

An Updated Strategy to House Homeless Families and Adults

QUARTERLY REPORT

Issue 6
October 2007

This report keeps the community posted on the Rebuilding Lives Updated Strategy. Each issue, posted at csb.org and distributed to interested parties, covers significant progress since last quarter and previews the upcoming months.

..... **REBUILDING LIVES UPDATED STRATEGY**

The Community Shelter Board's original Rebuilding Lives initiative has meant a new home and a new start for hundreds of people throughout Franklin County. The Rebuilding Lives Updated Strategy (RLUS) is undertaking a comprehensive research and resources inventory of the current Rebuilding Lives plan as well as the family system. Results of this assessment will be used to develop an updated strategy to address the needs of homeless families, children and adults as one comprehensive plan. This plan will help our community to connect homeless adults and families to housing and services they need to break the cycle of homelessness.

Modeled after the successful Scioto Peninsula Task Force (which created the Rebuilding Lives plan), the Updated Strategy consists of a Steering Committee composed of community leaders, CSB staff providing primary project support, along with external consultants working on research and strategy development. These three components attest to the important private and public partnership that holds this project together, with funding as well as leadership coming from private, non-profit and public sectors.



Steering Committee



The Rebuilding Lives Updated Strategy (RLUS) Steering Committee convened its seventh meeting on Tuesday, September 25, 2007. Approximately 60 people were in attendance at the all-day meeting to hear presentations from Dennis Culhane, Suzanne Wagner, and Steve Metraux on the research completed to date as well as the recommended strategies developed. Some of the recommended strategies presented were derived from the researchers while others came from the community via previous Steering Committee meetings or other conversations, and the remaining strategies were a combination of the research results and conversations with the community.

In addition to hearing the presentations and having discussions around the results and the recommended strategies, participants reviewed a Report Card of the Homeless System in Franklin County which graded the system on its progress since 1998, when the original Rebuilding Lives plan was implemented and on its current status. The single adult, family, supportive housing and outreach systems were evaluated on indicators such as capacity, utilization, diversion to community resources, rapid re-housing, and cost. The Report Card presents at-a-glance findings from the research team (see the Report Card below).

The day ended with the Steering Committee (21 members in attendance) voting on the recommended strategies to identify their top selections to be carried forward for consideration by the members of the Rebuilding Lives Funder Collaborative at their retreat in October and eventually into the public input process in December.

Steering Committee
















- Elfi Di Bella, CSB trustee, chair
- Owen Bair, CSB Citizens Advisory Council
- Jack Brown, U S Department of HUD
- Patricia Cash, National City, CSB trustee
- Ruben Castilla Herrera, Herrera & Associates
- Erika Clark Jones, Columbus Mayor's Office
- Denise Cornett, CSB Citizens Advisory Council
- Lisa Courtice, The Columbus Foundation
- Mark Rutkus, Columbus City Council
- Terri Donlin Huesman, Osteopathic Heritage Foundation
- Cynthia Flaherty, Affordable Housing Trust
- Doug Garver, Ohio Housing Finance Agency/Interagency Council on Homelessness & Housing (ICHH)
- Dennis Guest, Columbus Metropolitan Housing Authority
- William Graves, Ohio Department of Development
- Susan Lewis Kaylor, ADAMH
- Mary Lou Langenhop, CSB trustee
- Douglas Lumpkin, Franklin County Board of Commissioners
- Joe McKinley, United Way of Central Ohio
- Edward Menge, Columbus State Community College, Southeast, Inc.
- Timothy Miller, Crane Plastics Company, CSB trustee
- Regina Mitchell Lurry, Africentric Personal Development Shop, Huckleberry House
- Lisa Patt-McDaniel, Ohio Department of Development/ICHH
- Debra Plousha Moore, Ohio Health, CSB trustee
- Alicia D. Smith, Health Management Associates, Inc., Community Housing Network
- Donald Strasser, Columbus Coalition for the Homeless
- Melinda Swan, Member at Large
- Jim Sweeney, Franklinton Development Association
- Jan Wagner, CSCC, Homeless Families Foundation
- Tiffany White, St. Mary's neighborhood resident
- Kalpana Yalamanchili, Ohio State Bar Association, YWCA Columbus

REPORT CARD of the Homeless Service System of Franklin County

This Report Card will help stakeholders in developing the **Rebuilding Lives Updated Strategy**. It presents at-a-glance findings from the research team. Important characteristics of homeless services are “graded” to show the community’s progress since adopting Rebuilding Lives in 1998 as well as areas for improvement.

Key: ● = Significant progress / Minor improvement needed; ● = Some progress / Some improvement needed; ● = No or limited progress / Significant improvement needed

Indicator	Progress since 1998	Current status	1. Single Adult Shelters
Capacity	●	●	<ul style="list-style-type: none"> ■ Capacity to serve single women increased 27% from 1998 to 2006, while capacity for men’s shelter decreased by 4% over the period. ■ Between 1998 and 2006, the men’s shelter system was reconfigured, and the Maryhaven Engagement Center opened. ■ There is a better dispersion of shelters.
Utilization	●	●	<ul style="list-style-type: none"> ■ Although demand for men’s shelter remained flat after 2003, demand for women’s shelter is increasing steadily and significantly. ■ Demand for men’s shelter fluctuates widely by season; women’s does not. ■ Long-term stayers are leaving somewhat more quickly. ■ The age of men and women shelter users is increasing.
Diversion to community resources	●	●	<ul style="list-style-type: none"> ■ There is no coordinated system for intake, assessment, diversion, or triage.
Rapid re-housing	●	●	<ul style="list-style-type: none"> ■ Short-term stayers appear to be staying somewhat longer. ■ Episodic and long-stay men’s and women’s shelter users consumed more than 60% of shelter days. ■ Success rates are low for single adults moving to housing.
Cost	●	●	<ul style="list-style-type: none"> ■ Costs per unit vary widely, but they decreased over the study period. Women’s shelter costs are higher than men’s, which are relatively low. ■ CSB provides 39% of total operating and services funding for shelter programs.
Indicator	Progress since 1998	Current status	2. Family Shelters
Capacity	●	●	<ul style="list-style-type: none"> ■ Capacity to serve families increased 15% from 1998 to 2006, in part due to the new YWCA Family Center.
Utilization	●	●	<ul style="list-style-type: none"> ■ The number of families served declined after 1999 and remained flat since 2003. ■ Families who access shelters were poorer; average income at intake declined by 33% from 2003 to 2005. ■ There is a seasonal variation in demand.
Diversion to community resources	●	●	<ul style="list-style-type: none"> ■ An effective triage and diversion model is in place.
Rapid re-housing	●	●	<ul style="list-style-type: none"> ■ Repeat stays are low (10%). ■ The number of successful housing outcomes increased. ■ Median length of stay for families is trending higher. ■ 20% of families use almost 60% of shelter resources.
Cost	●	●	<ul style="list-style-type: none"> ■ Costs are comparable to adult shelter when family size is considered. ■ CSB provides 39% of total operating and services funding for shelter programs.

Indicator	Progress since 1998	Current status	3. Supportive Housing
Capacity			<ul style="list-style-type: none"> ■ Capacity for homeless persons doubled (655 units to 1,387 units). ■ Units are geographically dispersed. ■ A diverse group of program models exists. ■ Most supportive housing is designed for single adults. ■ 1,600 units of supportive housing are needed for homeless single adults; no additional units for families are needed.
Utilization			<ul style="list-style-type: none"> ■ Rebuilding Lives/Permanent Supportive Housing (RL/PSH) programs successfully target heavy shelter users (1,259 placements made). ■ RL/PSH programs reduce demand for shelter by at least 5% per year. ■ RL/PSH residents have much less subsequent admission to shelters. ■ Occupancy of non-RL/PSH is low.
Assessment and intake			<ul style="list-style-type: none"> ■ No coordinated system is in place for intake, assessment, or referral to permanent supportive housing.
Housing stability for Rebuilding Lives			<ul style="list-style-type: none"> ■ 70% of residents either retain housing or exit to a successful housing placement over a 5-year period. Only 9% returned to homelessness. ■ 13% of those who exit entered an institution (jail, prison or hospital). ■ Longer stays result in better housing outcomes and higher income for people who exit; however, 58% of people who exit report no income. ■ 24% of residents stay less than 180 days. ■ No coordinated utilization review or move-up help to encourage greater independence.
Cost of Rebuilding Lives			<ul style="list-style-type: none"> ■ Average cost of \$33/day is much lower than institutional care. Cost per unit varies widely by program. ■ RL/PSH reduces shelter use by 35 days per placement. ■ Federal sources provide 58% of total operating and services funding for RL programs; CSB provides 19%; the State of Ohio only 2%.
Indicator	Progress since 1998	Current status	4. Outreach
Service system			<ul style="list-style-type: none"> ■ Eight programs provide a variety of services with 33 FTE staff. ■ Only 6% of resources use the “housing first” approach (both programs are new). 40% of resources are for healthcare, and 29% provide transportation for inebriates. ■ 64% of programs provide outreach in both sheltered and unsheltered environments. ■ There is no coordination of intake, assessment, or referral to housing and support services.
Demand	N/A		<ul style="list-style-type: none"> ■ 114 unsheltered homeless persons were identified in the 2007 point-in-time count. ■ Southeast served 850 persons (21,312 contacts) in a 3 ½-year period; Maryhaven served 428 persons (552 contacts) in the same period. ■ Most persons served by outreach (76%) had some interaction with the shelter system. ■ Outreach clients who use shelters have average shelter stays that are at least three times longer than average shelter stays for non-outreach clients. ■ There is no consistent format for documentation of client services. Actual demand is not clearly defined.
Rapid re-housing			<ul style="list-style-type: none"> ■ There is a limited focus on housing placement. ■ Housing outcomes are not measured. ■ There is no consistent format for documentation or outcomes reporting.
Cost	N/A	N/A	<ul style="list-style-type: none"> ■ Actual costs were not evaluated.



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On September 25, 2007, the RLUS Steering Committee identified eighteen priority strategies from seventy-plus ideas. These strategies were then organized into five broad goal areas by the Community Shelter Board.

Priority Goals of the Rebuilding Lives Updated Strategy

- Goal 1: People will have access to community resources to prevent homelessness.
- Goal 2: People do not leave public institutions (e.g. jail, hospital, treatment facilities) to homelessness.
- Goal 3: Single adults will avoid homelessness whenever possible and have their housing crisis resolved as quickly as possible.
- Goal 4: People exit homelessness to stable housing.
- Goal 5: Public policy will end homelessness.

COMMUNITY DIALOGUES

WAGE & OUTCOMES DISCUSSIONS

CSB Partner Agencies' Executive Directors, CEO's, Human Resource Directors, CQI Managers, and others were invited to engage in conversation with each other around system and organization level ideas for ensuring that clients are provided quality services. Two events – one around wages and one around outcomes were held to foster discussion and collaboration among the partner agencies as well as inform the RLUS process.

On Thursday, August 23rd from 8:00 – 10:00 am, a group of approximately 15 gathered at CSB for a Wage Discussion to explore together what is important to each of our organizations around hiring and retaining quality staff and to discover where we might create positive change in each of our organization's compensation processes, together and/or individually. Consultant Deb Helber hosted the event.

On Wednesday, September 5th from 1:00 – 4:00 pm at the United Way of Central Ohio, a group of approximately 30 gathered for an Outcomes Learning Session to build a common platform for a discussion around Outcomes Based Systems and to explore what outcomes are important for the homeless services system as well as the individual organizations. Alicia Smith, A Senior Consultant with Health Management Associates was invited to attend as a content expert on Outcomes. Alicia also serves on the Rebuilding Lives Steering Committee. Jenn Kowalski, from Lutheran Social Services, was also invited to share what her organization is doing around outcomes.

REBUILDING LIVES FUNDER COLLABORATIVE RETREAT

A half-day retreat was held on Monday, October 22nd from 1:00 – 4:00 pm at Columbus Metropolitan Housing Authority for members of the Rebuilding Lives Funder Collaborative to gain their input in helping to craft strategies for RLUS that they will assist in funding. A summary report of the event is in progress.

PHILANTHROPY BRIEFING

A community breakfast was held on Friday, October 26th from 8:00 – 9:00 am at the Commons at Grant. The purpose of the event was to update corporate and philanthropic leaders on the progress of the Rebuilding Lives Updated Strategy to date. RLUS Steering Committee Chair, Elfi Di Bella and CSB Trustee Jeff Lyttle co-hosted the event.

UPCOMING EVENTS

UPCOMING STEERING COMMITTEE MEETING

The next Rebuilding Lives Updated Strategy (RLUS) Steering Committee meeting is scheduled for **Thursday, November 15, 2007 from 8:00 – 11:00 am**. The Steering Committee will review and discuss the top recommended strategies identified from their vote at the September meeting in order to determine those to be carried forward to the public input process in December and ultimately to implementation.

STAFF TRAINING DISCUSSION

As a continuation of the Wages and Compensation Discussion, CSB Partner Agency executive directors and human resources directors will gather to discuss staff training. Planning is underway for the event which will occur December 11th at the YWCA Columbus. Once details are developed, invitations will be distributed to partner agencies.

Rebuilding Lives Updated Strategy Steering Committee Meetings are open to the public.

All meetings will be held at the SERS Building, 300 East Broad Street, O'Keefe Conference Center, 1st floor.
Free parking is available in the adjacent garage at the rear of the building.

If you would like to attend, please contact Tiffany Nobles at tnobles@csb.org or (614) 221-9195.

Rebuilding Lives Updated Strategy Funders: ADAMH Board of Franklin County, City of Columbus, Columbus Metropolitan Housing Authority, Corporation for Supportive Housing, Fannie Mae, Franklin County Office on Aging, Franklin County, Job & Family Services, H.C. Moores Foundation, Ohio Capital Corporation for Housing, The Columbus Foundation, The Osteopathic Heritage Foundation, and the United Way of Central Ohio.



The City of Columbus
Mayor Michael B. Coleman

