  
Financial Status Report - Supportive Housing**

July 1, 2011 - December 31, 2011

Budgeted Revenue (12 mos.) Sources of Funds	
<u>CSB Sources</u>	
City General RL	906,583
County RETF	894,101
United Way	190,000
Other Funders	129,139
Total CSB Sources	2,119,823
Partner Leverage Funds	7,778,120
<b>Total</b>	<b>\$ 9,897,943</b>

Actual Revenue (6 mos.) Sources of Funds	
<u>CSB Sources</u>	
City General RL	476,409
County RETF	467,385
United Way	61,718
Other Funders	57,557
Total CSB Sources	1,063,069
Partner Leverage Funds	4,158,868
<b>Total</b>	<b>\$ 5,221,937</b>

% Variance
53%
52%
32%
45%
50%
53%
53%

07/11 - 06/12 Budget (12 Months)

Expenses	Total	Leveraged Funds	CSB Portion
<b>Supportive Housing</b>			
CHN - E. Fifth Ave.	508,969	450,510	58,459
CHN - N. 22nd St.	197,467	165,947	31,520
CHN - N. High St.	410,118	253,393	156,725
CHN - Parsons	376,480	299,103	77,377
CHN - Cassidy	79,938	39,239	40,699
CHN - RLPTI	867,457	793,452	74,005
CHN - St. Clair	256,110	178,927	77,183
CHN - Safe Havens	306,312	306,312	-
CHN - Community ACT	383,177	335,775	47,402
CHN - Briggsdale	334,897	334,897	-
1 CHN - Southpoint Place	642,070	582,070	60,000
CHN - Leasing SHP	222,535	220,821	1,714
MH - Commons at Chantry	235,963	199,050	36,913
1 NCR - Commons at Buckingham	650,869	535,661	115,208
NCR - Commons at Grant	621,597	545,834	75,763
2 NCR - Commons at Livingston	243,816	183,255	60,561
SE - Scattered Sites	995,509	677,712	317,797
YMCA - Sunshine Terrace	792,287	418,708	373,579
YMCA - W. Long/PSH	809,040	342,995	466,045
YWCA WINGS	963,332	914,459	48,873
<b>Total</b>	<b>\$ 9,897,943</b>	<b>\$ 7,778,120</b>	<b>\$ 2,119,823</b>

07/11 - 12/11 Actual (6 Months)

Total	Leveraged Funds	CSB Portion
295,965	272,005	23,960
116,288	100,558	15,730
212,204	134,576	77,628
243,968	206,877	37,091
49,349	26,600	22,749
422,212	393,121	29,091
186,523	147,841	38,682
166,598	166,598	-
193,133	169,992	23,141
203,655	203,655	-
452,118	432,738	19,380
101,961	101,677	284
123,040	103,713	19,327
384,365	323,012	61,353
201,142	168,965	32,177
93,829	66,461	27,368
443,696	284,918	158,778
383,147	202,519	180,628
452,661	181,725	270,936
496,083	471,317	24,766
<b>\$ 5,221,937</b>	<b>\$ 4,158,868</b>	<b>\$ 1,063,069</b>

Overall Variance	CSB variance
58%	41%
59%	50%
52%	50%
65%	48%
62%	56%
49%	39%
73%	50%
54%	0%
50%	49%
61%	0%
70%	32%
46%	17%
52%	52%
59%	53%
32%	42%
38%	45%
45%	50%
48%	48%
56%	58%
51%	51%
<b>53%</b>	<b>50%</b>

**Rebuilding Lives Funder Collaborative  
Financial Status Report - Supportive Housing  
Notes**

**Period:** July 1, 2011 - December 31, 2011

**Note:** This report is a summary of all Rebuilding Lives Partner Agency Semi-Annual Reports for the period beginning July 1, 2011 and ending December 31, 2011. CSB has verified all CSB expenses and CSB revenues and has compiled reported annual financial information from Rebuilding Lives Partner Agencies. This report is not intended to be a comprehensive Rebuilding Lives Funder Collaborative financial statement.

<b>1</b>	\$60,000 and \$115,208 is paid to ADAMH by CSB to distribute as needed for Southpoint Place and Commons at Buckingham, respectively. CHN reported no accrued expenses in the six-month period, but an ADAMH report shows that Southpoint Place accrued CSB (via ADAMH) expenses of \$19,380, the total indicated on this report. NCR reported accrued CSB expenses of \$61,353, also indicated on this report; however, NCR had no claim requests submitted to ADAMH as of the date of this report. CHN submitted a revision to the report and NCR will bill for accrued expenses after 12/31/11.
<b>2</b>	NCR reported the CSB portion of accrued expenses as \$27,368 for the Commons at Livingston through 12/31/11. Through December, NCR invoiced \$27,159 to CSB for CAL costs. The report reflects CSB records and a revision was submitted by NCR.

**Overall:** CSB has no significant concerns to report.

**Rebuilding Lives Funder Collaborative  
111 Liberty Street Suite 150  
Columbus, Ohio 43215**

**Resolution of the Collaborative  
May 17, 2012**

**RESOLUTION 1: FUNDING STRATEGY AND SUPPORTIVE HOUSING FUNDING AWARDS  
FOR FY13**

WHEREAS, the staff of Community Shelter Board has projected revenues and expenses for all Rebuilding Lives Permanent Supportive housing projects for FY13 (July 1, 2012 – June 30, 2013) to the extent that project sponsors submitted data;

WHEREAS, the projects remain cost efficient with comparable costs per unit to prior years;

WHEREAS, Community Shelter Board will continue to prepare funding applications or requests to the City of Columbus, Franklin County Board of Commissioners, the United Way, the U. S. Department of Housing and Urban Development and other prospects from the public, philanthropic and corporate communities to support the services and operations of the supportive housing projects;

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

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

WHEREAS, each of the agencies have been found to be in full compliance with CSB Partner Agency Standards as of April 2012 and all Rebuilding Lives supportive housing programs were rated as high or medium performers for FY12;

THEREFORE, be it resolved, that the Funder Collaborative agrees to authorize grants for funding associated with providing supportive housing to disabled homeless individuals and families, and recommends approval of the FY13 funding strategy as presented;

FURTHERMORE, the Funder Collaborative authorizes Community Shelter Board to submit funding proposals consistent with this strategy on its behalf.

**Approved by voice vote.**

Witnessed by:

\_\_\_\_\_  
Michelle Heritage, Chair

\_\_\_\_\_  
Date

# Rebuilding Lives:

Breaking the Cycle of Homelessness  
Operations and Services  
Projects Currently Operating or Funded  
Fiscal Years  
2012- 2013

PLANNED REVENUE	FY 12 7/11-6/12	FY 13 7/12-6/13
<sup>1</sup> ADAMH	\$ 189,898	\$ 240,131
<sup>2</sup> City General	902,734	902,734
<sup>3</sup> City HOME-TBRA	325,000	325,000
<sup>4</sup> CMHA Public Housing Subsidy	400,500	400,500
<sup>5</sup> CMHA Section 8-project based	1,474,479	1,860,262
<sup>5</sup> CMHA Section 8-tenant based	428,645	357,936
<sup>6</sup> Franklin County	900,000	875,000
<sup>6</sup> HUD SHP	2,948,398	2,997,773
<sup>6</sup> HUD SPC	406,279	345,879
Medicare and Medicaid	30,554	77,531
<sup>7</sup> ODOD	197,905	117,079
ODMH	15,950	19,075
<sup>8</sup> Tenant Rent	1,067,899	1,232,878
<sup>9</sup> United Way of Central Ohio	219,593	219,666
<sup>10</sup> Sponsor Generated Funds	279,060	421,796
<sup>11</sup> Community Shelter Board-Other	233,080	344,277
<sup>12</sup> Other	13,425	13,198
<b>Total</b>	<b>\$ 10,033,399</b>	<b>\$ 10,750,715</b>
<b>EXPENSES</b>		
<b>Supportive Housing</b>		
<sup>13</sup> Briggsdale, Community Housing Network	\$ 318,861	\$ 345,244
<sup>13</sup> Cassidy Ave. Apts, Community Housing Network	79,937	85,619
<sup>13</sup> Community ACT, Community Housing Network	383,177	386,279
<sup>13</sup> CHN Leased SHP, Community Housing Network	222,535	215,216
<sup>13</sup> E. 5th Avenue, Community Housing Network	489,037	517,116
<sup>13,14</sup> Inglewood Court, Community Housing Network	-	142,093
<sup>13</sup> N. 22nd St. Apts, Community Housing Network	182,401	182,141
<sup>13</sup> N. High St. Apts, Community Housing Network	380,309	409,385
<sup>13</sup> Parsons Apartments, Community Housing Network	376,480	440,770
<sup>13, 15</sup> RLPTI, Community Housing Network	867,457	895,437
<sup>13</sup> Safe Havens Apartments, Community Housing Network	270,226	284,877
<sup>13</sup> St. Clair, Community Housing Network	285,587	410,265
<sup>13</sup> Southpoint Place, Community Housing Network	528,689	574,561
Commons at Chantry, Maryhaven	235,963	234,296
<sup>16</sup> Commons at Buckingham, National Church Residences	650,869	650,315
<sup>16</sup> Commons at Grant, National Church Residences	651,064	651,064
<sup>16</sup> Commons at Livingston, National Church Residences	243,906	241,816
<sup>14,16</sup> Commons at Third, National Church Residences	-	501,671
<sup>17</sup> Scattered Sites, Southeast, Inc.	995,509	889,955
Sunshine Terrace, YMCA	792,287	792,234
<sup>17</sup> PSH @ 40 W. Long, YMCA	809,040	820,604
<sup>18</sup> WINGS, YWCA	963,332	960,991
<sup>19</sup> Contingency	105,991	125,572
<b>Total</b>	<b>\$ 9,832,657</b>	<b>\$ 10,757,521</b>
<sup>20</sup> Funding Surplus/(Deficit)	200,742	(6,806)

The accompanying notes are an integral part of the financial projections presented above.

# Rebuilding Lives: Breaking the Cycle of Homelessness

## Financial Assumptions

### General Assumptions and Comments

Revenues vary by source. Expenses are based upon FY13 Rebuilding Lives program budgets for Supportive Housing Projects only. Only RLFC projects with RLFC funding commitments in FY13 are included in this document.

### Assumed Revenue

<sup>1</sup> **ADAMH** – Includes funding for Briggsdale, Safe Havens, RLPTI, Commons at Chantry, and Southpoint Place programs.

<sup>2</sup> **City General Funds** – In FY13 CSB has budgeted to receive City of Columbus grants for Rebuilding Lives projects in the amount of \$902,734. The City committed the CY2012 funding. CY2013 funding levels have not yet been determined.

<sup>3</sup> **City HOME** – The budget assumes full HOME TBRA funding for Southeast and YMCA 40 W Long St. Beginning in CY2012, these funds are received by CSB as pass-through grants for Southeast and YMCA 40 W. Long Street programs.

<sup>4</sup> **CMHA Public Housing Subsidy** – In FY13, this represents the approximate value of the operating subsidy (\$445/month/unit) associated with the cost of 75 units at Sunshine Terrace Apartments.

<sup>5</sup> **CMHA Section 8, HUD SHP and HUD SPC** – Funding availability is contingent upon HUD funding.

<sup>6</sup> **Franklin County**– In FY13 CSB has budgeted to receive Franklin County grants for Rebuilding Lives projects in the amount of \$875,000. The County committed the CY2012 funding. CY2013 funding levels have not yet been determined. County funding levels did not decrease, funding allocation determined by CSB staff changed.

<sup>7</sup> **ODOD** – Funds provided to Briggsdale, Community ACT, Inglewood Court, and Southpoint Place programs.

<sup>8</sup> **Tenant Rent** – Based upon project provided estimates. Tenants are expected to contribute 30% of their income (if applicable) towards rent or a \$50 monthly minimum at some projects.

<sup>9</sup> **United Way** – In FY13 CSB has budgeted to receive an UWCO grant for Rebuilding Lives projects in the amount of \$190,000. CY2013 funding levels have not yet been determined. YMCA also receives UWCO funding for their two supportive housing projects.

<sup>10</sup> **Sponsor-Generated Funds** – Includes anticipated other revenues and fundraising by project sponsors.

<sup>11</sup> **Community Shelter Board Other** – Includes anticipated private fundraising needed to cover the funding for the Rebuilding Lives projects.

<sup>12</sup> **Other** – Includes interest income, laundry/vending income and non-government grants.

# Rebuilding Lives: Breaking the Cycle of Homelessness

## Financial Assumptions

### Expenses

- <sup>13</sup> **CHN** – Capital Improvement Reserve is a required reserve funded every month so that funds will be available to pay for large capital expenditures such as roof replacements and parking lot resurfacing. Interest & Financing Fees are interest expenses for Safe Havens and OHFA Equity Bridge Loan Fees for the tax credits. Principal payments are for the 88/96 mortgage to U.S. Bank. All these expenses are funded from Tenant/Subsidy Rents/Fees.
- <sup>14</sup> **Inglewood Court, CHN, Commons at Third, NCR** - New projects with projected openings in 2012 and 2013. For Inglewood Court, only 3 months of RLFC funding is budgeted for FY13.
- <sup>15</sup> **RLPTI, CHN** – RLPTI is a partnership between Community Housing Network (CHN) and Southeast (SE). SE provides services to clients but SE does not associate dollar amounts with this project.
- <sup>16</sup> **NCR** – NCR budgets include “unallowable costs” that CSB was not able to determine what they include.
- <sup>17</sup> **Scattered Sites, Southeast, PSH @ 40 W. Long, YMCA** –These programs are now receiving HOME TRBA Funds through CSB instead of directly from the City.
- <sup>18</sup> **YWCA** –The YWCA lost ODOD funding for the project for CY2012.
- <sup>19</sup> **Contingency** – Calculated based on 5% of CSB’s Rebuilding Lives budget in FY13.
- <sup>20</sup> **Funding Surplus/(Deficit)** – The current deficit is due to items included as “non-allowable” costs in CSB’s budget, such as capital improvement reserves, principal, interest and financing fees.

Rebuilding Lives Funder Collaborative  
Unit Cost Matrix  
FY2013

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

Project Name/Sponsor(s)	# of units All	# of units RL	Total On-Going RL Costs	Total On-Going RL Unit Cost	Total CSB Cost	CSB Cost per RL Unit	Total Front Desk Cost	Front Desk Unit Cost	Total Service Cost	Service Unit Cost	Total Operations Cost	Operations Unit Cost	On-site Services?	Staff Availability: Intensive, Moderate, Limited	Tenant Attributes: High, Medium, Low	Service Types	Single or Scattered Site Project
Briggsdale Apartments - CHN	35	25	345,243	13,810	-	-	91,101	3,644	79,025	3,161	175,117	7,005	Yes	Intensive	High	1,2,3,4	Single
Cassady - CHN	11	10	85,619	8,962	40,699	4,070	-	-	15,850	1,585	69,769	6,977	Yes	Moderate	Medium	1,2,3,4	Single
Community ACT - CHN	42	42	386,279	9,197	41,486	988	-	-	2,100	50	384,179	9,147	Yes	Intensive	High	1,2,3,4	Scattered
East 5th Ave. - CHN	38	38	517,116	13,608	56,290	1,481	127,542	3,356	153,645	4,043	235,929	6,209	Yes	Intensive	High	1,2,3,4	Single
Inglewood Court - CHN	60	45	142,093	3,158	17,330	385	23,930	532	42,091	935	76,072	1,690	Yes	Intensive	High	1,2,3,4	Single
Leased SHIP - CHN	25	25	215,216	8,609	-	-	-	-	1,250	50	213,966	8,559	Yes	Intensive	High	1,2,3,4	Scattered
North 22nd St. - CHN	30	30	182,141	6,071	25,467	849	-	-	28,920	964	153,221	5,107	Yes	Moderate	Medium	1,2,3,4	Single
North High St. - CHN	36	33	409,385	12,406	166,510	5,045	116,914	3,543	108,429	3,286	184,042	5,577	Yes	Intensive	High	1,2,3,4	Single
Parsons Ave. - CHN	25	25	440,770	17,631	71,047	2,842	127,542	5,102	121,907	4,876	191,321	7,653	Yes	Intensive	High	1,2,3,4	Single
RLPTI - CHN	108	108	895,437	8,291	74,343	688	-	-	4,250	39	891,187	8,252	Yes	Intensive	High	1,2,3,4	Scattered
Safe Havens - CHN	13	13	284,877	21,914	-	-	127,542	9,811	37,137	2,857	120,198	9,246	Yes	Intensive	High	1,2,3,4	Single
Southpoint - CHN	80	46	574,561	12,490	60,000	1,304	106,533	2,318	96,860	2,106	371,068	8,067	Yes	Intensive	High	1,2,3,4	Single
St. Clair - CHN *	31	30	410,285	13,675	87,528	2,918	111,753	3,725	53,428	1,761	245,084	8,169	Yes	Moderate	High	1,2,3,4	Single
Commons at Chantry - Maryhaven	50	50	234,296	4,686	36,913	738	-	-	219,874	4,397	14,422	288	Yes	Moderate	Medium	2	Single
Commons at Buckingham - NCR	100	75	650,315	8,671	115,208	1,536	75,000	1,000	177,500	2,367	397,815	5,304	Yes	Moderate	High	1,2,3,4	Single
Commons at Livingston - NCR	100	50	651,064	13,021	75,763	1,515	50,000	1,000	335,855	6,717	265,209	5,304	Yes	Moderate	Medium	1,2,3,4	Single
Commons at Third - NCR	50	23	241,816	9,673	60,561	2,422	50,000	2,000	60,561	2,422	131,255	5,250	Yes	Moderate	High	1,2,3,4	Single
Commons at Third - NCR	100	60	501,671	8,361	51,000	850	60,000	1,000	123,421	2,057	318,250	5,304	Yes	Moderate	High	1,2,3,4	Single
Scattered Sites - SE	120	120	889,955	7,416	478,797	3,990	-	-	157,144	1,310	732,811	6,107	No	Limited	Medium	1,2	Scattered
Sunshine Terrace - YMCA	180	75	792,234	10,563	373,579	4,981	114,715	1,530	235,211	3,136	442,308	5,897	Yes	Moderate	Medium	1,2,3	Single
40 West Long St. - YMCA	403	105	820,604	7,815	630,045	6,000	94,825	903	259,036	2,467	466,743	4,445	Yes	Moderate	Medium	1,2,3	Single
WINGS - YMCA	102	69	960,991	13,927	48,873	708	-	-	892,697	12,938	68,294	990	NA	NA	Medium	NA	Single
<b>Total</b>	<b>1,739</b>	<b>1,099</b>	<b>10,631,948</b>	<b>10,616</b>	<b>2,511,439</b>	<b>2,280</b>	<b>2,819</b>	<b>2,819</b>	<b>2,819</b>	<b>2,888</b>	<b>5,934</b>	<b>5,934</b>	<b>NA</b>	<b>NA</b>	<b>Medium</b>	<b>NA</b>	<b>Single</b>
			<b>MEAN:</b>	<b>9,435</b>		<b>1,515</b>	<b>2,159</b>	<b>2,159</b>		<b>2,995</b>	<b>6,002</b>	<b>6,002</b>					<b>Scattered</b>

Staff Availability:	Intensive	2,140
	Moderate	2,789
	Limited	n/a

Operations Unit Cost Mean**	9,971
	6,321
	n/a

Services Unit Cost Mean	2,140
	2,789
	n/a

Staff Availability:	Intensive	2,140
	Moderate	2,789
	Limited	n/a

Tenant Attributes:	High	2,124
	Medium	3,993

Operations Unit Cost	5,934
Scattered	8,378

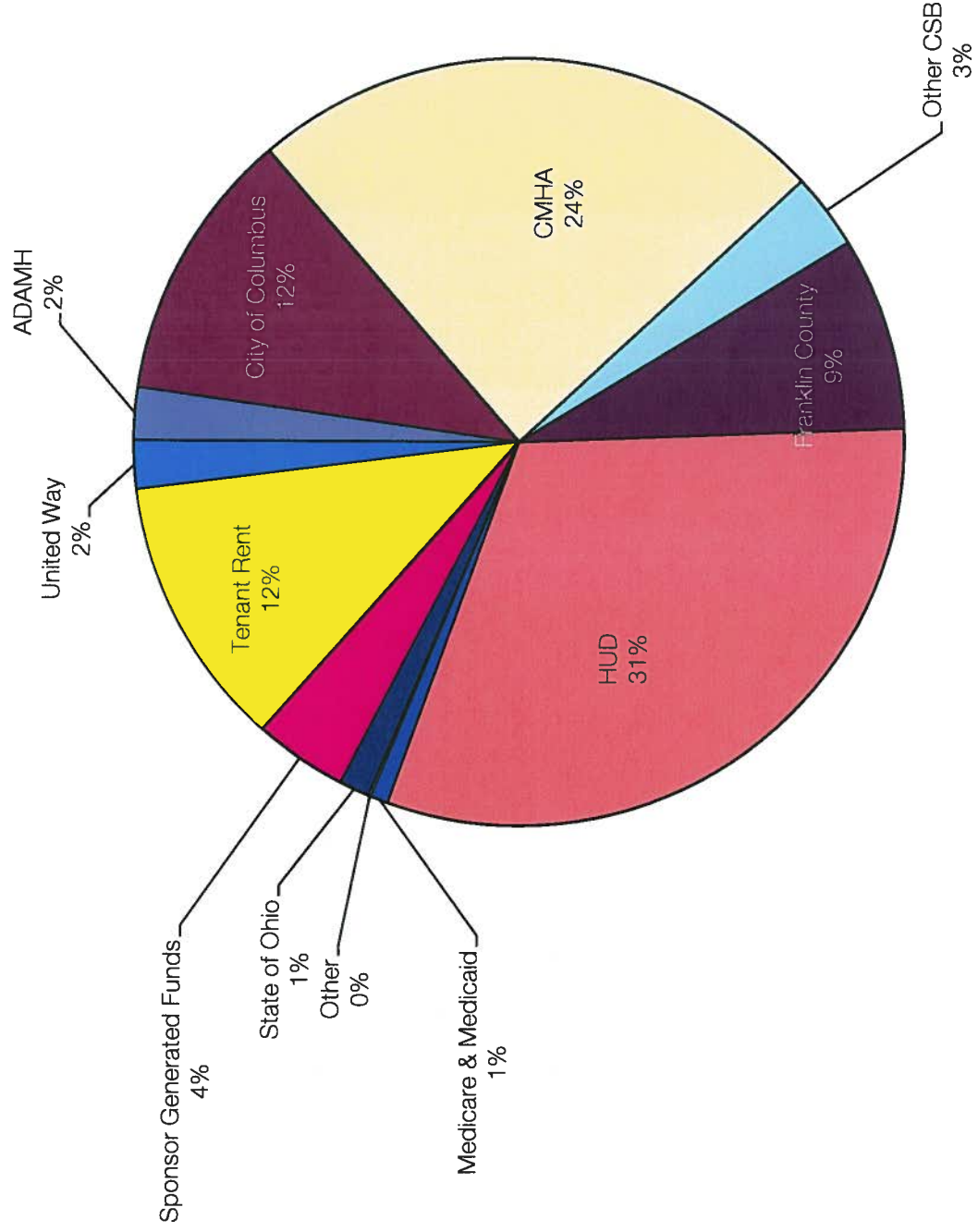
Service Types (provided directly by project):	1. Crisis Intervention
	2. Service Coordination/Case Management
	3. Vocational/Employment Readiness
	4. Treatment by Healthcare Professional

\* Capacity of RL units is increasing by 4 as of 7/1/2012.  
\*\* Operations Cost Mean includes Front Desk Costs, where applicable.



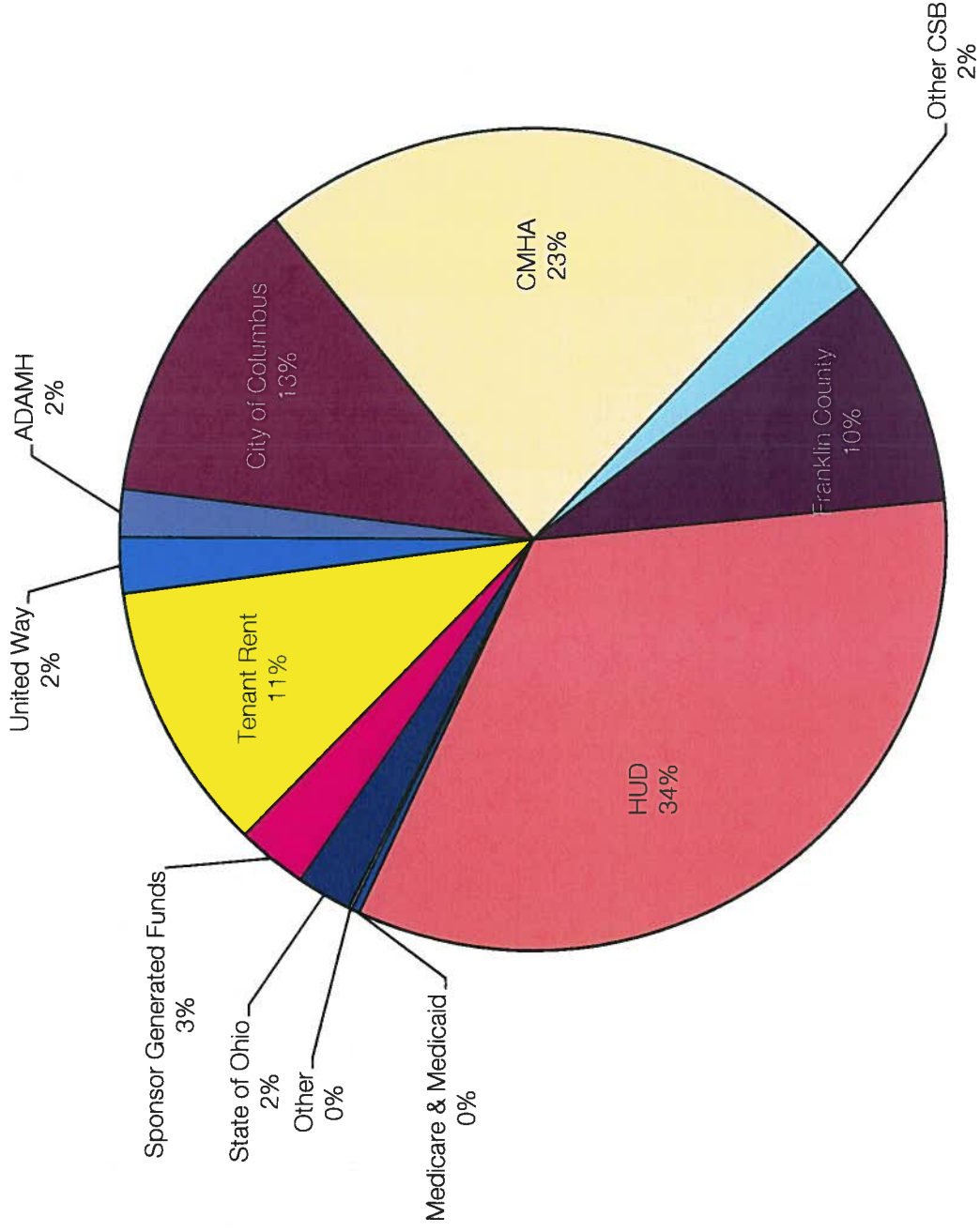
# Rebuilding Lives:

Breaking the Cycle of Homelessness  
Summary of Operations and Services Revenue, Fiscal Year 2013



# Rebuilding Lives:

Breaking the Cycle of Homelessness  
Summary of Operations and Services Revenue, Fiscal Year 2012



# Rebuilding Lives: Breaking the Cycle of Homelessness

Operations and Services

Projects Currently Operating or Funded

Fiscal Years

2012- 2013

	# of RL Units	Total Units	FY12 7/11 - 6/12	FY13 7/12 - 6/13
Briggsdale, Community Housing Network	25	35	\$ 318,861	\$ 345,243
ADAMH			45,845	48,596
CMHA Section 8-project based			51,397	52,412
HUD SHP			161,664	161,664
ODOD			35,929	35,929
ODMH			7,557	7,557
Tenant Rent			31,997	37,108
Other			518	374
Revenue Source Total			\$ 334,897	\$ 343,827
GAP			\$ 16,035	\$ (1,816)
Commons at Buckingham, National Church Residences	75	100	\$ 650,869	\$ 650,315
CMHA Section 8-project based			321,513	321,515
HUD SHP			42,292	42,282
Medicare and Medicaid			20,554	20,000
Tenant Rent			151,300	151,300
CSB Administered			115,208	115,208
Revenue Source Total			\$ 650,867	\$ 650,315
GAP			\$ (2)	\$ -
Cassady Ave. Apts, Community Housing Network	10	11	\$ 79,937	\$ 85,619
CMHA Section 8-project based			28,798	28,798
HUD SPC			3,942	3,942
Tenant Rent			6,128	7,063
CSB Administered			40,699	40,899
Other			370	373
Revenue Source Total			\$ 79,937	\$ 80,674
GAP			\$ -	\$ (4,745)
Commons at Chantry, Maryhaven	50	100	\$ 235,963	\$ 234,296
ADAMH			11,432	11,432
HUD SHP			187,618	185,951
CSB Administered			36,913	36,913
Revenue Source Total			\$ 235,963	\$ 234,296
GAP			\$ -	\$ -
Commons at Grant, National Church Residences	50	100	\$ 651,064	\$ 651,084
CMHA Section 8-project based			214,342	214,342
HUD SHP			250,092	250,092
Medicare and Medicaid			10,000	10,000
Tenant Rent			100,867	100,887
CSB Administered			75,763	75,763
Revenue Source Total			\$ 651,064	\$ 651,084
GAP			\$ -	\$ -
Community ACT, Community Housing Network	42	42	\$ 383,177	\$ 386,279
HUD SHP			245,103	245,103
ODOD			39,900	39,900
ODMH			8,393	8,393
Tenant Rent			42,379	51,398
CSB Administered			47,402	41,486
Revenue Source Total			\$ 383,177	\$ 386,280
GAP			\$ -	\$ -
CHN Leased SHP, Community Housing Network	25	25	\$ 222,535	\$ 215,216
HUD SHP			201,104	201,559
Tenant Rent			19,717	24,796
CSB Administered			1,714	-
Revenue Source Total			\$ 222,535	\$ 226,357
GAP			\$ -	\$ 11,141
E. 5th Avenue, Community Housing Network	38	38	\$ 489,037	\$ 517,118
CMHA Section 8-project based			157,099	160,085
HUD SHP			224,676	236,198
Tenant Rent			67,808	80,558
CSB Administered			58,459	56,290
Other			927	882
Revenue Source Total			\$ 508,969	\$ 534,023
GAP			\$ 19,932	\$ 16,907
N. 22nd St. Apts, Community Housing Network	30	30	\$ 182,401	\$ 182,141
CMHA Section 8-project based			132,425	144,974
Tenant Rent			32,686	30,296
CSB Administered			31,520	25,467
Other			836	542
Revenue Source Total			\$ 197,467	\$ 201,279
GAP			\$ 15,066	\$ 19,138
N. High St. Apts, Community Housing Network	33	36	\$ 380,309	\$ 409,385
CMHA Section 8-project based			139,090	136,563
HUD SHP			76,343	76,343
Tenant Rent			37,667	43,225
CSB Administered			156,725	166,510
Other			293	317
Revenue Source Total			\$ 410,119	\$ 422,978
GAP			\$ 29,810	\$ 13,594
Inglewood Court, Community Housing Network	45	60	-	\$ 142,093
CMHA Section 8-project based			-	87,046
HUD SHP			-	14,581
Medicare and Medicaid			-	27,531
ODOD			-	12,500
ODMH			-	3,125
CSB Administered			-	17,330
Revenue Source Total			\$ -	\$ 142,093
GAP			\$ -	\$ -

The accompanying notes are an integral part of the financial projections presented above.

# Rebuilding Lives: Breaking the Cycle of Homelessness

Operations and Services

Projects Currently Operating or Funded

Fiscal Years

2012- 2013

	# of RL Units	Total Units	FY12 7/11 - 6/12	FY13 7/12 - 6/13
Commons at Livingston, National Church Residences	25	50	\$ 243,906	\$ 241,816
CMHA Section 8-project based			124,614	124,614
Tenant Rent			58,641	58,641
CSB Administered			60,561	60,581
Revenue Source Total			\$ 243,816	\$ 241,816
GAP			\$ (90)	\$ -
Commons at Third, National Church Residences	60	100	-	\$ 501,871
CMHA Section 8-project based			-	257,210
HUD SHP			-	42,421
Medicare and Medicaid			-	20,000
Tenant Rent			-	121,040
CSB Administered			-	51,000
Other			-	10,000
Revenue Source Total			\$ -	\$ 501,871
GAP			\$ -	\$ -
Parsons Apartments, Community Housing Network	25	25	\$ 376,480	\$ 440,770
CMHA Section 8-tenant based			22,763	16,140
HUD SHP			177,604	209,637
HUD SPC			67,333	76,779
Tenant Rent			31,078	36,788
CSB Administered			77,377	71,047
Other			335	215
Revenue Source Total			\$ 376,480	\$ 410,604
GAP			\$ -	\$ (30,266)
RLPTI, Community Housing Network	108	108	\$ 867,457	\$ 895,437
ADAMH			-	14,927
HUD SHP			656,422	656,422
Tenant Rent			137,030	125,052
CSB Administered			74,005	74,343
Revenue Source Total			\$ 867,457	\$ 870,744
GAP			\$ -	\$ (24,893)
Safe Havens Apartments, Community Housing Network	13	13	\$ 270,226	\$ 284,877
ADAMH			57,926	85,999
CMHA Section 8-project based			-	39,523
HUD SHP			184,834	140,544
Tenant Rent			63,552	24,637
Revenue Source Total			\$ 306,312	\$ 290,703
GAP			\$ 36,086	\$ 5,828
Scattered Sites, Southeast, Inc.	120	120	995,509	889,955
City HOME-TBRA			161,000	-
CMHA Section 8-tenant based			235,000	200,000
HUD SPC			281,712	211,156
CSB Administered			317,797	478,797
Revenue Source Total			\$ 995,509	\$ 889,955
GAP			\$ -	\$ -
St. Clair, Community Housing Network	30	31	\$ 285,587	\$ 410,265
CMHA Section 8-project based			66,618	73,219
HUD SHP			73,233	84,499
Tenant Rent			38,439	67,108
CSB Administered			77,183	87,528
Other			637	90
Revenue Source Total			\$ 256,110	\$ 312,445
GAP			\$ (29,477)	\$ (97,820)
Southpoint Place, Community Housing Network	46	80	\$ 528,689	\$ 674,561
ADAMH			74,695	79,177
CMHA Section 8-project based			236,583	239,930
HUD SHP			205,849	189,023
ODOD			28,750	28,750
Tenant Rent			35,685	63,004
CSB Administered			60,000	60,000
Other			508	405
Revenue Source Total			\$ 642,070	\$ 680,289
GAP			\$ 113,382	\$ 85,728
Sunshine Terrace, YMCA	75	180	\$ 792,267	\$ 792,234
CMHA Public Housing Subsidy			400,500	400,500
United Way of Central Ohio			18,208	18,155
CSB Administered			373,579	373,579
Revenue Source Total			\$ 792,267	\$ 792,234
GAP			\$ -	\$ -
PSH @ 40 W. Long, YMCA	105	403	\$ 809,040	\$ 820,604
City HOME-TBRA			164,000	-
CMHA Section 8-tenant based			50,796	50,796
Tenant Rent			56,000	56,000
United Way of Central Ohio			11,385	11,511
Sponsor Generated Funds			60,814	72,252
CSB Administered			466,045	630,045
Revenue Source Total			\$ 809,040	\$ 820,604
GAP			\$ -	\$ -
WINGS, YWCA	69	102	\$ 963,332	\$ 980,991
CMHA Section 8-tenant based			120,096	91,000
HUD SHP			281,574	281,674
HUD SPC			53,292	54,000
ODOD			93,326	-
Tenant Rent			158,925	156,000
Sponsor Generated Funds			218,246	349,544
CSB Administered			48,873	48,873
Other			9,000	-
Revenue Source Total			\$ 963,332	\$ 980,991
GAP			\$ -	\$ -

The accompanying notes are an integral part of the financial projections presented above.

**Rebuilding Lives Funder Collaborative  
Operational and Cost Analysis  
Framework and Definitions**

- 1) Local and national unit cost analysis.**
  - a) Development cost
    - i) Per unit
    - ii) Rehab vs. new construction
  - b) Ongoing operations and services cost
    - i) Front desk operations
      - (1) Per project
      - (2) Per unit
    - ii) Services (exclusive of front desk)
      - (1) Per project
      - (2) Per unit
    - iii) Operations (exclusive of front desk)
      - (1) Per project
      - (2) Per unit
- 2) Service level description**
  - a) On-site project staff (On-site includes scheduled staff presences as well as in-home case managers. Provider is employed by one of the project sponsors and has all or part of time dedicated to the project.)
  - b) Availability of staff – categorize by ranges per week day and per weekend day
    - i) Intensive: services available 24/7
    - ii) Moderate: services available at least 10 hours per week day and at least 4 hours per weekend day
    - iii) Limited: services available less than 10 hours per week day
  - c) Services provided – categorize by type
    - (1) Crisis intervention
    - (2) Service coordination/case management
    - (3) Vocational/employment readiness
    - (4) Treatment by healthcare professional (physical/AOD/SMD, etc)
  - d) Tenant characteristics (Functionality within activities of daily living and employability)
    - i) High: more than 60% of tenants will have limited functionality and employability
    - ii) Medium: more than 30% but less than 60% of tenants will have limited functionality and employability
    - iii) Low: less than 30% of tenants will have limited functionality and employability

**Rebuilding Lives Funder Collaborative  
111 Liberty Street, Suite 150  
Columbus, Ohio 43215**

**May 17, 2012**

**Resolution to Approve FY13 Supportive Housing Funding**

**Resolution 2**

WHEREAS, Community Shelter Board staff have conducted a fair and open process for Requests for Proposals for funding services related to access, crisis response and transition, as governed by Community Shelter Board Board's Ends Policies and administrative procedures;

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

WHEREAS, the agencies requesting new funding have been approved by the Rebuilding Lives Funder Collaborative for the respective funding amounts for the new supportive housing projects to be opened (National Church Residences' Commons at Third and Community Housing Network's Inglewood Court);

WHEREAS, each of the agencies have been found to be in full compliance with Community Shelter Board Partner Agency Standards for 2011 as of April 2012;

WHEREAS, Community Shelter Board staff are recommending that Rebuilding Lives supportive housing projects receive FY13 funding not to exceed the amounts indicated below;

Community Housing Network – Supportive Housing	563,370
Community Housing Network – Southpoint Place (through ADAMH)	60,000
Community Housing Network –Inglewood Court (new)	17,330
Maryhaven - Commons at Chantry	36,913
National Church Residences – Supportive Housing	136,324
National Church Residences – Commons at Buckingham (through ADAMH)	115,208
National Church Residences – Commons at Third (new)	51,000
Southeast - Scattered Sites	478,797
YMCA - 40 West Long & Sunshine Terrace	1,003,624
YWCA - WINGS	48,873
<b>Total</b>	<b>\$2,511,439</b>

THEREFORE, be it resolved that the Rebuilding Lives Funder Collaborative agrees to authorize grants not to exceed the amounts listed above, for continued operations of the projects listed above and provision of supportive housing to disabled homeless individuals and families, meeting the Rebuilding Lives or HUD chronic homeless eligibility criteria.

**Approved by voice vote.**

Witnessed by:

\_\_\_\_\_  
Michelle Heritage, Chair

\_\_\_\_\_  
Date

# Rebuilding Lives:

Breaking the Cycle of Homelessness  
Operations and Services  
Projects Currently Operating or Funded  
Fiscal Years  
2012- 2013

<b>CSB ONLY PLANNED REVENUE</b>	<b>FY 12 7/11-6/12</b>	<b>FY 13 7/12-6/13</b>
<sup>2</sup> City General	\$ 902,734	\$ 902,734
<sup>3</sup> City HOME-TBRA	-	325,000
<sup>6</sup> Franklin County	900,000	875,000
<sup>9</sup> United Way of Central Ohio	190,000	190,000
<sup>11</sup> Community Shelter Board - Other	233,080	344,277
<b>Total</b>	<b>\$ 2,225,814</b>	<b>\$ 2,637,011</b>
<b>CSB ONLY EXPENSES</b>		
<sup>13</sup> Cassady Ave. Apts, Community Housing Network	\$ 40,699	\$ 40,699
<sup>13</sup> Community ACT, Community Housing Network	47,402	41,486
<sup>13</sup> CHN Leased SHP, Community Housing Network	1,714	-
<sup>13</sup> E. 5th Avenue, Community Housing Network	58,459	56,290
<sup>13,14</sup> Inglewood Court, Community Housing Network		17,330
<sup>13</sup> N. 22nd St. Apts, Community Housing Network	31,520	25,467
<sup>13</sup> N. High St. Apts, Community Housing Network	156,725	166,510
<sup>13</sup> Parsons Apartments, Community Housing Network	77,377	71,047
<sup>13</sup> RLPTI, Community Housing Network	74,005	74,343
<sup>13</sup> St. Clair-Community Housing Network	77,183	87,528
<sup>13</sup> Southpoint Place, Community Housing Network	60,000	60,000
Commons at Chantry, Maryhaven	36,913	36,913
<sup>15</sup> Commons at Buckingham, National Church Residences	115,208	115,208
<sup>15</sup> Commons at Grant, National Church Residences	75,763	75,763
<sup>15</sup> Commons at Livingston, National Church Residences	60,561	60,561
<sup>14,15</sup> Commons at Third, National Church Residences	-	51,000
<sup>17</sup> Scattered Sites, Southeast, Inc.	317,797	478,797
Sunshine Terrace, YMCA	373,579	373,579
<sup>17</sup> PSH @ 40 W. Long, YMCA	466,045	630,045
<sup>18</sup> WINGS, YWCA	48,873	48,873
<sup>19</sup> Contingency	105,991	125,572
<b>Total</b>	<b>\$ 2,225,814</b>	<b>\$ 2,637,011</b>
<sup>20</sup> Funding Surplus/(Deficit)	-	-

The accompanying notes are an integral part of the financial projections presented above.

S:\Rebuilding Lives Plan\Financial Information\2013\Rebuilding Lives Funding Strategy\_FY13Oper & Serv Strat-CSB Only

## **Rebuilding Lives Funder Collaborative PSH Funding Recommendations**

Community Shelter Board conducted its FY13 request for proposal process for services related to access, crisis response, and transition. Community Shelter Board partner agencies submitted funding applications for review and Community Shelter Board staff evaluated each program's proposal for completeness. Once the applications were reviewed for completeness, each program was then evaluated based on the same categories: program compliance, demonstrated need, and program evaluation results and associated ratings of high, medium, or low performer.

As of April 2012, all Rebuilding Lives partner agencies were found to be in compliance with Community Shelter Board's Partner Agency Standards. All Rebuilding Lives partner agencies were rated as medium or high performers for FY12.



# Columbus & Franklin County Continuum of Care Governance and Policy Statements

## Overview

Continuum of Care Structure under HEARTH

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

In Columbus and Franklin County the CoC role is fulfilled by a committee called Rebuilding Lives Funder Collaborative (RLFC). The RLFC provides stewardship for all the strategies developed under the Rebuilding Lives (RL) Plan and provides funding for the capital, services and operations of supportive housing in Columbus & Franklin County, coordinates activities for the new plan, promotes collaboration to achieve goals and strategies, and secures resources for programs and projects. For purposes of clarity, RLFC will be used when referring to CoC activities.

The policy statements below govern the work of the RLFC. The policies are organized into different areas. The RLFC will meet annually to review and approve its annual plan and policies.

The categories are:

- < Structure
- < HUD Mandated Activities
- < RL Plan Activities
- < Community Shelter Board Activities
- < Homeless or Formerly Homeless Citizens Activities
- < Provider Activities
- < Other Activities

## Structure

### 1. Membership

The RLFC membership will comport with HUD requirements as listed below. The RLFC will meet annually to review and act on the annual funding allocations, HUD Exhibit 1 including all relevant charts and tables and the Housing Inventory Chart. The RLFC will annually review and approve its membership.

A Steering Committee (SC) will be formed with representatives of the RLFC that will meet regularly and is given authority by the RLFC to make decisions on its behalf.

A total of 35 members shall be annually approved for participation. The RLFC SC will recommend members for participation on the RLFC and rotation of members will be considered if and when appropriate. Regular attendance is expected by the RLFC representative or it's delegate, as long as the delegate holds decision making authority. Community Shelter Board (CSB) Executive Director shall chair the RLFC and the RLFC Steering Committee.

<b>New RLFC Structure</b>	<b>Organizational Representative</b>	<b>Individual Representative</b>
Non-profit homeless providers <i>(rotating provider consideration)</i>	Community Shelter Board Community Housing Network	Michelle Heritage Anthony Penn
Victim service providers <i>(rotating provider consideration)</i>	Columbus Coalition against Family Violence	TBD
Faith-based organizations <i>(rotating consideration)</i>	Vineyard Columbus	Dan Franz
Governments	City of Columbus Columbus Mayor's Office Columbus City Council Franklin County	Kim Stands Erika Clark Jones Hearcel Craig Jim Schimmer
Businesses <i>(rotating consideration)</i>	The Columbus Foundation Mid-Ohio Regional Planning Commission CSB Board Members (3)	Emily Savors Kathy Werkmeister TBD (3)
Advocates	Columbus Coalition for the Homeless Corporation for Supportive Housing Legal Aid Society of Columbus	Don Strasser Sally Luken Emily Crabtree
Public Housing Agencies	Columbus Metropolitan Housing Authority	Charles Hillman
School districts	Columbus Public Schools – Project Connect	Mary Jane Quick
Social Service Providers <i>(rotating consideration)</i>	Central Ohio Workforce Investment Corporation Franklin County Children Services Franklin County Dept of Job and Family Services Franklin County Office on Aging Franklin County Board of Developmental Disabilities	Suzanne Coleman – Tolbert Chip Spinner Anthony Trotman  Antonia Carroll Jed Morison

	United Way of Central Ohio	Janet Jackson
Mental Health Agencies	ADAMH Board Twin Valley Behavioral Healthcare	David Royer TBD
Hospitals <i>(rotating provider consideration)</i>	Columbus Public Health	Teresa Long
Universities	Ohio State University	Dawn Tyler
Affordable Housing Developers	Affordable Housing Trust Corporation Ohio Capital Corporation for Housing	Steve Gladman Jonathan Wealthy
Law Enforcement	Columbus Police Department	Lt. Chris Bowling
Organizations that serve homeless and formerly homeless veterans	Veterans Administration Veterans Service Commission	John Glacken Douglas Lay
Homeless and formerly homeless persons	Citizens Advisory Council (2)	TBD (2)

**Planned Activities/Meetings:**

- Renew authority of the RLFC SC
- Review and approve annual plan and RLFC policies
- Review decisions made by the RLFC SC
- Receive community and public policy updates relevant to homelessness issues
- Receive updates on the Rebuilding Lives Plan
- Review and act on the annual funding allocations
- Review and act on the HUD Exhibit 1 including all relevant charts and tables
- Review and act on any programs that should be removed from HUD funding and any proposed funding reallocations
- Review and make final determination on provider appeals, if provider not in agreement with the RLFC SC determination
- Review and act annually on the proposed new supportive housing bonus project
- Review and approve annual membership
- Review and act on RLFC SC recommendations

**Decision Making**

Robert’s Rules of Order will be followed and a simple majority voting is necessary for any resolution of the committee to be passed.

**2. Conflict of Interest**

Any individual participating in or influencing decision making must identify actual or perceived conflicts of interest as they arise and comply with the letter and spirit of this policy. Disclosure should occur at the earliest possible time and if possible, prior to the discussion of any such issue. Individuals with a conflict of interest should abstain from voting on any issue in which they may have a conflict. An individual with a conflict of interest who is the committee chair, shall yield that position during discussion and abstain from voting on the item.

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

**3. RLFC Steering Committee**

Annually, the RLFC Steering Committee (RLFC SC) will review existing and new projects and make recommendations to the full RLFC for its consideration, action and inclusion in the consolidated HUD application. The RLFC SC will also establish the new permanent supportive housing (PSH) priority for consideration by the Ohio Housing Finance Agency. As part of the

process, new projects will be presented to the RLFC provider group and the CAC. Both groups will provide recommendations to the RLFC SC prior to its decision. The project developer will also be asked to make a presentation to the RLFC SC to respond to questions about its proposal.

The RLFC SC will be the RLFC's Executive Committee, comprised of the following representatives:

Organizational Representative	Individual Representative
1. City of Columbus	Kim Stands
2. Franklin County	Jim Schimmer
3. Citizens Advisory Council	TBD
4. ADAMH	David Royer
5. CMHA	Charles Hillman
6. UWCO	Janet Jackson
7. The Columbus Foundation	Emily Savors
8. The Columbus Coalition for the Homeless	Don Strasser
9. CSB Board Member	TBD
10. CSB Executive Director, Chair	Michelle Heritage

The RLFC SC is expected to meet quarterly, in February, May, August and November of each year. CSB may, from time to time, request the RLFC SC to meet more frequently to meet HUD imposed requirements.

CSB will provide staff support for the committee.

The RLFC SC will also review ongoing projects that have participated in QII at the request of the provider and/or CSB. The RLFC will act on recommendations from the RLFC SC.

**Planned Activities/Meetings:**

- Review and recommend annual membership to the RLFC.
- Receive community and public policy updates relevant to homelessness issues
- Receive updates on the Rebuilding Lives Plan and take actions that will move the plan forward
- Review existing projects and programs and recommend actions to the RLFC
- Review and recommend to the RLFC any programs that should be removed from HUD funding and any proposed funding reallocations
- Review and incorporate feedback from the RLFC provider group on new projects and any other relevant topics
- Review and incorporate feedback from the CAC group on new projects and any other relevant topics
- Hear presentation from the new project developer about its proposal
- Review and recommend the new permanent supportive housing (PSH) priority for consideration by the Ohio Housing Finance Agency
- Review new projects and programs and recommend actions to the RLFC
- Review and recommend RLFC action annually on the proposed new supportive housing bonus project
- Provide feedback to the local government (City/County) on their Consolidated Plan.
- Review and approve the annual ESG funding allocations

- Review and approve HMIS policies and procedures
- Review and approve annual performance standards and evaluation of outcomes
- Review and recommend RLFC action on the HUD Exhibit 1 including all relevant charts and tables
- Review and act on provider appeals as necessary
- Review and act on the annual Point in Time Count
- Review and act on the annual Housing Inventory Chart
- Review and act on any other HUD mandated activity
- Review and act on any activities incorporated under item number 6 below

If the provider is not satisfied with a decision made by CSB (for funded providers) or the RLFC SC (for all providers), the provider may appeal this decision to CSB's Board to Trustees (for funded providers) or the RLFC (for non-funded providers),

### **Decision Making**

Robert's Rules of Order will be followed and a simple majority voting is necessary for any resolution of the committee to be passed.

### **HUD Mandated Activities**

4. The RLFC SC will provide feedback to the local government (City/County) on their Consolidated Plan.
5. (regarding ESG) The RLFC SC will provide feedback to the local government (City/County) in:
  - < Determining how to allocate the ESG funding for eligible activities
  - < Developing the performance standards
  - < Evaluating outcomes

This feedback will be provided as part of the annual funding allocations.

### **6. Columbus ServicePoint Implementation**

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

Related to HMIS activities, the RLFC SC will have to role of:

- < Developing funding and policies and procedures for the operation and administration of the local HMIS, Columbus ServicePoint (CSP).
- < Monitoring that all recipients of financial assistance under the Continuum of Care program and the Emergency Solutions Grant program and any programs funded previously through McKinney-Vento Act (SHP, SPC, SRO) are using the HMIS to collect client-level data on persons served.
- < Responsible for making decisions about HMIS management and administration.

- < Designate a single information system as the official HMIS software for the geographic area.
- < Designate the HMIS Lead and give authority to make system-wide decisions regarding the HMIS that impact all covered homeless organizations. HMIS Lead means the entity designated by the RLFC in accordance with 24 CFR part 580 to operate the Continuum's HMIS on the RLFC's behalf.
- < Review, revise and approve all policies and plans the HMIS lead is required to develop.
- < Develop a governance charter and document all assignments and designations consistent with the governance charter. The charter is to contain, at the minimum:
  - < A requirement that the HMIS Lead enter into written HMIS Participation Agreements with each Contributing Homeless Organization (CHO) requiring the CHO to comply with this part and imposing sanctions for failure to comply;
  - < The participation fee charged by the HMIS; and
  - < Such additional requirements as may be issued by notice from time to time.
- < Annually review and approve the HMIS Lead developed Security Plan, Data Quality Plan and Privacy Policy.

#### **7. Point in Time Count Plan**

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

#### **8. HUD Application Process**

The RLFC will meet annually to review and act on Exhibit 1 including all relevant charts and tables. CSB will coordinate the applicant submission of Exhibit 2s, prepare Exhibit 1 and submit the consolidated application on behalf of the RLFC.

### **RL Plan Activities**

The RLFC will not serve as the convener for the plan's strategies, but will provide stewardship and oversight for the overall community plan to end homelessness, the Rebuilding Lives Plan.

The role of the Strategy Conveners is as follows:

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

### **Community Shelter Board Activities**

The Community Shelter Board will be the primary organization supporting all of the groups involved with moving the RL Plan forward. In addition to its roles as a convener of some of the RL Plan strategies, CSB will:

- < Chair the RLFC and RLFC SC and serve as the fiscal agent
- < Act as the Collaborative Applicant for the Columbus and Franklin County RLFC, per HUD's HEARTH legislation
- < Act as the Unified Funding Agency for the Columbus and Franklin County RLFC, per HUD's HEARTH legislation
- < Act as the HMIS Lead for the Columbus and Franklin County RLFC, per HUD's HEARTH legislation
- < Act as the subrecipient of the Emergency Solutions Grant (ESG) funds for the Columbus and Franklin County RLFC
- < Implement the requirements of the HEARTH legislation as mandated by HUD
- < Provide program and system level evaluations
- < Communicate the plan progress to the community, including an annual Report Card

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

#### **9. Program Performance Standards**

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

#### **10. Quality Improvement Intervention**

CSB will address programs of ongoing concern through a Quality Improvement Intervention (QII) process. The QII process is based on quarterly one-on-one dialogues between CSB and the provider agency and considers agency plans and progress on addressing program issues. CSB and provider agency enter into quarterly QII if a program experiences long-standing and/or serious program issues and/or systemic agency concerns. If the agency and/or CSB find that the QII process is not working, either may refer the concerns/issues to the RLFC SC for handling. The provider will be given an opportunity to present its case to the RLFC SC before it makes its recommendation to the RLFC.

Through its evaluative work, CSB will establish performance ratings every year of each HUD and CSB funded programs. Based on these ratings, CSB will recommend the RLFC SC programs that should not continue to receive funding through the annual HUD application process due to underperformance. All programs rated as “Low” performers through CSB’s annual Program Evaluation will be discussed at the RLFC SC. CSB will recommend the RLFC SC any funding reallocations that should occur based on program performance and need.

The RLFC will be the final decision maker regarding any programs that should be removed from HUD funding and any proposed funding reallocations.

#### **11. Meeting Support**

CSB will provide meeting support for the RLFC and RLFC SC and all other committee meetings by scheduling meetings, developing agendas, issuing meeting materials and posting all relevant documents to [www.csb.org](http://www.csb.org).

- < RLFC and RLFC SC members may suggest agenda items
- < Agenda and meeting materials will be released one week prior to scheduled meetings.
- < The agenda will be reviewed and adopted at the start of the meeting; changes may be offered for consideration.
- < Meeting notes will be produced and distributed within 30 days of the meeting.
- < Materials will be distributed electronically or through mail to all RLFC and RLFC SC members and provider agency designees.

#### **12. Costs**

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

#### **HMIS/CSP Lead Roles and Activities**

- 13.** Ensure the operation of and consistent participation by recipients of funds from the Emergency Solutions Grants Program and from the other programs authorized by Title IV of the McKinney-Vento Act. Duties include establishing the HMIS; conducting oversight of the HMIS; and taking corrective action, if needed, to ensure that the HMIS is compliant with all HUD requirements; Ensure that all recipients of financial assistance under the Continuum of Care program and the Emergency Solutions Grant program and any programs funded previously through McKinney-Vento Act (SHP, SPC, SRO) are using the HMIS to collect client-level data on persons served.
- 14.** Develop written HMIS policies and procedures for all CHOs for the operation of the HMIS;
- 15.** Execute a written HMIS Participation Agreement with each CHO, which includes the obligations and authority of the HMIS Lead and CHO, the requirements of the security plan with which the CHO must abide, the requirements of the privacy policy with which the CHO must abide, the sanctions for violating the HMIS Participation Agreement (e.g., imposing a financial penalty, requiring completion of standardized or specialized training, suspending or revoking user licenses, suspending or revoking system privileges, or pursuing criminal prosecution), and an agreement that the HMIS Lead and the CHO will process Protected



Identifying Information consistent with the agreement. The HMIS Participation Agreement may address other activities to meet local needs;

16. Serve as the applicant to HUD for grant funds to be used for HMIS activities for the Continuum of Care's geographic area, as directed by the RLFC, and, if selected for an award by HUD, enter into a grant agreement with HUD to carry out the HUD-approved activities;
17. Monitor and enforce compliance by all CHOs with the requirements of this part and report on compliance to RLFC SC and HUD;
18. The HMIS Lead must submit a security plan, a data quality plan, and a privacy policy to the RLFC SC for approval within [the date that is 6 months after the effective date of the final rule to be inserted at final rule stage] and within 6 months after the date that any change is made to the local HMIS. The HMIS Lead must review and update the plans and policy at least annually. During this process, the HMIS Lead must seek and incorporate feedback from the RLFC SC and CHO. The HMIS Lead must implement the plans and policy within 6 months of the date of approval by the RLFC SC.
19. The HMIS Lead must develop a privacy policy. At a minimum, the privacy policy must include data collection limitations; purpose and use limitations; allowable uses and disclosures; openness description; access and correction standards; accountability standards; protections for victims of domestic violence, dating violence, sexual assault, and stalking; and such additional information and standards as may be established by HUD in notice.
20. The HMIS Lead must establish a security plan which meets the minimum requirements for a security plan as established by HUD in notice.
21. The HMIS Lead must designate a security officer to be responsible for ensuring compliance with applicable security standards. The HMIS Lead must designate one staff member as the HMIS security officer.
22. The HMIS Lead must ensure that each covered homeless organization designates a security officer and conduct workforce security measures.
23. The HMIS Lead must conduct workforce security screening; The HMIS Lead must ensure that each CHO conduct criminal background checks on the HMIS security officer and on all administrative users. Unless otherwise required by HUD, background checks may be conducted only once for administrative users.
24. The HMIS Lead must report security incidents. Each HMIS Lead must implement a policy and chain of communication for reporting and responding to security incidents, including a HUD-determined predefined threshold when reporting is mandatory, as established by HUD in notice.
25. The HMIS Lead must establish a disaster recovery plan. The HMIS Lead must develop a disaster recovery plan, which must include at a minimum, protocols for communication with staff, the RLFC SC, and CHOs and other requirements established by HUD in notice.

26. The HMIS Lead must conduct an annual security review. Each HMIS Lead must complete an annual security review to ensure the implementation of the security requirements for itself and CHOs. This security review must include completion of a security checklist ensuring that each of the security standards is implemented in accordance with the HMIS security plan.
27. The HMIS Lead must ensure that each user completes security training at least annually and prior to given access to the HMIS.
28. The HMIS Lead must ensure that each covered homeless organization conducts an annual security review.
29. The HMIS Lead must set data quality benchmarks including bed coverage rates and service-volume coverage rates.
30. The HMIS Lead must develop and implement a data quality plan.
31. The HMIS Lead may archive data in the HMIS but follow standards published in the Federal Register notices.
32. The HMIS Lead must, at least annually, or upon request from HUD submit an unduplicated count of clients served and an analysis of unduplicated counts.
33. The HMIS Lead shall submit reports to HUD as required.

### **Homeless and Formerly Homeless Citizens Activities Citizens Advisory Council (CAC)**

The Citizens Advisory Council is a CSB sponsored group that had membership comprised of homeless and formerly homeless individuals.

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

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

### **Provider Activities**

#### **34. Provider Input**

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

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

#### **35. Provider Program Requirements and Rights**

Provider agencies are the cornerstone of success for the implementation of the RL Plan. A collaborative, streamlined system with clear goals and objectives will result in continued success for provider agencies. Provider agency roles include the following:

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

The RLFC expects that Providers will meet requirements to receive HUD Funding and intends to treat all providers fairly in evaluating performance.

#### **Requirements:**

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

#### **Rights:**

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

### **Other Activities**

#### **36. Annual Plan**

The RLFC will meet annually to review and approve its annual plan and policies which will govern the work of the RLFC.

#### **37. ODOD Application Processes**

To fulfill the ODOD Homeless Assistance Program and Homelessness Prevention and Rapid Re-Housing Program Application Processes, the RLFC SC will review applicants/projects and make recommendations to ODOD. CSB will review requests for approval on behalf of the RLFC SC. Agencies that disagree with CSB will appeal to the RLFC SC via electronic appeals.

#### **38. Letter of Support and Certification**

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

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

# Rebuilding Lives Plan Strategy Progress Report

Strategy Name: Coordinate Emergency Aid

Convener: United Way of Central Ohio; Franklin County Department of Job and Family Services

Has there been any progress made on the strategy? Mark "x" in the box. Yes  No

If yes, indicate progress:

- As a result of previous discussions, the strategy's scope has been narrowed to focus on coordinating the community's primary rent assistance programs.
- Discussions are currently focused on the Emergency Food and Shelter Program (EFSP), as the local Board is planning for its Calendar Year 2013 investments.
- UWCO plans to commit funding to the local Board's planning efforts to ensure a thorough review of program criteria and service procedures.
- The local Board will discuss potential changes over the summer with adjustments adopted in the early fall to ensure implementation with the next phase of investments.

If no, indicate barriers impeding progress:

- Timing has proved to be a barrier to the planning process, as revisions to the local EFSP plan occurs at a specific point during the calendar year.

Is there any assistance needed from the RLFC? Mark "x" in the box. Yes  No

If yes, please clearly indicate what is needed:

- When proposed changes or adjustments to program criteria, service provision, etc., are offered to the local EFSP Board, we may need to call on RLFC members to advocate for the adoption of the proposed changes.

## Submitted By

Name: Matt Kosanovich Date: 05-07-12

Please submit your completed report to Tiffany Nobles, Program Administrator at CSB  
Email: [tnobles@csb.org](mailto:tnobles@csb.org) Fax: 221-9199 Mail: 111 Liberty Street, Suite 150, Columbus, OH 43215

## Rebuilding Lives Plan Strategy Progress Report

Strategy Name: 2: Increase Access to Benefits and Income

Convener: Community Shelter Board

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Has there been any progress made on the strategy? Mark "x" in the box. Yes  No

If yes, indicate progress:

- < 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 326 households during the first half of fiscal year 2012, and 32 SSI/SSDI applications were submitted along with 50 applications for other public benefits.
- < The current rate of approval of SSI/SSDI benefits is 30%.
- < The UWCO continues to fund the Benefits Specialists at the YWCA.
- < COHHIO's funding at the YWCA ended in February 2012. CSB has submitted a new application (April 27, 2012) for funding of a Benefits Specialist position at the YMCA.

If no, indicate barriers impeding progress:

Is there any assistance needed from the RLFC? Mark "x" in the box. Yes  No

If yes, please clearly indicate what is needed:

### Submitted By

Name: Amy Price Date: 5/1/12

Please submit your completed report to Tiffany Nobles, Program Administrator at CSB  
Email: [tnobles@csb.org](mailto:tnobles@csb.org) Fax: 221-9199 Mail: 111 Liberty Street, Suite 150, Columbus, OH 43215

# Rebuilding Lives Plan Strategy Progress Report

Strategy Name: **EMPLOYMENT**

Convener: **CENTRAL OHIO WORKFORCE INVESTMENT CORPORATION**

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Has there been any progress made on the strategy? Mark "x" in the box. Yes  No

If yes, indicate progress:

The Rebuilding Lives Employment Strategy (ReBLES) Committee continues to work with the Faith Mission's Critical Time Intervention Case Management team to provide work readiness training, clothing, transportation, job referral/placement and follow-up/job retention services to ten (10) individuals who are homeless and unemployed. Seven (7) partner agencies have provided the participants wraparound services to help them be successful.

The next meeting of the committee will be focused on evaluation of the project.

If no, indicate barriers impeding progress:

Is there any assistance needed from the RLFC? Mark "x" in the box. Yes  No

Not at this time.

If yes, please clearly indicate what is needed:

## Submitted By

Name: Frankie Nowlin, COWIC Date: May 3, 2012

**Please submit your completed report to Tiffany Nobles, Program Administrator at CSB**  
Email: [tnobles@csb.org](mailto:tnobles@csb.org) Fax: 221-9199 Mail: 111 Liberty Street, Suite 150, Columbus, OH 43215

# Rebuilding Lives Plan Strategy Progress Report

Strategy Name: 4: Single Point of Contact for Adult Shelter

Convener: Community Shelter Board

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Has there been any progress made on the strategy? Mark "x" in the box. Yes  No

If yes, indicate progress:

- < Implementation of the Centralized Point of Access (CPOA) started in April 2010 – February 28, 2012. Lutheran Social Services (LSS) was the agency implementing this pilot.
- < During the first half of fiscal year 2012, the central point of access diverted 6% of the contacts to other community resources thus preventing entry into emergency shelter.
- < 3404 single adults contacted the central point of access during the first half of fiscal year and received either intake services into emergency shelter or were diverted to other community resources.
- < CSB issued an RFP in January 2012 and a new CPOA provider was selected, HandsOn of Central Ohio. The new CPOA site is a call center (virtual site). HandsOn is the fifteenth 2-1-1 center to provide front door access for all or a portion of homeless and housing services within discrete communities across the country. Ohio is 1 of 10 states where this model has been implemented (IN, FL, CT, MI, OR, CA, NY, OH, AZ, and OK).

If no, indicate barriers impeding progress:

Is there any assistance needed from the RLFC? Mark "x" in the box. Yes  No

If yes, please clearly indicate what is needed:

## Submitted By

Name: Amy Price Date: 5/1/12

Please submit your completed report to Tiffany Nobles, Program Administrator at CSB  
Email: [tnobles@csb.org](mailto:tnobles@csb.org) Fax: 221-9199 Mail: 111 Liberty Street, Suite 150, Columbus, OH 43215



# Rebuilding Lives Plan Strategy Progress Report

Strategy Name: Unified Supportive Housing System

Convener: Community Shelter Board

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Has there been any progress made on the strategy? Mark "x" in the box. Yes  No

If yes, indicate progress:

The Unified Supportive Housing System (USHS) is moving from piloting phase to full implementation. Three pilots were evaluated with the reports available at [www.csb.org](http://www.csb.org), with the final evaluative report pending. The USHS Policy Council met in August 2011 and decided to continue the implementation of the USHS, mainly the unified eligibility assessment and prioritization into supportive housing and the unified payment structure aspects. The move-up portion of the USHS is dependent on the availability of CMHA Section 8 vouchers. This aspect of the system will be postponed until vouchers will become available.

Currently USHS has 590 Rebuilding Lives and 84 non-Rebuilding Lives units under management. An expansion of 40 units (existing capacity) is planned for later this year and all new units of permanent supportive housing coming on-line will be leased up using the USHS.

If no, indicate barriers impeding progress:

Is there any assistance needed from the RLFC? Mark "x" in the box. Yes  No

If yes, please clearly indicate what is needed:

Advocacy with CMHA to make available Section 8 vouchers to continue the move-up initiative.

## Submitted By

Name: Lianna Barbu Date: 4/25/12

Please submit your completed report to Tiffany Nobles, Program Administrator at CSB  
Email: [tnobles@csb.org](mailto:tnobles@csb.org) Fax: 221-9199 Mail: 111 Liberty Street, Suite 150, Columbus, OH 43215

# Rebuilding Lives Plan Strategy Progress Report

Strategy Name: Increase Supportive Housing Units

Convener: Community Shelter Board

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Has there been any progress made on the strategy? Mark "x" in the box. Yes  No

If yes, indicate progress:

The 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. The progress so far is listed below:

- < 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 150 RL and 70 non-RL units of new build (new construction) in the pipeline.

If no, indicate barriers impeding progress:

Is there any assistance needed from the RLFC? Mark "x" in the box. Yes  No

If yes, please clearly indicate what is needed:

Advocacy with CMHA to make available Section 8 vouchers to continue opening new permanent supportive housing units, at the rate of one project/year. Continued advocacy with public and private funders to continue funding the services aspects of the new developments.

## Submitted By

Name: Lianna Barbu Date: 4/25/12

Please submit your completed report to Tiffany Nobles, Program Administrator at CSB  
Email: [tnobles@csb.org](mailto:tnobles@csb.org) Fax: 221-9199 Mail: 111 Liberty Street, Suite 150, Columbus, OH 43215

# Rebuilding Lives Plan Strategy Progress Report

Strategy Name: Provide Rent Subsidies for Single Adults

Convener: Community Shelter Board

Has there been any progress made on the strategy? Mark "x" in the box. Yes  No

If yes, indicate progress:

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. Since inception, 160 single adults were served by the program and 80% achieved a successful exit at the end of their participation. Currently the recidivism rate into shelter is 11%. This program will close in June 2012 due to the expiration of the HPRP funds.

If no, indicate barriers impeding progress:

Is there any assistance needed from the RLFC? Mark "x" in the box. Yes  No

If yes, please clearly indicate what is needed:

Advocacy with public and private funders to increase available funding to provide continued implementation of this program. The program will close in June 2012 due to the expiration of the HPRP funds.

## Submitted By

Name: Lianna Barbu Date: 4/25/12

Please submit your completed report to Tiffany Nobles, Program Administrator at CSB  
Email: [tnobles@csb.org](mailto:tnobles@csb.org) Fax: 221-9199 Mail: 111 Liberty Street, Suite 150, Columbus, OH 43215

# Rebuilding Lives Plan Strategy Progress Report

Strategy Name: Affordable Housing Campaign

Convener: Community Shelter Board (was City of Columbus)

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Has there been any progress made on the strategy? Mark "x" in the box.    Yes     No

If yes, indicate progress:

In November 2011, Columbus Foundation and Nationwide along with CSB convened 23 private investors to discuss the crisis in the family system. One of the long term strategies that emerged was a need to develop affordable housing for families exiting the YWCA Family Center. Chad Jester of Nationwide took the lead as a corporate champion of the effort. Michelle met with the following to discuss their interest in forming a work group to begin to develop affordable housing for homeless families: Charles Hillman and Bryan Brown from CMHA, Hal Keller and Jon Welty from OCCH, Steve Gladman from Affordable Housing Trust, Amy Klabben from Homeport and Mark Jacobs from QC Fund. Michelle also discussed the idea with Susan Weaver from CHN and Tom Slemmer from NCR who are interested in participating. Michelle also had preliminary discussions with Council Member Zach Klein and Commissioner Paula Brooks who have indicated support for the effort. Due to Erika Clark Jones new and expanded role with the city, it was agreed that CSB would be the convener of this strategy with Erika as part of the working group.

Next steps are to set a meeting with the entire work group to begin to develop a strategy and build out the work plan. Nationwide will also convene an internal meeting with their finance and banking group to engage them in the process.

If no, indicate barriers impeding progress:

Is there any assistance needed from the RLFC? Mark "x" in the box.    Yes     No

If yes, please clearly indicate what is needed:

**Submitted By**

Please submit your completed report to Tiffany Nobles, Program Administrator at CSB  
Email: [tnobles@csb.org](mailto:tnobles@csb.org) Fax: 221-9199 Mail: 111 Liberty Street, Suite 150, Columbus, OH 43215

# Rebuilding Lives Plan Strategy Progress Report

Name: Michelle Heritage Date: 5/8/12

**Please submit your completed report to Tiffany Nobles, Program Administrator at CSB**  
**Email: [tnobles@csb.org](mailto:tnobles@csb.org) Fax: 221-9199 Mail: 111 Liberty Street, Suite 150, Columbus, OH 43215**

# Rebuilding Lives Plan Strategy Progress Report

Strategy Name: 11 A: Re-entry Housing Advocacy – Incarcerated Populations

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Convener: Corporation for Supportive Housing (CSH)

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Has there been any progress made on the strategy? Mark "x" in the box.    Yes     No

If yes, indicate progress:

Two grants committees were formed – one led by ADAMH and the other led by Columbus Neighborhood Health Centers - to apply for 2 separate grants to fund a frequent users of jail, shelter and ADAMH services project. Unfortunately, neither grant was awarded to the community. To the subcommittee's credit, despite these set backs, members continued to meet and discuss ways to reduce the cycling of persons from jail to shelter.

ADAMH is resubmitting one of the grants to the federal Bureau of Justice Assistance for reconsideration for 2012 funding. CSH is convening conversations with the state Medicaid Medical Director on how the impact of frequent users is not just a local concern, but a state concern. This is in an attempt to have the state Medicaid system assist Franklin County with a frequent users project. A meeting was also held with the Franklin County Sheriff's office and jail staff on how ADAMH can plan for future needs in the jail to address inmates with behavioral health issues, especially the frequent users. A jail reentry project operated by Columbus Area and the County, which assists inmates with reentry who have jail stays of 90 days or more, who also have behavioral health issues, and poor housing options, concludes this June 2012. Outcomes of that pilot, which had been funded by ARRA (federal stimulus funds), may be used by the Reentry Housing/Behavioral Health Subcommittee to advocate for continuation of the pilot.

If no, indicate barriers impeding progress:

Due to swift budget cuts in the Sheriff's office in late 2011 as a result of cost overruns, the Sheriff opted to not renew a contract with Twin Valley Behavioral Health for two psychiatric nurses who had regular hours in the jail. The nurses' job was to assess inmates with psychiatric issues, and to make sure the inmate had medications and linkage to medical care upon release. The Housing/Behavioral Health Subcommittee was concerned about the impact these reductions will have on recidivism and homelessness. The Subcommittee will watch for system impacts of this change.

Is there any assistance needed from the RLFC? Mark "x" in the box.    Yes     No

If yes, please clearly indicate what is needed:

Not at this time, but depending upon the outcomes of the activities above, we may need to call upon the RLFC to advocate for resources and a prioritization of existing resources to address the frequent users in jail/shelter.

**Submitted by** Sally Luken 5/2/2012

**Please submit your completed report to Tiffany Nobles, Program Administrator at CSB**  
**Email: [tnobles@csb.org](mailto:tnobles@csb.org) Fax: 221-9199 Mail: 111 Liberty Street, Suite 150, Columbus, OH 43215**

# Rebuilding Lives Plan Strategy Progress Report

Strategy Name: Re-entry Housing Advocacy – Mental Health Population

Convener: Susan Lewis Kaylor

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Has there been any progress made on the strategy? Mark "x" in the box.    Yes     No

If yes, indicate progress: FINAL REPORT

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 137 clients were placed onto the HPRP subsidy with an average length of stay of 6.96 months on the subsidy before moving off.

Of the 137 clients housed on the HPRP subsidy:

- 114 have moved off of the HPRP subsidy and onto a CMHA subsidy.
- 23 have moved off of the HPRP subsidy but not onto a CMHA subsidy for the following reasons:
  - 5 – went to jail
  - 2 – deceased
  - 1 – residential (Redmond)
  - 5 –over income (paying market value)
  - 4 – AWOL (2 moved out of county)
  - 5 – no shows at CMHA (multiple times)
  - 1 – evicted

The first clients were housed in January, 2010. The original allocation was for \$250,000 with \$106,365 added due to some programs not being able to get started. In April, 2011, an additional \$23,488 was allocated bringing the total program allocation to \$379,853.

In the fall of 2011, the HPRP money was nearly all used up with 33 people still on the subsidy waiting to be moved on to a permanent subsidy. The ADAMH Board allocated an additional \$60,000 to the program to ensure everyone would be successfully transitioned off of the HPRP subsidy (\$40,279 of the ADAMH money was actually used). The program has ended with the last payment being made in April, 2012.

Over the course of the program, the average cost per person per month for rent and security deposit amounted to approximately \$441 per month.

**Please submit your completed report to Tiffany Nobles, Program Administrator at CSB**  
**Email: [tnobles@csb.org](mailto:tnobles@csb.org) Fax: 221-9199 Mail: 111 Liberty Street, Suite 150, Columbus, OH 43215**

# Rebuilding Lives Plan Strategy Progress Report

If no, indicate barriers impeding progress:

Is there any assistance needed from the RLFC? Mark "x" in the box.

Yes

No

If yes, please clearly indicate what is needed:

## Submitted By

Name: Ron Kadylak

Date: 5/3/12

**Please submit your completed report to Tiffany Nobles, Program Administrator at CSB**  
**Email: [tnobles@csb.org](mailto:tnobles@csb.org) Fax: 221-9199 Mail: 111 Liberty Street, Suite 150, Columbus, OH 43215**



# Rebuilding Lives Plan Strategy Progress Report

Strategy Name: 11 B2: Re-entry Housing Advocacy – Domestic Violence Populations

Convener: Community Shelter Board

Has there been any progress made on the strategy? Mark “x” in the box. Yes  No

If yes, indicate progress:

- < 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 13 families exiting CHOICES during the first half of fiscal year 12.
- < Program is ending June 30, 2012 due to loss of stimulus dollars.

If no, indicate barriers impeding progress:

Is there any assistance needed from the RLFC? Mark “x” in the box. Yes  No

If yes, please clearly indicate what is needed:

## Submitted By

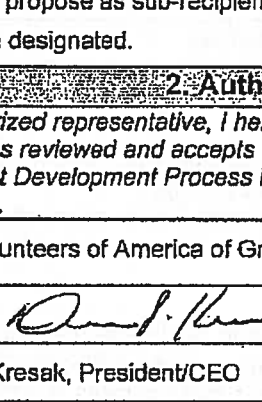
Name: Amy Price Date: 5/1/12

Please submit your completed report to Tiffany Nobles, Program Administrator at CSB  
Email: [tnobles@csb.org](mailto:tnobles@csb.org) Fax: 221-9199 Mail: 111 Liberty Street, Suite 150, Columbus, OH 43215

**Permanent Supportive Housing**

**Concept Paper Submission**



1. Agency and Project Information	
Project Title: Columbus Permanent Supportive Housing Program	
Name of Lead Organization (project sponsor): Volunteers of America of Greater Ohio	
Mailing Address: 1776 E. Broad Street, Columbus, OH 43203	
Contact person: Dr. Suzanne Seifert	
Telephone: 614-253-6100 x1515      Fax: 614-372-3101      E-Mail: Suzanne.Seifert@voago.org	
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: No sub-contractors are designated.	
2. Authorization	
<i>Acting as a duly authorized representative, I hereby affirm that the governing body of the below named organization has reviewed and accepts all the guidelines, requirements and conditions described in the Project Development Process Information Packet, and wishes to be considered for financial assistance.</i>	
Lead Organization: Volunteers of America of Greater Ohio	Date:
Authorized Signature: 	4/27/12
Name/Title: Dennis J. Kresak, President/CEO      X	
Co-Applicant Organization: N/A	Date:
Authorized Signature:	
Name/Title:	
Co-Applicant Organization: N/A	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	
B. How many years has the lead agency been in existence? Since 1870	
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. \$31M	
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	

E. Describe the agency's mission and purpose and provide an explanation of how the proposed project is consistent with the agency's mission.

Committed to its mission *to reach and uplift all people*, *Volunteers of America of Greater Ohio's (VOAGO)* services empower the state's most vulnerable groups including homeless/chronically homeless individuals and families, people with disabilities, those recovering from addictions, veterans, at-risk youth, the frail elderly, and men returning from prison. In addition VOAGO's mission includes the creation and preservation of affordable housing.

Using a comprehensive approach to ministering to the "whole person" VOAGO achieves its key purposes by promoting self-sufficiency, fostering independence, and encouraging positive development. VOAGO also incorporates solution-oriented approaches using a continuum of services from prevention to intervention to long-term support. Likewise, the proposed Permanent Supportive Housing (PSH) Program is consistent with this mission to *uplift* the homeless and to provide a continuum of care to help them achieve greater stability, independence and self determination.

F. Describe the agency's principal programs and services.

VOAGO provides an array of comprehensive programs and services which target:

1. the homeless (emergency, transitional, permanent housing; permanent supportive housing and Rapid Re-housing);
2. veterans (transitional housing, temporary housing and services through the Cleveland VA Domiciliary, supportive services, employment and training);
3. corrections programming (mental health and substance abuse counseling/treatment)
4. persons meeting low income housing requirements (various sites designated for disabled, seniors, single adults).

VOAGO and national VOA provide housing to individuals and families across Ohio. VOA of Greater Ohio manages a LIHTC project and several 811 and 202 sites as well as an 85-unit, Section 8 property in Cincinnati that houses at-risk individual. National VOA owns and operates a 316-unit section 236 family housing property in Columbus (VOA of Greater Ohio is part-owner), and a LIHTC property in Cleveland Ohio.

VOAGO is accredited by the Commission on Accreditation for Rehabilitation Facilities, the American Correctional Association and is certified by the Ohio Department of Alcohol and Drug Addiction Services.

G. Describe the number and type of staff employed by the agency.

VOAGO is staffed by 283 full-time and 253 part-time employees including professional, credentialed direct service and administrative staff as well as 1,691 volunteers.

H. Describe the agency's experience working with and providing services for the target population or other special needs populations.

VOAGO works to prevent and end homelessness through a range of housing and supportive services which include: mobile outreach (FY11 served 4,400 in Cleveland); 60 beds of emergency shelter for men (FY11 served 1,189), transitional housing for men (FY11 served 172), 30 families in PSH units (FY11 served 119 persons in Columbus) and a Rapid Re-housing Program to place single homeless adults in permanent housing.

VOAGO also serves homeless veterans in its VA Grant Per Diem Transitional Housing Programs (which include supportive services) as well as providing training and employment through its Homeless Veterans Reintegration Programs (FY11 served 424). Finally, through a 122-bed domiciliary at the Cleveland VA campus, VOAGO provides residential care with substance abuse and mental health treatment.

VOA owns and operates several affordable housing sites throughout Ohio that provide housing for seniors and/or disabled persons as well as a Section 8, project-based 85-unit property in Cincinnati.

I. Describe the agency's experience providing housing for the target population or other special needs

Overall in Ohio, VOA of Greater Ohio currently owns and/or manages 240 low income housing units serving low income, disabled, and senior residents with another 42 units coming on line in late Spring 2012.

**Additional VOA Housing Experience:**

**Affordable Housing:** Housing for persons with disabilities has been developed by local VOA affiliates using local and state funding programs, as well as jointly with VOA and Volunteers of America National Services (VOANS) using HUD's Section 811 and 202 programs. Today, VOANS is currently responsible for the oversight, development and/or management of seventy-two (72) Section 811 projects for the disabled.

Affordable housing for families has been developed and/or acquired using Low Income Housing Tax Credits (LIHTC), Low Income Housing Preservation and Resident Homeownership Act (LIHPRHA), and tax-exempt bond financing. VOANS is responsible for the oversight, development, and management (through VOA National Housing Corporation) of the current portfolio of affordable housing, which includes sixteen (16) projects, all in operation.

**Affordable Housing for Elderly:** Since 1968, VOA has sponsored a total of one hundred and twenty five (125) projects funded under the HUD Section 202 program. VOANS is currently responsible for the oversight, development, and management of all of these projects.

VOA Affiliate and VOANS Housing Projects

	Number Properties	Number Units
Elderly	137	8,329
Family	34	5,122
Persons with Disabilities	121	1,743
SRO	8	996
Total	300	16,190

J. Describe the agency's experience working with neighbors of other developments.

For the past 15 years VOAGO has been extensively involved in developing community projects which have included supportive services for the Louis Stokes Cleveland Department of Veterans Affairs Medical Center, three VA Grant Per Diem transitional housing projects, the rehabilitation of a residential corrections center, and emergency shelter. Throughout these projects VOAGO's President, Dennis Kresak, Program Directors and Director of Development were actively involved in all stages of site selection, community engagement, design and construction or renovation. Through community meetings, implementing good neighbor agreements, working with community political and social leaders, serving on community service boards, and conducting community services in neighborhoods where its programs are located, VOAGO has extensive experience working with its neighbors both at the onset of a project and continuing onward to both establish and maintain supportive relationships.

Recently, VOA of Greater Ohio worked very effectively with community groups in two Greater Cincinnati locations (St. Bernard and Mt. Healthy) to gain local acceptance of a new affordable senior housing project and veterans housing project.

K. List the agency's key accomplishments from the past three years.

Currently VOA of Greater Ohio is near completion of a 42 unit affordable housing facility for seniors in St. Bernard (Greater Cincinnati) Ohio and 54 units of housing for veterans in Mt. Healthy (Greater Cincinnati) Ohio. In 2011, VOA of Greater Ohio collaborated with the Louis Stokes Cleveland Department of Veterans Affairs Medical Center on a \$14 million project. Opened in May 2011, VOAGO was actively involved in the design and construction of this new 122-bed domiciliary on the VA campus.

Also beginning in FY 2011, VOAGO began the Rapid Re-housing Program which places homeless individuals into permanent housing directly from shelters or other community service providers working with homeless clients. The goal of the program is to assist clients in obtaining and maintaining housing. This unique collaboration between VOAGO and the Community Housing Network uses a holistic approach, combining case management with rapid housing identification and rental assistance.

#### 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
X	Single Building
	Shared Housing

#### 5. Type of Development

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

X	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?

VOAGO will develop 100 units of permanent supportive housing. Sixty units will be designated for participants of Rebuilding Lives. The other 40 units will be available for non-Rebuilding Lives residents with incomes below 30% Area Median Income (AMI). Twenty of the 100 units will be ADAMH client-designated units, enabling those clients to go from treatment directly into housing.

- B. List the general development timeline.

While there may be variances depending on the finalized funding sources and their deadlines, the general development timeline is as follows:

- Land or building option 8/1/2012
- Phase I Environmental Review 8/1/2012

• Zoning permit obtained	8/1/2012
• Appraisal completed	8/1/2012
• Building permits obtained	10/1/2013
• Construction loan committed	10/1/2013
• Permanent financing committed	10/1/2013
• Construction contract executed	11/1/2013
• Construction loan closing	12/1/2013
• Equity closing	12/1/2013
• Site preparation and/or demolition begins	1/1/2014
• Start of construction, contractor's commencement notice	1/1/2014
• 10% completion	3/1/2014
• 50% completion	7/1/2014
• Occupancy approval	2/1/2014
• Construction completion	12/1/2014
• Occupancy/services begin	12/1/2014
• Permanent loan closing	8/30/2015

C. List key sources of anticipated capital funding, if applicable.

Key sources of anticipated capital funding may include but are not limited to: 1) county funding as the county estimates that \$250K in HOME funds would be available; 2) city funding as the city estimates that \$600K in HOME funds would be available and \$600K in City bond funding for gap financing would be available for this project; 3) Federal Home Loan Bank of Cincinnati; 4) Continuum of Care Permanent Supportive Housing Bonus (\$400); 5) Ohio Housing Finance Agency (OHFA) - Housing Development Gap Financing (HDGF) and LIHTC tax credits.

List key sources of anticipated operations funding (including rent subsidies).

Key sources of anticipated operations funding may include but are not limited to: 1) 100 Section 8 project-based housing choice vouchers, 2) HUD 811 operating subsidies; and/or 3) HUD Continuum of Care funds.

D. List key sources of anticipated services funding.

Key sources of anticipated services funding may include but are not limited to: 1) Rebuilding Lives Funder Collaborative monies (estimated \$60-\$80K) for uncovered, Medicaid-eligible services to RL residents; 2) Alcohol, Drug, and Mental Health Board monies through designation of units (e.g., 20%) for ADAMH clients; 3) Medicaid through designation of units (e.g., 20%) for eligible clients; 4) VA funding for veterans who may reside in the project (e.g., Supportive Services for Veteran Families grant, potential for rental assistance for veterans moving from VA Grant Per Diem Transitional Housing Programs into permanent housing). Other service funds may be procured through the Department of Labor for employment assistance, as well as support from local, state and national foundations and corporations.

E. Describe the Rebuilding Lives target population the project will serve, including the anticipated needs of the population.

The project will target single homeless individuals 18 and older in Columbus, Ohio whose incomes are at 30% AMI or below. To be eligible for Rebuilding Lives (RL) units, individuals must be homeless per the RL Homeless definition at time of admission; have experienced long-term homelessness; and be disabled.

It is anticipated that most, if not all, program participants will experience substance abuse and/or mental illness, physical health problems, and a lack of or inconsistent access to health care and treatment



services. It is also anticipated that they will have challenges that include no or very low income, a history of debit and credit problems, poor rental history, a lack of assets, a lack of job skills and/or employment history, low educational attainment, and no or minimal contact with friends, family or informal supporters. While income will not be required to apply for residency, applicants with no income are expected to work with VOAGO program staff to develop a plan for income. Eligibility will be verified and documented prior to admission.

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

VOAGO has designated 12 of the 60 Rebuilding Lives units for chronically homeless individuals.

## 7. Supportive Service Plan

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**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.

VOAGO is committed to providing and advocating for a wide range of on-site and community resources to ensure that residents have the wraparound support they need to successfully reintegrate into the community and achieve greater independence. Key supports provided by the VOAGO Team Leader and other Case Managers include but are not limited to:

- **Orientation:** Potential/new residents will be provided an individualized orientation to the program including resident lease terms and rules, an overview of available services, nearby amenities/resources, and information on tenant/resident rights, grievances process, eviction prevention, and safety procedures.
- **Individual Service Plans:** VOAGO staff and the resident will jointly develop an Individual Service Plan outlining the type and frequency of all comprehensive services (e.g., case management, substance abuse treatment, mental health counseling, medical services, employment); how and by whom services are to be provided; and goals, objectives and outcomes related to: 1) residential stability; 2) skill level and/or income; and 3) greater self-determination. Participants are fully engaged in the development of service plans and are informed about service options, setting and modifying goals, and making decisions about the services they receive. All services and supports are culturally competent and tailored to the values and needs of each resident.
- **Case Management:** Implementation of the Individual Service Plan and its goals will be conducted through case management services including helping residents avoid eviction while also maintaining lease and house rules and fair housing laws.
- **Benefit Assistance:** Case Managers will work with and advocate for residents to ensure access to eligible benefits (e.g., SSI, Medicaid, Medicare, VA, TANF, and food stamps).
- **Recovery Services:** For residents with substance abuse issues VOAGO will employ a Stages of Change approach to engagement. The facility will be relapse tolerant (although prohibiting public use, intoxication or illegal drug use) while encouraging residents to assume responsibility for their actions and maintain positive behavioral change. Staff will also encourage and assist residents with locating local AA, NA and other support groups.
- **Life Skills:** Case Managers will assist with linking residents with life skills training including budgeting and money management. Connections will also be provided to community financial services such as Consumer Credit Counseling and free or low income banking services.
- **Community Involvement:** VOA envisions playing an ongoing, active role in Columbus community collaborations. In addition, staff will work with residents to connect them with community-based support systems such as the planned health center, civic and social groups, churches/faith-based organizations, and volunteer groups. Outreach will also be conducted in the neighborhood to identify service opportunities within the local community.

- **Social Integration:** VOAGO staff will help residents organize and structure activities to enhance their social interaction and recreation. Peer support will be developed through conversations, activities, food and fellowship. The goal is to help residents build a sense of community and positive peer support.
- **Resident Advisory Council:** The proposed program will develop a rotating Resident Advisory Council that will solicit resident input regarding project implementation, evaluation, and quality improvement. The Council will be supported by VOAGO staff.

B. Describe the services that will be provided to tenants by existing community service providers.

When referrals are necessary for off-site medical services, VOAGO staff will make the referral with the resident as a "partner" in the process. The resident, staff member and service provider will work together to create a strategy to address these issues as part of the resident's Service Plan. Key supports include but are not limited to:

- **Health Care:** Case Managers will link residents with local health care providers and assist with care coordination as needed. A Case Manager will work with the resident to identify past and current health concerns and document any existing treatment or services used by the resident.
- **Mental/Behavioral Health Care:** VOAGO is actively pursuing a partnership with a community mental/behavioral health care provider to provide on and off-site mental/behavioral health care to residents. Residents with undiagnosed or untreated mental health issues will be engaged by staff in order to conduct a diagnostic assessment and incorporate treatment into the Individual Service Plan.
- **Education:** The program will work with educational programs to link residents to Adult Basic Literacy Education and GED study programs. Education needs will be identified as part of the Individual Service Plan. The project will also establish linkages with local vocational schools, colleges and universities to help residents become involved in higher education and to complete any skill upgrades.
- **Employment:** VOAGO will work with community organizations (such as COVA and Goodwill) that assist low income and disabled persons in developing job skills, job searching skills and, ultimately, employment.
- **Other Needs:** Staff will also help residents access resources to address their other individually identified needs such as legal assistance or family reunification.

## 8. Co-Applicants

A. If applicable, identify the role of each project partner.

VOAGO will partner with CMHA and is actively in discussion with a potential mental/behavioral health collaborative partner for this project.

B. Describe the financial commitment of each co-applicant/ project partner.

VOAGO will have overall financial commitment of the total project. VOAGO has requested 100 Section 8 project-based vouchers from CMHA and CMHA is currently considering that request. VOAGO also plans to submit for OHFA tax credits and, assuming a tax credit award, will be applying for Continuum of Care PSH bonus and to the Rebuilding Lives Funder Collaborative for capital and services funding.

## 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.

X	501 (c) 3 letter from the IRS
X	Registration with the Ohio Secretary of State
X	Current Board roster w/ employers, relevant experience & tenure w/ Board
X	Most recent audit
X	Most recent 990



Rebuilding Lives Funder Collaborative  
111 Liberty Street, Suite 150  
Columbus, OH 43215

**Resolution of the Rebuilding Lives Funder Collaborative  
May 17, 2012**

**Volunteers of America of Greater Ohio –  
New Permanent Supportive Housing Concept Paper**

**Resolution 3**

WHEREAS, Volunteers of America of Greater Ohio (VOAGO), a not-for-profit organization, has submitted a Concept Paper for review and consideration by the Funder Collaborative;

WHEREAS, the new Permanent Supportive Housing (PSH) project will provide 100 total units, of which 60 will be designated for Rebuilding Lives eligible single adults diagnosed with mental illness, substance addiction, and other disabilities;

WHEREAS, out of the 60 units designated for Rebuilding Lives eligible single adults diagnosed with mental illness, substance addiction, and other disabilities, 12 units will be dedicated to individuals that meet the federal chronic homeless definition;

WHEREAS, 20 units of the new PSH project will be made available to ADAMH referred individuals diagnosed with a disability and the remaining 20 units of the new PSH project will be made available to low income tenants, diagnosed with a disability;

WHEREAS, VOAGO will seek federal, state and local funding for development capital, program operations and supportive services;

WHEREAS, VOAGO will provide supportive services such as individual service plans, case management, benefit assistance, recovery services, life skills, community involvement and social integration;

WHEREAS, VOAGO is actively seeking mental/behavioral collaborative partners to provide supportive services and other community partners to provide services such as health care, education and employment;

WHEREAS, Community Shelter Board (CSB) has reviewed and approved the Concept Paper for the new PSH project submitted by VOAGO;

WHEREAS, CSB recommends acceptance of the new PSH project concept and endorsement by the Funder Collaborative;

WHEREAS, VOAGO will participate in regular technical assistance with CSB and provide quarterly updates on the project;

THEREFORE; be it resolved that the Funder Collaborative endorses the new PSH project with the following contingencies:

- VOAGO will work with Funder Collaborative to identify capital, operational and supportive services costs and resources;
- VOAGO will identify reasonable resources and costs within specified RLFC parameters; and

- VOAGO will develop a final project plan for review and consideration by the RLFC at the August 2012 meeting.

Approved by voice vote.

Witnessed by:

\_\_\_\_\_  
Michelle Heritage, Chair

\_\_\_\_\_  
Date

## **Community Housing Network, Inc.**

Quarterly Status Update

April 2012



### **Inglewood Court – 3720 Sullivant Avenue, Columbus, Ohio 43228**

- 60-unit Rebuilding Lives apartment project for people disabled by mental illness, substance addiction and histories of homelessness
- 45-units for formerly homeless individuals and 15-units for individuals coming from TVBH or group homes funded by ADAMH

Services: Maryhaven is CHN's service partner. Inglewood will have 24-hour front desk staffing. In addition, case management services and a nurse will be located within the building to support our tenants. In September 2011, we began Inglewood operational planning meetings, which have continued. Our next meeting will be June 7, 2012. Representatives from CHN, ADAMH, Maryhaven and CSB are all participants in the planning process.

#### Facility Information:

Berardi Architects has designed Inglewood Court. Our facility is a three-story elevator building with one-bedroom apartments. Common space for social gatherings, offices and an exercise room is included in the design. Inglewood Court will provide easy access to public transportation, convenient shopping and nearby employment areas. Inglewood's site meets state standards for the location of a housing development such as that proposed.

Status Update: In March 2012, Inglewood site preparation and construction began. Construction is continuing and we are on pace to finish on schedule, as planned, in March 2013. In addition, CHN has continued to work diligently on the service and operations funding necessary for Inglewood Court. CHN and its partners have made progress in identifying additional Inglewood revenue. In March 2012, CHN received the HUD Continuum of Care funding award letter for Inglewood. Also in March, CHN submitted a Gateway application to The Community Shelter Board for Inglewood service and operation funding. Presently, Inglewood Court's budget requires an additional \$64,000 in newly identified revenue to close the Inglewood funding gap.

#### Other Items:

- May 2009, partners signed the Good Neighbor Agreement.
- June 2009, the city of Columbus approved zoning for Inglewood.
- CHN began quarterly meetings with neighborhood partners in February 2012. The Inglewood Community Advisory Committee has set their next meeting for May 4, 2012.
- CHN continues to discuss Inglewood local operations and services funding need with our partners including Maryhaven, ADAMH and CSB.



FOR YOUTH DEVELOPMENT™  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY

April 13, 2012  
Rebuilding Lives Funder Collaborative  
Franklin Station Update

- CMHA applied for and received AHP funds from the Federal Home Loan Bank of Cincinnati at the end of 2012.
- Setterlin Building Company was selected build Franklin Station.
- Ground breaking occurred on March 16, 2012. Progress continues on the site.
- The estimated time to complete the project is fourteen months.

**YMCA OF CENTRAL OHIO**  
Permanent Supportive Housing  
40 West Long Street, Columbus, OH 43215  
P 614 573 3616 F 614 628 1660 ymacolumbus.org



**YMCA MISSION** To serve the whole community through programs expressing Judeo-Christian principles that build a healthy spirit, mind and body.



# Memorandum

**Date:** May 5, 2012  
**To:** Erin Maus, Community Shelter Board  
**From:** Colleen M. Bain, M.Ed., LSW; VP of Supportive Housing  
**Cc:** Dave Kayuha; Dave Davis, Lianna Barbu; Mike Preston  
**RE:** Quarterly Update - Commons at Livingston – Phase II

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The Commons at Livingston – Phase II (CAL-II) is the second phase of a planned 100 unit development located at 3349 East Livingston Avenue near the Whitehall area of Columbus, Ohio; serving homeless and disabled veterans.

The first phase of the project opened in July 2011 and consisted of 50 one bedroom apartments; as well as offices, common areas, and administrative support space to support the project. Phase I included 25 Rebuilding Lives units and 25 non Rebuilding Lives units. All of the participants in Phase I were eligible for healthcare services through the VA – the primary service partner at this site.

Phase II will complete the project – adding 50 additional one bedroom apartments and some additional common/space to support the expanded capacity of the project. 35 of the 50 units in Phase II will be designated for Rebuilding Lives eligible veterans; and the remaining 15 units will be designated for veterans who do not meet the Rebuilding Lives criteria. (Of those, 10 will be set aside for veterans in the ADAMH system.)

Phase II will build on the successful collaboration between National Church Residences and the VA. In addition, Phase II will expand eligibility to include veterans who may not be eligible for healthcare services through the VA. (Up to 50% of the new 50 units may be occupied by veterans who are not VA service eligible.)

National Church Residences will provide case management and integrated health home services to residents of CAL-II as part of a larger, interdisciplinary supportive services team in concert with the VA.

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**Development update:**

- Received a 2012 LIHTC Award notification on April 11, 2012
- Application for tax abatement will be submitted to the City of Columbus in May 2012
- HOME funds committed by City and Franklin County
- Applied for Construction loan by The Affordable Housing Trust in May 2012
- Applied for FHLP AHP in March 2012, awards announced June 2012
- Huntington Bank providing construction loan, working through due diligence list
- In discussions with CMHA regarding Project Based Section 8 Vouchers, have preliminary commitment.
- Working towards architectural drawings and costs to be finalized in June 2012



- Closing and Construction start projected in August 2012

#### **Neighborhood Outreach**

- National Church Residences has established a positive relationship with the neighborhood block watch, area churches, and the Berwyn East Civic Association.  
An update on CAL-II was provided to this group in the fall of 2011 when the tax credit application was submitted. Since then, CAL staff have attended association meetings and have been in regular contact with community stakeholders.
- National Church Residences is working with Berwyn East to provide an update on CAL-II at their regularly scheduled meeting in late May.
- National Church Residences has made written notification on the status of CAL II to the mayor, city council clerk, and county commission clerk.

#### **CMHA update:**

- CMHA has committed 50 project based Housing Choice Vouchers for this program.
- We are planning for an opening date in summer of 2013.

#### **Supportive Services updates:**

- National Church Residences is slated to be the priority project in the upcoming Continuum of Care competition, based on a resolution from the Rebuilding Lives Funder Collaborative. This award will include 80% for construction costs, and 20% service funding (spread over two years.)
- The VA is committed to providing services for VA eligible veterans in Phase II.
- National Church Residences will hire a case manager to provide services to veterans who are not eligible for VA services.



# Memorandum

**Date:** May 5, 2012  
**To:** Erin Maus, Community Shelter Board  
**From:** Colleen M. Bain, M.Ed., LSW; VP of Supportive Housing  
**Cc:** Dave Kayuha; Dave Davis, Lianna Barbu; Mike Preston  
**RE:** Quarterly Update - Commons at Third

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The Commons at Third (CAT) is a 100-unit efficiency apartment community located in the near Northwest side adjacent to Grandview Heights. Sixty (60) of the units are designated as Rebuilding Lives, and the remaining 40 units will offer affordable housing for disabled adults that qualify for Section 8.

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## **Development updates:**

### Construction update:

- Project is 85% complete
- Current work in progress:
  - Carpet installing on floors 1 and 2
  - Doors on floors 1,2 and 3 installing
  - Finish carpentry floor 3
  - 1<sup>st</sup> floor common areas – Drywall punch and ceramic tile
  - Exterior walks being poured
- 2 week look ahead:
  - 1<sup>st</sup> floor and second floor final coat of paint
  - 3<sup>rd</sup> floor kitchen appliances installed
  - Site fence will be installed
  - Alley paving will be complete
- Construction completion date of June 25<sup>th</sup>, 2012 (Certificate of Occupancy)
- First move-in is scheduled for Friday, June 29<sup>th</sup>.

## **Operating updates:**

### Staffing update:

- The former site property manager from Commons at Grant – Patricia Okai – will be transferring to Commons at Third – bringing with her a wealth of experience in PSH property management.
- The maintenance technician from Commons at Grant – Terry Hines – will also be transferring to Commons at Third.
- Kickoff luncheon for partners was held in late April. Referrals are welcome.

CMHA update:

- Colleen met with Ron Lebsock from CMHA – they will inspect all 100 units the week of the 25<sup>th</sup>. (Most likely the 26<sup>th</sup> and 27<sup>th</sup> if needed.)
- Darrell Chappelle will come onsite to Commons at Grant for initial interviews and voucher briefings will be conducted onsite at CAT on move in days.
- Lease up goal is 30 – 60 days at the most.

**Supportive Services updates:**

Funding update:

- National Church Residences was approved as the new project “bonus” funding for the 2010 HUD Columbus and Franklin County Continuum of Care. Approximately \$42,400 annually will be available from HUD to fund supportive services.
- RLFC approved \$51,000 in funding to support 60 Rebuilding Lives units at Commons at Third. Gateway materials were submitted and are pending CSB board approval.

Services:

- National Church Residences will act as primary supportive services provider and will provide case management, nursing, and social and recreational activities for all residents.
- Goodwill Columbus has committed to provide employment services for residents of the project. We are working with Mary Vail and Margie Pizzutti to execute an MOU.

Target Populations:

- National Church Residences has met with ADAMH leadership regarding the 15 unit set aside for ADAMH consumers. We are negotiating an agreement to fund services for ADAMH consumers.
- National Church Residences is negotiating an agreement with ODJFS’ Home Choice program to fund a demonstration pilot at CAT to provide 25 units of supportive housing for mental health consumers leaving nursing homes.

Other:

- CAT will be included in National Church Residences’ upcoming 3-year CARF renewal survey. This is anticipated sometime in June or July.