AGENDA

Rebuilding Lives Funder Collaborative Meeting

Thursday, February 18, 2010
11:30 am – 12:30 pm
Community Shelter Board

Time	Item	Presenter
11:30 am	**Welcome, Agenda Review & Introductions** • RLFC Membership Change: Franklin County Board of Developmental Disabilities - Frank New retirement, Jeff Pattison, new representative • Meeting Notes from 12.17.09 (P)	Steve Gladman
11:40 am	**Administrative Issues** • January Monthly Occupancy Report – including update on CMHA Section 8 impact (A)	Lianna Barbu, Dennis Guest

11:50 am	**Strategic Issues**
	• Project Development
	   o NCR Commons at Buckingham
	      ▪ Project Update
	      ▪ FY10 Funding Request (A) (R)
	• Updates on RL Plan Strategies
	   o Re-entry Housing Advocacy – Incarcerated Population (A)
	   o Unified Supportive Housing System (A)
	   o Increase Supportive Housing Units (A)
	   o Access to Benefits (Benefits Partnership) (A)
	   o Centralized Point of Access for Single Adults (A)
	   o Coordinate Emergency Aid
	   o Re-entry Housing Advocacy – Mental Health Population
		Colleen Bain Gold
		Lianna Barbu
		
		Sally Luken
		Lianna Barbu
		Dave Davis
		
		Joe McKinley
		Susan Lewis Kaylor

12:30 pm	**Adjourn**	

Next RLFC Meeting: 11:30 am – 2:00 pm, Thursday, May 20, 2010

Other enclosures: YMCA Sunshine Replacement, CHN Inglewood Court, Employment Strategy Update (Meeting Record, Mission Statement, Concept Paper)

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

Monthly Report on Program Occupancy Rates for Supportive Housing Programs

Definition of program occupancy rate: A percentage that reflects the average number of tenants residing in a program per night relative to the program capacity.

Purpose of Report: To monitor occupancy rates on an ongoing basis.

Date of Data Pull: 2/8/2010

Date of report issuance: 2/15/2010

Report prepared by: Catherine Kendall, Database Administrator

Methodology: CSP data will be pulled for each report period, which in this instance consists of a single calendar month. The occupancy number is calculated by summing the length of stay within the report period for all tenants in a program and then dividing that sum by the number of days in the report period.

Occupancy number: $\sum$((report end date (or exit date in the event the tenant exits the program) – report start date (or entry date in the event of a new tenant)) + 1) ÷ number of days in report period

Occupancy rates will be calculated by first rounding the program occupancy number to the nearest whole number. Next the rounded program occupancy number will be divided by the program capacity, which is defined in the current fiscal year Program Outcome Plan.

Limitations of analysis: CSP data will not have been subjected to quality assurance prior to data extraction.

Report Validation:

Report prepared by: Catherine Kendall   Date Signed:

Report verified by: Keiko Takusagawa   Date Signed:

Report approved by: Lianna Barbu   Date Signed:

2009-2010 Average Program Occupancy Rates

CSB-funded programs	FY10 Current Capacity [1]	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10
Community Housing Network-Briggsdale	25	96%	92%	88%	92%	88%	92%	92%	96%	100%	92%	100%	96%
Community Housing Network-Community ACT	42	95%	100%	100%	100%	100%	102%	98%	100%	100%	100%	100%	100%
Community Housing Network-East 5th Avenue	38	87%	84%	89%	92%	89%	89%	92%	89%	95%	95%	92%	89%
Community Housing Network-North 22nd Street	30	93%	93%	100%	100%	97%	97%	93%	100%	100%	100%	97%	97%
Community Housing Network-North High Street	33	94%	94%	94%	100%	97%	100%	97%	100%	100%	97%	100%	97%
Community Housing Network-Cassady [2]	10	100%	100%	100%	100%	90%	90%	100%	100%	90%	80%	100%	100%
Community Housing Network-Parsons [2]	25	96%	96%	92%	96%	96%	100%	100%	92%	88%	88%	96%	100%
Community Housing Network-Safe Haven [3]	13	100%	115%	115%	115%	115%	115%	115%	108%	100%	115%	115%	115%
Community Housing Network-St. Clair	26	96%	96%	96%	96%	96%	100%	104%	104%	104%	100%	104%	100%
Community Housing Network-Southpoint Place	46	85%	93%	98%	100%	100%	98%	98%	96%	96%	96%	91%	96%
Maryhaven Commons at Chantry	50	96%	98%	98%	98%	98%	98%	98%	98%	98%	98%	96%	98%
National Church Residences-Commons at Grant	50	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Southeast-Scattered Sites [2,4]	90	112%	112%	113%	111%	112%	114%	116%	116%	112%	112%	111%	108%
YMCA-40 West Long St [5]	105	100%	100%	104%	104%	100%	98%	99%	101%	99%	99%	102%	101%
YMCA-Sunshine Terrace	75	103%	103%	103%	104%	101%	100%	100%	99%	99%	97%	97%	96%
YWCA-WINGS	69	94%	96%	94%	94%	99%	96%	96%	97%	97%	100%	97%	999%
Rebuilding Lives PACT Team Initiative [2]	108	98%	97%	98%	95%	95%	97%	94%	91%	93%	91%	95%	94%

[1] Per current fiscal year POP

[2] The following programs house clients that are receiving CHN Shelter Plus Care subsidies: CHN-Family Homes (SRA / 8 households); CHN-Cassady (SRA / 1 household); CHN-Parsons (SRA / 13 households); RLPTI (TRA / 21 households); Southeast Scattered Sites (TRA / 2 households).

[3] Three of the 13 units can house up to two individuals and these units are frequently but not always assigned to couples in which both partners are Rebuilding Lives eligible.

[4] Due to additional HOME funds, Southeast is able to expand capacity and serve more households (mostly CAH related), including more RL eligible couples.

[5] Leased-up in anticipation of vacancies.

Grey shading denotes a percentage under 95% occupancy rate; goal is for a 95% occupancy rate.

2009-2010 Average Program Occupancy Rates

HUD CoC FUNDED PROGRAMS [1]	FY10 Current Capacity [2]	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10
Transitional Housing													
Amethyst-RSVP [3]	8	100%	100%	88%	88%	100%	75%	100%	88%	63%	100%	113%	100%
Huckleberry House [10]	24	97%	97%	100%	103%	107%	107%	107%	100%	97%	121%	113%	108%
Friends of the Homeless-New Horizons	36	86%	75%	78%	81%	92%	89%	78%	78%	92%	100%	97%	97%
Pater Noster House [4]	5	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
VOAGO - Veterans [4,5]	40	105%	105%	108%	103%	105%	105%	105%	108%	108%	108%	108%	105%
Permanent Supportive Housing													
Community Housing Network-Family Homes [7,11]	15	100%	100%	93%	93%	100%	100%	100%	100%	93%	93%	87%	87%
Community Housing Network-Wilson	8	100%	100%	100%	100%	100%	100%	88%	88%	100%	100%	100%	100%
VOAGO - Family Supportive Housing	30	100%	100%	100%	97%	100%	97%	97%	100%	100%	100%	100%	100%
Shelter Plus Care													
Amethyst-SPC	92	89%	93%	97%	98%	95%	92%	91%	93%	96%	98%	98%	100%
Columbus AIDS Task Force - SRA [9]	N/A	100%	93%	93%	93%	93%	NA	NA	N/A	N/A	N/A	N/A	N/A
Columbus AIDS Task Force - TRA [9]	89	97%	97%	97%	99%	100%	100%	101%	103%	100%	100%	99%	98%
Community Housing Network-SPC SRA [6,7]	137	137%	139%	141%	143%	129%	131%	131%	133%	133%	132%	131%	128%
Community Housing Network-SPC TRA [7,8]	149	121%	121%	86%	88%	87%	91%	94%	91%	91%	94%	93%	93%
Faith Mission - Shelter Plus Care [6]	44	98%	102%	107%	109%	107%	111%	114%	114%	114%	116%	116%	116%
Total Shelter Plus Care	511	114%	115%	106%	108%	103%	108%	109%	107%	107%	108%	108%	107%

[1] Programs are non-CSB funded.

[2] Per current fiscal year POP

[3] Program occupancy rate goal set at 85%.

[4] VOAGO - Veterans and Pater Noster House are not HUD CoC funded programs but participate in CSP on a voluntary basis.

[5] The program is able to exceed capacity at times because it has three overflow units.

[6] CMHA allowed over-leasing for this program.

[7] The following programs house clients that are receiving CHN Shelter Plus Care subsidies: CHN-Family Homes (SRA /8 households); CHN-Cassady (SRA / 1 household); CHN-Parsons (SRA / 13 households); RLPTI (TRA /21 households); Southeast Scattered Sites (TRA / 2 households).

[8] Due to CMHA's mass unit transfer from TRA to Section 8, CHN TRA is experiencing a lower occupancy rate.

[9] CMHA converted the SRA units to TRA units. The SRA program was phased out through June 2009.

[10] Effective 11/10/09, the program capacity is reduced to 24 units. Program will be scaling down to the new capacity. May, June, July and August capacity were expanded slightly to accommodate longer wait for graduation to permanent housing.

[11] CMHA freeze on Section 8 vouchers affects occupancy.

Grey shading denotes a percentage under 95% occupancy rate; goal is for a 95% occupancy rate.

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

Resolution of the Rebuilding Lives Funder Collaborative
February 18, 2010

Approval of Funding Award to National Church Residences
for Commons at Buckingham

Resolution 1

WHEREAS, the Rebuilding Lives Plan goal for Transition recommends increasing supportive housing units, to break the cycle of homelessness and allow homeless people to achieve residential stability;

WHEREAS, National Church Residences (NCR) is developing a permanent supportive housing project, Commons at Buckingham, with 100 units, out of which 75 are Rebuilding Lives units;

WHEREAS, NCR plans to have the Commons at Buckingham fully operational as early as July, 2010 and no later than August 4, 2010;

WHEREAS, NCR has requested funding from CSB to cover program services during the lease-up period of April, May and June 2010;

WHEREAS, NCR will utilize such funds to hire program services staff to conduct lease-up activities and ensure client occupancy upon opening;

WHEREAS, NCR will be permitted to utilize up to $10,000 in funds per month;

WHEREAS, payment to NCR will be made solely on a reimbursement basis for case management services directly associated with enrolling clients at Commons at Buckingham;

WHEREAS, CSB has un-utilized FY10 funding available from another program and will not have to use contingency funds for this funding award;

WHEREAS. The CSB Board of Trustees approved NCR's funding request on February 9, 2010.

THEREFORE, be it resolved that the Rebuilding Lives Funder Collaborative voted to approve the allocation of up to $30,000 to National Church Residences for the Commons at Buckingham program and authorized CSB staff to enter into a contractual agreement with National Church Residences for this amount.

Approved by voice vote.

Witnessed by:

_____   _____
Steve Gladman, Chair   Date

Approval of Commons at Buckingham Funding Award
Background

The Commons at Buckingham, a permanent supportive housing project operated by National Church Residences (NCR), will open in August 2010. The building will provide 100 units for low-income and formerly homeless individuals. 75 of the units are reserved for Rebuilding Lives eligible clients.

NCR's goal is to have clients in place to fill the units as soon as the building is approved for occupancy. In order to do so, for the 90 days preceding opening, NCR will hire program services staff to interview and evaluate clients for residency eligibility. NCR has requested up to $30,000 in funding from CSB for these staff costs.

The lease-up process for the project will be handled by the Unified Supportive Housing System (USHS). This is the third planned pilot of the new system.

Funding awarded after July 1, 2010 will be considered by CSB as part of the annual contracting process. NCR has submitted a preliminary proposal for FY11 funding, and the proposed FY10 funding is consistent with this proposal.

On May 26, 2009, the CSB Board of Trustees voted to approve a funding award of $67,052 to Community Housing Network for the SouthPoint Place program. Due to an underutilization of funds during FY09, only $32,701 has been paid for SouthPoint Place. Therefore, CSB has $34,351, remaining in FY10 funding, that may be reallocated to NCR for this program.

Unified Supportive Housing System Update

1. The second USHS pilot, the Move-Up Pilot, started implementation in January 2010. CMHA's freeze on the vouchers for tenants who desire to move from their project-based units with their voucher continues. This will slow down the implementation of the Move-Up pilot and may affect the number of clients that we will be able to move.

The *Move Up Pilot Program* is designed to help residents who are successful in supportive housing *move up* to more independent living. The program provides support services to help participants live on their own, and can help with initial rent, deposits, and moving costs.

2. The RL Leasing project, which provides 30 units of scattered site supportive housing for HUD Chronically Homeless single adults started to accept clients in January 2010. Southeast, Inc. is the service provider for these units. It is anticipated that the lease up of these 30 units will occur over a six month period.

3. The third USHS pilot project, NCR's Commons at Buckingham, is scheduled to open in 2010. Discussions with NCR on the lease-up process and with shelters and outreach for the potential applicants referral and processing already started.

4. The evaluation of the Southpoint Place pilot is delayed and we are still working on gathering final financial information on the project's first year of operations. Information and learnings from the Southpoint Place evaluation will help to inform the process for the Commons at Buckingham pilot.

5. USHS is waiting to receive the electronic Client Documentation Toolkit for use by caseworkers in their work with homeless clients in emergency shelters or living on the streets, newly admitted into permanent supportive housing and any other clients that need documentation that will expedite their access to mainstream benefits or housing. The documents are in the final stages of development and once finalized, they will be available for the use of our community.

6. USHS is started work on creating a Vacancy Management System for all the supportive housing units. A central database will be developed encompassing the characteristics of all the different supportive housing units in our community. The goal for the system is to easily match supportive housing vacancies with appropriate clients.

CSB hired a new USHS Project Coordinator. Isolde Teba will be working as CSB's Planning and Analyses coordinator and half of her time will be dedicated towards developing and managing the Unified Supportive Housing System.

Rebuilding Lives Funder Collaborative Update 2.18.10

Strategy: Increase Supportive Housing Units

Develop an additional 1,400 units of permanent supportive housing to reach a total inventory of 2,700 single adult/couple units and 150 family units for disabled adults and families who have experienced long-term homelessness. Initially sought to develop 760 units by June 30, 2013 via the following 5 year development plan:

Planned 240 units by new construction or rehab (additional 180 non-supportive housing units will be part of the developments).

⟨ Update: 190 units in pipeline as of February 2010 (155 Rebuilding Lives units).

Planned 520 units by master lease

⟨ Update: 25 units represented by CHN master Leasing project in pipeline as of February 2010; 30 units in operation represented by RL Leasing project sponsored by Southeast, Inc.

Projects in the pipeline (2010 or later)	Rebuilding Lives	Other Populations	Total Units
Commons at Livingston, National Church Residences	25	25	50
Commons at Third, National Church Residences	60	20	80
Inglewood Court, Community Housing Network	45	15	60
Community Housing Network Master Lease	25	-	25
New RL Plan project pipeline	**155**	**60**	**215**
Rebuilding Lives Leasing, Southeast, Inc. (implemented 1/2010)	30	-	30
Commons at Buckingham, National Church Residences - scheduled for completion July 2010 (is not included in the count toward the development of the 240 new PSH units)	75	25	100
Total pipeline	**260**	**85**	**345**

Rebuilding Lives Funder Collaborative: Update 2.18.10

Access to Benefits Strategy – Benefits Partnership Update

This strategy is to provide immediate and systematic access to mainstream benefits and services for persons who are homeless and served by the homeless service system. The project is designed to improve the financial stability of individuals by increasing access to mainstream benefits and strengthen collaboration between existing resources and agencies

This program will increase income for individuals in supportive housing and shelters by improving access to mainstream benefits, with a focus on Social Security Administration's benefit programs for people with physical and/or mental disabilities – Supplemental Security Income (SSI) and Social Security Disability Insurance (SSDI) and Medicaid/Medicare. In addition, this program will support – through the Ohio Benefits Bank (OBB), individuals in filing applications for other mainstream benefits, such as food stamps, tax refunds, etc.   OBB is in the process of adding SSI/Medicaid to its platform and working to provide direct application on-line to ODJFS. This program is modeled after two best practices, the RLPTI initiative in Columbus and the SSI Outreach, Access and Resource (SOAR) methodology being used in other communities across the country.

In November of 2009 the United Way awarded CSB $125,000 for the Benefits Partnership. The UWCO award will allow for the expansion of the project by the addition of one fulltime and possibly one part time specialist. In December, it became necessary to replace the original benefits specialist. This has caused some delay in program operations due to the training required for the new staff person. However the YWCA (project sponsor) feels that they will be back up to speed and able to bring on the additional staff made possible by the UWCO grant.

Rebuilding Lives Funder Collaborative Update 2.18.10

Strategy: Centralized Point of Access for the Adult Shelter System

The centerpiece of efforts to improve the adult emergency system is moving forward after the CSB Board of trustees accepted the proposal from Faith Mission to implement and manage the Centralized Point of Access for the system. The two year pilot project will be funded through the Homelessness Prevention and Rapid Re-Housing Program, federal stimulus dollars for homelessness projects. Homeless individuals seeking services will have one point of contact when seeking services. CSB and Faith Mission (FM) are currently working to complete the contracting process, so that program implementation may begin. FM is continuing the development aspects of the project by working with the other shelter providers to develop policies and procedures, details related to operations and the completion of a Memorandum of Agreement to ensure system wide collaboration and coordination. The project will be fully implemented by March 2010.

Reentry Housing Collaborative for the *Rebuilding Lives Strategy*

Projected Timeline

February 3, 2010

Expected Outcome: Initial policy and advocacy implications as it relates to Intersection of Homelessness Jail & Prison Populations presentation

Content expert: Gayle Bickle, Senior Researcher, ODRC; Collaborative members

March 10, 2010

Expected Outcome: Finalization of data variables available for data match; finalization on research questions to be answered; Strategies to end homelessness in Columbus & Franklin County.

Content experts: Jung Kim, Director of Community Data Services (CRP); Dave Davis, CSB

> **Collaborative Goal:**
>
> Develop recommendations and an implementation plan for the Rebuilding Lives Funder Collaborative (RLFC)'s consideration that will reduce the utilization rates of CSB supported emergency shelters by formerly incarcerated persons.

April 14, 2010

Expected Outcome: Impact of ODRC Reentry programs on homelessness; The State's Reentry Strategic Plan; Additional Policy and Advocacy Implications

Content experts: Alicia Handwerk, Chief ODRC; Angi Lee, Reentry Administrator, ODRC; Collaborative Members

May 12, 2010

Expected Outcome: Knowledge of Evidenced Based Practices (EBP) for frequent users of public systems; EBP on populations that are criminally involved

Content experts: Andy McMahon, Assistant Director of Research and Innovations, CSH; Professor Paula Smith, University of Cincinnati

June 9, 2010

Expected Outcome: Additional Policy and Advocacy Implications gleaned from data match presentation by CRP; and from EBP learned in May

Content expert: Jung Kim; Collaborative Members

July 14, 2010

Expected Outcome: Understanding Federal housing subsidies-opportunities and limitations; Additional Policy and Advocacy Implications gleaned from today's presentations

Content experts: Tom Dobies, Section 8 Director (invited); Citizen Panel – Franklin County citizens formerly homeless & had histories of incarceration (to be invited)

August through November 2010

Expected Outcome: Draft sections for written recommendations and implementation plan

Content Experts: Collaborative members with professional facilitation

August 11:   Hold date and use only if needed, likely we will skip August
September 8:   Six hour planning session, location to be determined, to complete draft plan components
October: CSH complete written draft plan for Members review electronically
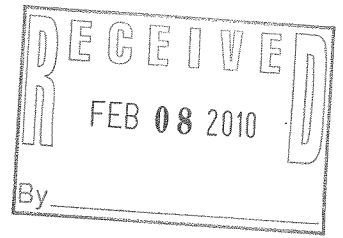November: Members circulate draft plan among stakeholders

December 8, 2010

Expected Outcome: <u>Final</u> written recommendations and implementation plan delivered to CSB

YMCA
We build strong kids,
strong families, strong communities.

February 4, 2010

Tiffany Nobles
Program Administrator
Community Shelter Board
111 Liberty St., Suite 150
Columbus, OH 43215

Dear Tiffany,

This letter is to provide you an update on our Critical Access to Housing
(CAH) initiatives and the Sunshine Terrace demolition project.

Critical Access to Housing

The YMCA Residence has served a total of 104 men through the CAH
initiative since the inception of Rebuilding Lives. Currently there are 35
men living at the YMCA Residence and no exits since our last update.
Two of our newer CAH residents successfully gained employment and
one of our residents is in truck driving trade school program. Our last
CAH resident who exited was able to regain his CDL license, gain
employment and graduated from the program to an apartment without
subsidy assistance.

At Sunshine Terrace we have served a total of 26 through the CAH
initiative and currently have 11 individuals who remain with us. We have
not had any exits since our last update. One of our residents recently
achieved SSI benefits, and another resident obtained employment.

Sunshine Terrace

The YMCA and CMHA are continuing to explore replacement projects for
Sunshine Terrace. CMHA has identified possible sites for the
replacement project. We hope to select the site and move forward with
plans in the near future.

If I can provide you any further information please do not hesitate to
contact me.

Sincerely,

Laura Donahue, M.S.W.
Director of Supportive Services
YMCA of Central Ohio
614.224.1137, ext. 217
ldonahue@ymcacolumbus.org

CC: Art Helldoerfer, Executive Director

Community Housing Network, Inc.
Inglewood Court
CSB Quarterly Updates
February 2010

Inglewood Court (New CHN/Maryhaven PSH Project) – In partnership with Maryhaven, this development will provide 60 units of permanent supportive housing for persons disabled by severe mental illness (SMD) or dual diagnosed with SMD and chemical dependency, including 45 units for Rebuilding Lives. The 15 non-RL units will be reserved for ADAMH consumers coming from TVBH or other funded ADAMH group homes.   CHN will also consider high crisis care utilization including those with AOD only diagnosis as an indicator for intake.

Site: In November 2008, CHN gained control of the site at 3700 Sullivant Avenue (back portion), a wooded vacant lot in the Hilltop area. CHN chose this location to provide an optimum environment for residents:

- It provides easy access to public transportation, convenience shopping and employment areas.

- The site is consistent with the Ohio Housing Finance Agency's Site and Market Evaluation criteria (for tax credit applications).

Type and Configuration of Housing Units:

- Unit size was increased from studio to one-bedroom units to take advantage of significantly higher Section-8 rents, which will provide increased operating revenue to the project (tenant's portion of rent is based on tenant income and would not change).

- Number of floors has increased from two to three stories, to minimize additional construction costs due to increased unit size and to disturb less of the site.

- Estimated construction costs increase less than 10% ($720,000 for one-bedrooms vs. studio units), and it is expected that increased tax credit funds for the one-bedroom units would more than cover this increase.

- Expected rent revenue would increase 16% ($88 per unit per month), based on current fair market rents.

Community Process:

- The Good Neighbor Agreement was signed by May 2009.

- Zoning was approved in June 2009.

Development Funding: CHN will work with Ohio Capital Corporation for Housing to submit the tax credit and HDAP (Housing Development Assistance Program) applications to the Ohio Housing Finance Agency, March 18, 2010. The City of Columbus application will be submitted February 16, 2010. Other potential funding sources may include Federal Home Loan Bank, Franklin County, the United Way, and The Columbus Foundation.

Community Housing Network, Inc.
Inglewood Court
CSB Quarterly Updates
February 2010

Update: CHN staff met with OHFA Housing Credit Allocation Manager Kevin Clark and his reviewers to discuss alternate sites for the 2010 application. After touring the proposed sites and discussing how each location conformed to OHFA's Site and Market Evaluation criteria, OHFA agreed with CHN that the Sullivant Avenue site is the best among available sites for this project type.

Rebuilding Lives Employment Strategy
Planning Collaborative
Meeting Record 01/14/10

Attending: Mary Vail, and Steve Albright, Goodwill Columbus; Paul Borden, YMCA; Kelly Breidigan and Lori Criss, Amethyst; Diana Johnson, Faith Mission; Kaiser Jones, Community Housing Network; Douglas Lay, Franklin County Veterans Commission; Frankie Knowlin, COWIC; Caroline Holmes and Joni Ogle, YWCA; Don Strasser, Columbus Coalition for the Homeless; Mike Tynan, Community Housing Network; Douglass White, Citizen Advisory Council; Tiffany Nobles, Community Shelter Board; Sara Dodeci, Volunteers of America; David Migliore, FCDJFS; Jennifer Crystal, Columbus Convention Center; Adrienne Corbett, Homeless Families Foundation; Carl Landry, Friends of the Homeless; Thomas Albright, Americorp/CHN

Purpose of Meeting:

♦ To develop a draft of the plan for the employment strategy by:

- Sharing what has emerged around the two proposed paths
- Exploring questions that will populate the different pieces of the plan

Summary of Learning

The following learning emerged from the conversations that took place today around the possible paths forward:
♦ Relationships are important in sustaining any of the efforts we are planning
♦ We will not be able to provide a complete picture of what this strategy will be but we will be able to define next steps and how we sustain these efforts
♦ This group or some group may need to continue to meet to connect, learn and hold this work until a permanent "container" and funding are identified

Framing

In our first meeting, the following learning emerged:
♦ When it comes to linking homeless individuals and families to workforce development programs and employment, there is a many-to-many relationship, which the following questions emerge from:
  o *"How do those who are homeless know what help is available?"*
  o "*How do those that are homeless know where to go to get a job?"*
♦ There is an opportunity to use the resources that we have better
♦ All the right people are not in the room – there are no funders or employers/businesses represented

From the learning, it appeared that there were two possible paths emerging that this plan might take:
♦ Improving what currently exists in our community within the current environment
♦ Making the issue of employment for homeless individuals & families a priority for our community

Individually, each of these paths provides an opportunity to improve linking those who are homeless to employment. If both are taken, there may be an even greater opportunity to reach the goal of this strategy.
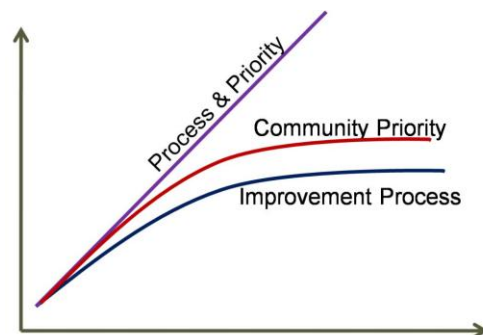
We began work around these 2 paths at our November meeting and that work continued in December – with individuals who had passion around these 2 paths meeting to further develop a plan for moving forward.

Check In
We checked in together around the question: ***What keeps me coming back into this group and the work we're doing together?*** What emerged was the following:
♦ This work is important
♦ Our collective commitment
♦ The power/impact that employment has in a person's life

Updates
Representatives from the 2 paths updated the group on their activities in December:

PROCESS IMPROVEMENT	COMMUNITY PRIORITY
Actions developed to move forward: ♦ Develop an information clearinghouse ♦ Develop a Workforce Coalition or link current groups that touch on workforce development ♦ Develop a communication plan/pattern	Work completed: ♦ Developed a mission statement (see Attachment 1) ♦ Developed a next step concept paper (see Attachment 2)

Open Space Work Sessions - *How do we develop a plan around these two paths?*
At the last meeting we began to develop the framework for a plan by exploring questions around the two emerging paths:
♦ How do we make the system we currently have work better within our current environment?
♦ How do we get our community to make this issue a priority?

At this meeting, we want to begin to identify what information we have to populate a plan for moving forward and what is missing. To that end, each group was given a set of questions to work on at this meeting. They may not need to answer all the questions but we want to begin to put some structure to the emerging plan. The questions they were given were:
1. What is the purpose of this work?
2. What need(s) will it meet?
   a. What is the problem statement?
   b. What are the gaps?
3. Who is the target audience?
4. What are the actionable goals and objectives?
5. What is the project description?
   a. What will the project entail?
   b. Why is the project important?
   c. Who will be involved? Why?
   d. Who will be the owner(s) of this work?
   e. How will the client perspective be brought into the work?
   f. What are the benefits?
6. How will this be implemented?
   a. What are the major tasks for implementation? Ongoing?
   b. Who will have responsibility for completing?
   c. Who will be involved in the implementation? In the ongoing work?
   d. What is the timeframe for completing?
   e. How will it be communicated?
7. What are the funding needs?
   a. What resources are needed to support implementation? Ongoing?
   b. Where will those resources come from and who will pursue them?
   c. What is the cost/benefit analysis for doing this work?
8. What do we intend to accomplish?
   a. What outcomes will we track?

b. How will we track them? How often?
c. Who will we share the results with?

Open Space Report – Process Improvement Path

Question: How do we make the system we currently have work better within our current environment?
What is the scope of the problem?
♦ Communication – lack of phone, email ♦ Childcare ♦ Transportation ♦ Clothes ♦ Clock Watch ♦ Job prep ♦ Lack of skills ♦ Reading/GED ♦ Legal history – ex-offenders, etc. ♦ Stigma of shelter address
What do we want to achieve?
♦ Get folks job opportunities by creating a way to bring qualified employers together with qualified employees (thru education & training ♦ Increase self-worth ♦ Increase economic impact
How do we do this?

♦ Getting/developing partnerships
    o Develop a coalition of HR professionals, agency professionals and those seeking employment that would collectively develop a curriculum
    o Have as an ongoing meeting

What is needed:

♦ Open mindset
♦ Funds for development activities
    o Get stakeholders involved – finding incentives to do this
        ▪ Education of employers
        ▪ Researching employer needs
    o Getting people hob opportunities
    o Skill development for homeless
    o Develop curriculum that follows employers needs
    o Finding qualified employees & employers
    o Bridges out of poverty
    o Exposure
    o Tax benefits

Where are we at?
• Finding the right people & bringing them together

Open Space Report – Priority Path

Question: How do we get our community to make this issue a priority?
Where are we at?
♦ Ownership – Ask someone to carry this work forward – Goodwill, COVA
What needs to be done?

♦ Define target population
    o Hard to employ
        ▪ Ex-offenders
        ▪ Homeless/formerly homeless
        ▪ People with disabilities
        ▪ Substance abuse
        ▪ Mental health
        ▪ Lack of education
♦ Form a Council: Government (city, county, mayor), CRP, Chamber, CSB, CSH, RLFC, United Way,

Employers, Homeless Providers, COWIC
- o Collaboration with other entities
- o Coordinate process improvement
- o Liaison
- o Advocate at county & city level
- o Funded Position – Project manager to carry this work forward at the staff level – housed at Goodwill. To act as liaison to other workforce level groups. To staff the Council.
♦ Find Funding for Planning process
♦ Survey employers on attitudes toward homelessness – CRP
♦ Hold an Employer Summit

How do we sustain this work moving forward?
♦ We may need to continue to convene this group
♦ We need to identify existing research and research to be done around this issue
♦ We need to galvanize the political will of the community
♦ We need to encourage social entrepreneurship

What are our concerns/questions?
♦ Planning/Convening – is there anyone bringing together all Workforce Development & Community Planning?
♦ Concern – make sure that certain populations don't get lost in the mix and ensure that populations aren't accidentally or intentionally made the priority – focus on employment; policy not population; cross-target populations.
♦ We may need to broaden our target group to attract employers – include ex-offenders, low income, and others at risk. We would do this while advocating that policies/funding does not get directed to sub-groups

Check Out
We closed with the following question: "***How am I feeling as I leave today?***" What we heard from the group was:

Optimistic but daunting
Evolution/emergence
Encouraged
Connected
Inspired
More informed
Relieved
Grateful
Hopeful
Becoming real
Progressing
Collective
New ideas

Closing and Next Steps
At our next meeting we will take what has emerged and bring forward in a proposed plan for the group to vote on. One suggestion that emerged was to have a "Council" continue to meet and monitor what is emerging in this plan. The Council would be responsible for funding, policy and connecting working groups who are developing actions around linking the targeted population to employment opportunities. We would expand the group and invite others into the conversation.

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Mission Statement
Rebuilding Lives Updated Strategy: Employment

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To increase the Central Ohio community's awareness of the employment needs of homeless and formerly homeless persons and to galvanize the community's political will to achieve the following goals:

1. To engage the employment sector to hire this population.

2. To mobilize service providers to strengthen job training, job placement and social entrepreneurial initiatives that are adapted to members of this population.

Rebuilding Lives Updated Strategy: Employment

"Next Steps" Draft Concept Paper

January 2010

This concept paper proposes a potential next step and a challenge for the Rebuilding Lives Updated Strategy: Employment effort (RLUS:E) focusing on the Community Priority path. This next step would be taking action to convene a gathering of community employers to raise awareness of the employment needs of homeless and formerly homeless persons and to commit to hiring members of this population. The challenge would be identifying who or which agencies within the RLESPC will carry forward the process of convening the gathering.

The next step for the collaborative after its final February 2010 meeting can be to convene another series of meetings designed to involve new players and a broader cross-section of the Central Ohio community with the objective of holding a high-profile "Employer Summit." The summit would be designed to raise visibility of the need for employment for homeless and formerly homeless individuals and generate the political will to improve the employment picture.

The meetings convened after February 2010 should include key community decision makers: public officials, employers, funders, and organizations serving the homeless and formerly homeless. Invited to the planning meeting and the summit would be representatives from the following organizations and sectors: the Columbus Chamber of Commerce; private, public, and nonprofit employers; City Council aides and/or City Council members; the Mayor's office; the Community Shelter Board; the Corporation for Supportive Housing, the Funder Collaborative; the Central Ohio Workforce Investment Corporation; and others.

The summit would be designed to generate real action on the employment front. For instance, as part of the summit, community employers will be asked to commit to hiring

homeless and formerly homeless people. This can be a relatively small commitment—say, five people per business during a year—that could build over time, but even a small commitment would signal that the employer community stands behind real action to address the crisis in employment. Furthermore, homeless individuals themselves could be hired to help prepare for the summit. This would represent a commitment to employment of homeless persons on behalf of the RLUS:E itself. Finally, because of the unique characteristics of the homeless and formerly homeless population, it would be a good idea to highlight in the summit the concept of social entrepreneurship. That is, the employment sector may need to step up, but it may be necessary as well for the social services sector to create employment and business opportunities for homeless people.

The challenge, therefore, is deciding who or which agencies participating in the RLUS:E will carry forward the process of bringing together the community decision makers. It would be helpful if whoever moves the process forward has contacts with decision makers or those who know them. Being invited to participate in the Employment Summit by someone they know will increase the likelihood that key community people will participate in the process.

Serious consideration should be given for some agency, if not the Community Shelter Board, to hire an individual who can take this project forward. We may need to approach the Osteopathic Heritage Foundation, or some similar entity, for funding. Perhaps there may be some stimulus monies available.

Additional action steps that can be taken to prepare for a summit may include the following:

- Identifying community leader to spearhead the process.

- Incorporate into marketing materials success stories of homeless persons in the workplace and how businesses have benefited from hiring homeless persons.

- Develop an outline of the benefits of hiring homeless/disabled individuals.

- Place in the media stories of homeless workforce initiatives.

- Identify homeless services organizations with entrepreneurial efforts.

- Recruit nonprofits to develop entrepreneurial enterprises.

- Create a speakers' bureau to educate businesses, church groups, and other community organizations about and engage them in the benefits of hiring homeless individuals.