



Steering Council Meeting Agenda
February 17, 2023 ▫ 8:30 – 10:30am ▫ Zoom

1. Call to Order/Introductions
2. Approval of the Agenda*
3. Approval of January 20, 2022 Meeting Minutes*
4. Public Comment on Agenda Items (Limit 3 minutes ea.)
5. Approval of Consent Agenda*
 - a. Steering Calendar
 - b. ESG Financial Assistance Report
 - c. Committee & Initiatives Updates
 - d. Budget Report: Statement of Activity
 - e. Data Reports: none
6. Petitions and Communications
7. Low-Income Housing Tax Credit (LIHTC) Presentation - Woda Cooper: Shea Ravines* – *Woda Cooper is requesting a letter of support for this proposed project*
8. RRH Service Standards* - *proposed change recommended by Coordinated Entry Committee*
9. Community Engagement
10. Staffing & Funding Updates
11. Preliminary PIT Count Data
12. LSA Data Walkthrough
13. Youth Homelessness Demonstration Program Update
14. Any other matters by Steering Council Member(s)
15. Public Comment on Any Matter (Limit 3 minutes ea.)
16. Adjournment

Next meeting: Friday, March 17th, 8:30 – 10:30am

* denotes potential action item



STEERING COUNCIL MEETING MINUTES - **DRAFT**

January 20, 2023

8:30-10:30

Facilitator:	Lauren VanKeulen		
Meeting Attendees:	<u>Steering members present:</u> Casey Gordon, Adrienne Goodstal, Elizabeth Stoddard, Tammy Vincent/Erin Banchoff, Victoria Sluga, Victoria Arnold, Mark Contreras, Ryan VerWys, Alonda Trammell, Jose Salinas, Fran Dalton, Nicole Hofert, Karen Tjapkes, Lindsey Reames, Ryan Kilpatrick, Charisse Mitchell, Gustavo Perez, Lauren VanKeulen (arrived at 8:45) <u>Steering members absent with notification:</u> Holly Wilson <u>Steering members absent without notification:</u> <u>Community Members:</u> Lisa Cruden (Family Promise/Nominating Committee), Tara Aday (Safe Haven), Bill Jouse (Cherry Health), Tasha Blackmon (Cherry Health), Rebecca Rynbrandt (RGM Solutions), Alyssa Anten (The Salvation Army), Greg Mustric (Woda Cooper) <u>Staff:</u> Courtney Myers-Keaton, Brianne Robach		
Time Convened:	8:33 am	Time Adjourned:	10:25 am

Approval of Agenda			
Motion by:	Ryan VerWys	Support from:	Victoria Sluga
Discussion			
Amendments	Add Steering Council Orientation (#14)		
Conclusion	All in favor, motion passes.		
Approval of Minutes		December 16, 2022	
Motion by:	Ryan VerWys	Support from:	Adrienne Goodstal
Discussion			
Amendments	None		
Conclusion	All in favor, motion passes.		
Public Comment on Any Agenda Item			
Discussion			
None			
Approval of Consent Agenda			
Motion by:	Lindsey Reames	Support from:	Adrienne Goodstal
Discussion			
Conclusion	All in favor, motion passes.		
Petitions and Communications			
Discussion			
Data Analysis Committee has asked that the Data Quality workgroup re-engage to ensure consistent data quality and improvement. Courtney will discuss this with the HMIS System Administrator and noted that this highlights the need for full-time HMIS staff support.			
Executive Committee Election			
Discussion			
Nominating Committee presented a slate of nominees and called for additional nominations from the floor. Following three calls for nominations, the slate was closed and members voted digitally. (Karen Tiapkes left at 8:54am)			



STEERING COUNCIL MEETING MINUTES - **DRAFT**

January 20, 2023

8:30-10:30

Results: Chair – Casey Gordon, Vice Chair – Elizabeth Stoddard, Secretary – Adrienne Goodstal, Treasurer – Lauren VanKeulen, Member at Large - Ryan Kilpatrick.		
Action Items	Person Responsible	Deadline
Woda Cooper: Low-Income Housing Tax Credit (LIHTC) Project Overview		
Discussion		
Greg Mustric, of Woda Cooper, thanked Steering for their support of the Breton Grove project which was recently awarded tax credits. Woda Cooper is collaborating with Cherry Health to submit another proposal in April; they will present the site plan and request a letter of support in February.		
Action Items	Person Responsible	Deadline
Funding & Infrastructure: Proposed Budget		
Discussion		
Courtney Myers-Keaton, CoC Director, overviewed the proposed budget with revenue and expenses. A budget for YHDP staff and activities is being developed. Courtney indicated that she can work on a budget specific to Coordinated Entry funds. This budget is recommended by Finance Committee; a motion is not needed for approval. All in favor, budget is approved as presented. The budget will also be approved by United Way as part of the larger organization budget.		
Action Items	Person Responsible	Deadline
MSHDA HOME-ARP Funding		
Discussion		
Courtney shared that HOME-ARP funding for direct financial assistance will be allocated to The Salvation Army (TSA) with United Way (UW) as the fiduciary per MSHDA requirements. Funds will align with housing stability case management funding and will be disbursed the same as other prevention resources.		
Recently, additional MSHDA ESG-CV funds were allocated to TSA for prevention assistance. Additional funding from other sources may be coming; staff will keep Steering apprised of updates.		
Action Items	Person Responsible	Deadline
Update on Grand Rapids Chamber Public Health & Safety Letter to City Commission		
Discussion		
Courtney shared that there was a recent meeting with business leaders regarding current initiatives. In addition, the City of Grand Rapids Public Safety Committee identified ordinances in place and indicated that they do not plan to adopt new ordinances. Courtney anticipates continued education and engagement around solutions with the business and broader community.		
Action Items	Person Responsible	Deadline



STEERING COUNCIL MEETING MINUTES - **DRAFT**

January 20, 2023

8:30-10:30

Strategic Plan: 2023 Goals			
Discussion			
Courtney wants to re-engage with the strategic plan implementation team in coming weeks. She presented suggested priorities for the first 6 months of 2023.			
Action Items		Person Responsible	Deadline
Youth Homelessness Demonstration Program Update			
Discussion			
Courtney provided an update on recent and upcoming activities to create a coordinated community plan to end youth homelessness in Kent County. Youth Action Board (YAB) has been heavily involved and will review projects submitted during the local funding competition.			
Action Items		Person Responsible	Deadline
Point In Time (PIT) Count Update			
Discussion			
Brienne Robach indicated that the annual Point In Time (PIT) Count will be held the night of Wednesday, January 25. She overviewed strategies developed to ensure a robust count, particularly of those experiencing unsheltered homelessness on that night.			
Action Items		Person Responsible	Deadline
Other Matters from Steering Council members			
Discussion			
Steering Council Orientation and Brief will be held in-person in February. Regular meetings will be held in-person once a quarter in person starting in March. The meeting time may change in the future to remove barriers to attendance.			
Lindsey Reames shared that Grand Rapids Housing Commission released an RFP for Project-Based Vouchers. Details are on their website; connect with Lindsey with questions.			
Public Comment on Any Item			
Discussion			
None			
Adjourn			
Motion by:	Adrienne Goodstal	Support from:	Elizabeth Stoddard



GRAND RAPIDS/WYOMING/KENT COUNTY
STEERING COUNCIL ANNUAL CALENDAR
Updated November 2021

January

Steering Council Orientation
Executive Officer Elections
Point in Time Count
Draft Budget Presentation
Steering Council Annual Conflict of Interest
Forms Completed
Strategic Plan: Review of Q4 Rocks and
Introduction of Q1 Rocks

February

City of Grand Rapids Emergency Solutions Grant
Application
Reallocation Discussion
Budget Approval

March

Data Quality Committee Report
CoC and ESG Mid-Term Monitoring

April

LIHTC Developer Presentations to Steering
(October Round)
Point in Time Count Submitted to HUD
Budget Review
Strategic Plan: Review of Q1 Rocks and
Introduction of Q2 Rocks

May

Nominating Committee forms

June

Steering Council Funding Process Review
Governance Charter Recommended Changes to
CoC membership
Open Call for New CoC Members
PIT Data Released

July

NAEH Annual Conference
Strategic Plan: Review of Q2 Rocks and
Introduction of Q3 Rocks

August

HUD CoC Program Funding Vote (Anticipated)
System Performance Measures Reported to CoC
CoC, Fiduciary, HARA MOU for ESG Execution

September

MSHDA Emergency Solutions Grant Application
HUD CoC Program Application Due (Anticipated)
PIT Planning Begins

October

LIHTC Developer Presentations to Steering
(April Round)
Governance Charter Review, including Fiduciary
MOU
Strategic Plan: Review of Q3 Rocks and
Introduction of Q4 Rocks

November

Staff Evaluations Initiated by Fiduciary

December

Steering Council elections (at CoC meeting)
Staff Evaluations Concluded by Fiduciary
Budget Preparation Begins
Strategic Plan: Review & Update Annual
Priorities

ESG Financial Assistance Report

Recipient/Subrecipient	Grant Term	Total Grant Amount	Direct Financial Assistance Amount	Activities Funded	% of Grant Term Complete	Total Amount Spent	% Spent	Planned # of Households Served	# of Households Served Grant Term to Date	Special Population(s) Served	Data Reported as of
MSHDA*											
ESG - Community Rebuilders	10/1/2021 - 2/28/2023	\$53,290	\$53,290	RRH	75%	\$53,290.00	100%	not currently available	not currently collected		9/30/2022
ESG - ICCF	10/1/2021 - 2/28/2023	\$128,834	\$78,000	RRH	56%	\$73,528.32	57%	not currently available	not currently collected		6/30/2022
ESG - Pine Rest	10/1/2021 - 2/28/2023	\$48,600	\$0	Outreach	75%	\$40,668.89	84%	not currently available	not currently collected		9/30/2022
ESG - The Salvation Army	10/1/2021 - 2/28/2023	\$209,365	\$37,990	Outreach, RRH, Prevention	56%	\$81,394.82	39%	not currently available	not currently collected		6/30/2022
ESG-CV - Community Rebuilders	1/1/2021 - 2/28/2023	\$234,532	\$149,156	RRH	79%	\$204,208	87%	not currently available	not currently collected		8/31/2022
ESG-CV - Family Promise	1/1/2021 - 2/28/2023	\$1,215,131	\$0	Shelter	79%	\$1,215,131	100%	not currently available	not currently collected	Families	8/31/2022
ESG-CV Mel Trotter	1/1/2021 - 2/28/2023	\$54,200	\$0	Shelter	79%	\$54,200.47	100%	not currently available	not currently collected		8/31/2022
ESG-CV - Pine Rest	1/1/2021 - 2/28/2023	\$56,700	\$0	Outreach	79%	\$56,700.00	100%	not currently available	not currently collected		8/31/2022
ESG-CV - The Salvation Army	1/1/2021 - 2/28/2023	\$153,044	\$89,927	Prevention, RRH	79%	\$153,043.95	100%	not currently available	not currently collected		8/31/2022
ESG - ICCF	10/1/2022- 9/30/2023	\$133,334	\$84,700	RRH			0%	not currently available	not currently collected		no reporting yet
ESG - Pine Rest	10/1/2022- 9/30/2023	\$100,409	\$0	Outreach			0%	not currently available	not currently collected		no reporting yet
ESG - The Salvation Army	10/1/2022- 9/30/2023	\$190,883	\$38,000	RRH, Prevention			0%	not currently available	not currently collected		no reporting yet
City of Grand Rapids**											
ESG - The Salvation Army	7/1/2022 - 6/30/2023	\$295,902	\$255,069	Rapid Re-housing	50%	117,501	40%	40	26		12/31/2022
Kent County***											
ESG-CV	4/01/20 - 9/30/23	\$1,511,168	\$1,427,182	Prevention/ Hotel/Motel	78%	\$1,009,206.58	67%	231	158		12/31/2022
ESG 21	7/01/21 - 6/30/23	\$148,422	\$137,291	Prevention	75%	\$2,683.20	2%	100	0		12/31/2022

Recipient/Subrecipient	Grant Term	Total Grant Amount	Direct Financial Assistance Amount	Activities Funded	% of Grant Term Complete	Total Amount Spent	% Spent	Planned # of Households Served	# of Households Served Grant Term to Date	Special Population(s) Served	Data Reported as of
Kent County***											
ESG 22	7/01/22 - 6/30/24	\$148,716	\$137,563	Prevention/HMIS Support	25%	\$167.00	0%	100	0		12/31/2022

Notes

*MSHDA reports are submitted quarterly. Grant amendments are in progress and UW Finance Team is currently short staffed so Q3 numbers are not yet available. Team is working to get reporting up to date.

*Some MSHDA ESG-CV amounts are anticipated to change in the coming months. Additional \$50k awarded but not yet shown here.

**City of Grand Rapids payment requests and reports are due monthly.

***Kent County's data reported quarterly. The direct assistance portions have been fully committed to programing through subrecipients for all ESG grants, the remaining grant amount has been held for Kent County administrative expenses associated with each grant. Kent County will be using an subrecipient application process to program the ESG 2023 grant expected from HUD in July 2023. Proposals will be due in late March or Mid-April, depending on when our ESG application is published.



**Grand Rapids/Wyoming/Kent County CoC – MI 506
Steering Council Initiative Reporting – February 2023**

Coordinated Entry Committee –

- The committee is currently meeting monthly.
- The recently elected slate of officers are Brian Bruce as chair, Tammy Vincent as vice-chair, and Zenaida Jimenez as secretary.
- Family shelter dashboards have been added as a standing item to meeting agendas and there has been discussion on how to regular report data on single adults as well.
- The committee continues to discuss changes needed to the Coordinated Entry policy based on the results of a self-assessment using HUD's tool. Next steps include the creation of a small group to develop Marketing and Limited English Proficiency plans and the re-engagement of the Family Functional Zero Domestic Violence workgroup to discuss the integration between Coordinated Entry and victim service providers.

Family Functional Zero –

- The committee has not met in the last few months.

Youth Action Board --

- The Youth Action Board has spent the last two months building membership and jumping into YHDP education and action. YAB members have attended the last two in-person YHDP Sessions and have been providing their feedback and input on the needs of youth in our community who are currently experiencing housing instability. The YAB recently began to focus on Recruitment and Retention and will spend the upcoming month creating a new governance structure and identifying ways to diversify YAB membership.

Continuum of Care Grant Financial Status

As of November 30, 2022

Grant	Grant Award Amount	Total Projected Expenses	Overspent or (Underspent)	Grant Year End Date	Notes
HWMUW (Match)	\$ 17,000	\$ 13,569	\$ (3,431)	6/30/2023	Non-personnel expenses have not yet been fully forecasted
MSHDA ESF 2021	\$ 207,049	\$ 182,720	\$ (24,329)	4/30/2023	MSHA extended due date
MSHDA ESM & ESM 02	\$ 258,000	\$ 115,903	\$ (142,097)	2/28/2023	MSHDA extended due date
MSHDA EHV	\$ 174,000	\$ 33,645	\$ (140,355)	9/30/2023	Partners challenged with spending grant out
MSHDA CV	\$ 1,763,699	\$ 1,763,699	\$ (0)	12/31/2022	Recently awarded another \$50,000 not yet reflected here
City of GR CDBG (Match)	\$ 20,000	\$ 12,906	\$ (7,094)	6/30/2023	Non-personnel expenses have not yet been fully forecasted
City of Wyoming CDBG (Match)	\$ 5,000	\$ 4,643	\$ (357)	6/30/2023	
HUD Planning 11.30.22	\$ 206,850	\$ 206,850	\$ 0	11/30/2022	
Kent County CUNP 12.31.23 (Match)	\$ 20,000	\$ 14,921	\$ (5,079)	12/31/22	Underspend here offset with overspend in City of GR CDBG grant ended 6.30.22
HMIS, Salvation Army 11.30.22	\$ 77,458	\$ 77,458	\$ -	11/30/2022	
Frey Foundation (CoC Transition)	\$ 75,000	\$ -	\$ (75,000)		One time award for CoC transition costs

Total	\$ 2,824,056	\$ 2,426,313	\$ (397,743)
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CoC Fund Balance

Fund Balance @ 6/30/20

\$ -

Add:

HWMUW grant fye 6.30.21 (not spent)	6,600
Mission Matters - Strategic planning	(4,000)
Comm Solutions Int'l income	1,000
CoC Fund Balance 6/30/22	\$ 3,600

NPTA remaining

100

CoC Fund Balance 7/30/22

\$ 3,700



WODA COOPER COMPANIES

614.396.3200
www.wodagroup.com

500 South Front St
10th Floor
Columbus, Ohio 43215

February 10, 2023

Lauren VanKeulen
Grand Rapids Area Coalition to End Homelessness
118 Commerce Ave. SW
Grand Rapids, Michigan 49503

Re: Shea Ravines
Permanent Supportive Housing CoC Letter of Intent

Dear Ms. VanKeulen:

I am pleased to present this letter of intent (“LOI”) to the Grand Rapids Area Coalition to End Homelessness. Woda Cooper Development, Inc. (“Woda Cooper”) is preparing to submit a Low-Income Housing Tax Credit application to MSHDA for the April 3, 2023 application round. Cherry Health will be an owner and partner in the development. Our company is also working with Community Rebuilders to provide supportive services for this development. As you may know, Woda Cooper and its affiliates are experienced developers, general contractors, and property managers specializing in the design, construction, and management of affordable multi-family apartments, senior communities, and single-family homes. Considered leading experts in the affordable housing industry, the Woda Cooper team is known for producing and maintaining high quality affordable housing. Woda Cooper has developed and currently manages more than 375 communities and 16,000 units, operating in 16 states.

Woda Cooper is also experienced in developing, owning, and managing permanent supportive housing communities. Currently, Woda Cooper has 23 properties which include 227 permanent supportive housing units. Woda Cooper is also experienced with Section 811 Rental Assistance and has 28 properties and 164 units with Section 811 Rental Assistance. Our company provides residents with supportive services through partnerships with local non-profits and service providers. Most recently in Michigan, Woda Cooper developed two Permanent Supportive Housing communities in Michigan named Brookside Commons and Grand View Place. Three additional PSH communities (Edison Crossing, Breton Grove, and Shea Ravines) are either under construction or in the pre-construction phases. See the below bullet points with basic information about the projects:

- **Brookside Commons** is located at 4155 Sprucewood Drive, Traverse City, Michigan 49685. The community includes 9 apartment buildings and 72 units of which 26 are designated permanent supportive housing units. Goodwill Industries is the lead agency. The permanent supportive housing units assist victims/families of domestic violence, persons with HIV/Aids, mental health diagnosis and/or young adults who are physically disabled.
- **Grand View Place** is located at 936 Front Ave NW, Grand Rapids, Michigan 49504. The community includes one 4-story building with 68 units of which there are 21 permanent supportive housing units targeted to homeless veterans and the chronically homeless.

OFFICES LOCATED IN GEORGIA, INDIANA, KENTUCKY, MARYLAND, MICHIGAN, NORTH CAROLINA, OHIO, AND VIRGINIA.

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- **Edison Crossing** is located at 110 Northbound Gratiot Ave., Mount Clemens, Michigan 48043. The community includes 1 apartment building and 30 units of which 11 are designated permanent supportive housing units. Macomb County Homeless Coalition is the lead agency. The permanent supportive housing units assist the Top 10% of Continuum of Care's Prioritization List and Households of Chronically Homeless.
- **Breton Grove** is located at 2400 43rd Street SE in Grand Rapids, Michigan 49508. The community includes 1 four-story apartment building with 55 LIHTC units of which 20 are designated PSH units. Community Rebuilders is the lead agency. The PSH housing units assist the Top 10% of Continuum of Care's Prioritization List and Households of Chronically Homeless.
- **Shea Ravines** is located at 2450 43rd Street SE in Grand Rapids, Michigan 49508. The community includes 1 four-story apartment building with 35 LIHTC units of which 13 are designated PSH units. Community Rebuilders is the lead agency. The PSH housing units assist the Top 10% of Continuum of Care's Prioritization List and Households of Chronically Homeless.

According to your Letter of Support Policy, this LOI must: address the MSHDA-identified content, detail how vacancies will be filled, and describe how the project supports the CoC's plan to end homelessness and the current strategic goals. Woda Cooper has addressed each requirement below:

- Project overview
 - Woda Cooper proposes the development of a 56-unit general occupancy and Permanent Supportive Housing development in a highly walkable neighborhood. The development will consist of one elevator served building adjacent to Cherry Health Federally Qualified Health Center ("FQHC") located at 2929 Burlingame Ave. SW, Wyoming, MI 49509. The units will consist of a combination of one and two-bedroom units located on all levels of the midrise three-story building. Community space along with restrooms will be provided along with supportive services offices and a property management office. Tenants will pay water, sewer, electric for lighting, cooking, and air conditioning as well as gas for heat and hot water plus any charges for telephone, cable television, or internet. The Owner will pay for trash collection. Gross rents will remain affordable to households for thirty years beyond the fifteen-year compliance period. The development anticipates 20 Section 8 Project-Based Vouchers. The Owner will pay for all utilities on PSH units per MSHDA guidelines.
- Identification of the development team
 - Project Owner: Shea Ravines Limited Dividend Housing Association Limited Partnership
 - Project Sponsor: The Woda Group, Inc.
 - Developer: Woda Cooper Development, Inc.
 - Co-Developer and Service Provider: Cherry Health
 - Architect: Hooker DeJong, Inc.
 - Contractor: Woda Construction, Inc.
 - Property Manager: Woda Management & Real Estate, LLC
 - Lead Agency: Community Rebuilders
- Total number of units

- 56 units
- Total number of PSH units
 - 20 units
- Targeted population
 - The 20 PSH units will be set aside for the Top 10% of Continuum of Care's Prioritization List and Households of Chronically Homeless.
- Bedroom mix of the proposed PSH units
 - 40 - 1 Bedroom/1bath
 - 16 - 2 Bedroom/1bath
- Location of the development
 - Shea Ravines will be adjacent to the Cherry Health FQHC located at 2929 Burlingame Ave. SW, Wyoming, MI 49509 and consist of 1 building in the Burlingame Ave. SW and 28th Street SW corridor of Wyoming, Michigan. This area includes many retail, community and service employment opportunities as well as public transportation options that will connect residents with the wider metropolitan area.
- Proposed services and amenities
 - The Shea Ravines unit amenities will include microwaves, dishwashers, frost-free refrigerators, garbage disposals, central air conditioning, as well as energy efficient "green" features such as abundant insulation, energy efficient windows and Energy Star appliances (if available). It is expected that the property will qualify for Enterprise Green Communities Plus or similar certification. Shea Ravines will have access to a variety of community amenities, including a community space with a kitchenette, sitting areas with a television, a laundry room, a property manager's office, support-services offices, and a children's play area.
 - The property will provide permanent supportive housing. Community Rebuilders will provide on-site supportive services and coordinate the provision of other supportive services through MOUs with local service agencies. Supportive services will include:
 - Initial assessments
 - Completing Support Service Plans
 - Providing tenants with referrals and linkages to appropriate services
 - Tenant screening and selection
 - Coordinating on-site supportive services
 - Behavioral health services
 - Financial management and budget counseling
 - Linkages to benefits counseling
 - Linkage to employment training and services
 - Job training
 - Linkage to literacy services when necessary
 - Assistance with obtaining transportation and training in use of public transportation
 - Developing relationships with partner service agencies
 - Encouraging positive community interaction between neighbors
 - Fostering a positive relationship between property management and tenants
 - Encouraging resident participation in appropriate services



- Coordinating onsite activities for tenants in the community/supportive service room
 - Coordinating a Tenant Led Advisory Council for all residents in conjunction with Woda Management and Real Estate, LLC.
 - Health related services
- In addition to the onsite Community Rebuilders staff, Woda Cooper also maintains an onsite community manager to oversee leasing and property management and assist the entire community of residents. The Woda Cooper community manager is available to assist the nonveteran residents in finding supports such as Meals on Wheels, dial a ride, job referrals and medical care, etc.
- Provide details regarding how vacancies will be filled
 - Vacancies will be filled with wait list provided in coordination with HARA (Salvation Army) and Community Rebuilders.
- Provide details on how the project supports the CoC's plan to end homelessness and current strategic plan goals.
 - This project supports current goals of the CoC to develop and provide more permanent support housing units for individuals and families experiencing chronic homelessness in Kent County.
 - The leadership of Wyoming has identified affordable housing and ending Homelessness as a priority initiative. Woda Cooper will utilize their resources (financial and human) in cooperation with Community Rebuilders and the Woda Cooper management team to help accomplish the CoC and City strategic goals to end homelessness. Woda Cooper already has an existing partner relationship with Community Rebuilders and will rely on their team to advise/aid the Woda Cooper team as needed.

If you require any additional information, please do not hesitate to reach out to me at gmustric@wodagroup.com or 614-396-3222.

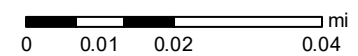
Sincerely,

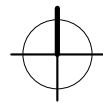
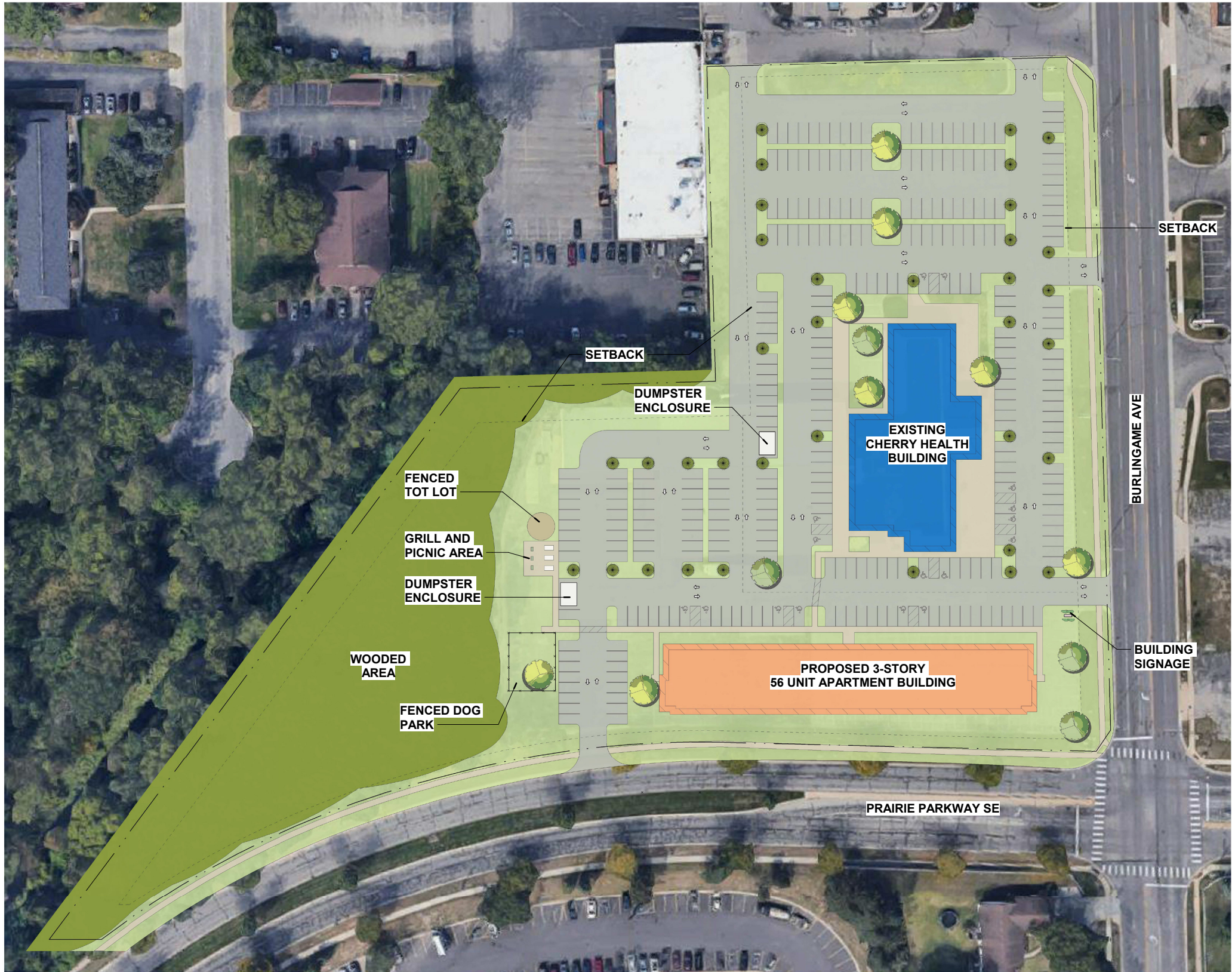
WODA COOPER COMPANIES, INC.

Gregory Mustric

Gregory Mustric
Vice President

Cherry Health Site





CONCEPTUAL SITE PLAN | 2



RAPID REHOUSING SERVICE STANDARDS

OVERVIEW

Rapid re-housing is an intervention designed to help individuals and families to quickly exit homelessness, return to housing in the community, and not become homeless again in the near term.

The three core components of a rapid re-housing program are: housing identification, move-in and rent assistance, and rapid re-housing case management and services. ¹

Programs proposing to provide rapid re-housing services within the Continuum of Care are expected to align their policies and procedures with the standards outlined within this document.

ELIGIBILITY REQUIREMENTS

- Programs offering rapid re-housing programs shall utilize the coordinated assessment system for all program referrals.
- In the coordinated assessment/central intake process, all households will be assessed and prioritized using a standard tool. Households who are literally homeless (HUD definition category 1) and have a high level of acuity will receive priority for referral to rapid re-housing.
 - No participants will be denied a referral based on no or too low of income, or poor credit history.

Core Component Program Standards

While a household that is rapidly rehoused is not required to utilize all three core components, a rapid re-housing program must offer program participants all three core components: housing identification, move-in and rent assistance, and rapid re-housing case management and services. The core components can be provided by a single agency or in partnership with other agencies and still meet these program standards.

1. Housing Identification

Housing Identification is the first core component of rapid re-housing, the goal of which is to find housing for program participants quickly. Activities under this core component include recruiting landlords with

¹ This document has been adapted from the National Alliance to End Homelessness' document *Rapid Rehousing Performance Benchmarks and Program Standards* which was based on what are currently considered promising practices by the National Alliance to End Homelessness, the U.S. Department of Veteran Affairs (VA), the U.S. Department of Housing and Urban Development (HUD), U.S. Interagency Council on Homelessness (USICH), federal technical assistance providers, and nationally recognized, high-performing rapid re-housing providers. Continuums of Care are required to develop standards locally for providers that include who receives rapid re-housing and how much rent a participant is required to pay.

units in the communities and neighborhoods where program participants want to live and negotiating with landlords to help program participants access housing.

Principles

- Within the limits of the participant's anticipated income, a rapid re-housing program should have the ability to help households access units that are desirable and sustainable—those that are in neighborhoods where they want to live in, that have access to transportation, are close to employment, and that ~~are safe~~ pass habitability or Housing Quality Standards.
- Housing identification efforts should be designed and implemented to actively recruit and retain landlords and housing managers willing to rent to program participants who may otherwise fail to pass typical tenant screening criteria.
- Critical to the formation of landlord-program relationship is the recognition of the landlord as a vital partner. The RRH provider must be responsive to landlords to preserve and develop those partnerships for the purposes future housing placements.

Housing Identification Program Standards

H1. Program has a mechanism by which landlords are identified, recruited and encouraged to rent to homeless households served by the program. Staff have the knowledge, skills, and agency resources to: understand landlords' perspectives, understand landlord and tenant rights and responsibilities, and negotiate landlord supports.

H2. Staff are trained on housing identification, housing inspection, landlord tenant rights and responsibilities, and other core competencies as well as the wider array of housing assistance available within a community. Program has routine ways to onboard new staff and to keep staff regularly updated on new strategies, policies, and housing assistance options in the community.

H3. Program has written policies and procedures for landlord recruitment activities, including screening out potential landlord partners who have a history of poor compliance with their legal responsibilities and fair housing practices.

H4. Program offers a standard, basic level of support to all landlords who lease to program participants. This support is clearly communicated to landlords. Program can negotiate additional supports, as needed, on a case-by-case basis. At a minimum, this policy specifies that program staff:

H4a. Seek to resolve conflicts around lease requirements, complaints by other tenants, and timely rent payments; and

H4b. Whenever possible, negotiate move-out terms and assist the person/household to quickly locate and move into another unit without an eviction (see Rapid Re-Housing Case Management Program Standard C15.).

H5. Program has a written policy requiring staff to explain to participants basic landlord-tenant rights and responsibilities and the requirements of their specific lease.

2. Rent and Move-In Assistance

Rent and Move-In Assistance is the second core component of rapid re-housing, the goal of which is to provide short-term help to households so they can pay for housing. Activities under this core component include paying for security deposits, move-in expenses, rent, and utilities.

Principles

- Rent and move-in assistance should be flexible and tailored to the varying and changing needs of a household while providing the assistance necessary for households to move immediately out of homelessness and to stabilize in permanent housing.
- A rapid re-housing program should make efforts to maximize the number of households it is able to serve by providing households with the financial assistance in a progressive manner, providing only the assistance necessary to stabilize in permanent housing.

Rent and Move-In Assistance Program Standards

R1. Program staff are trained on regulatory requirements of all rapid re-housing funding streams and on the ethical use and application of a program's financial assistance policies, including, but not limited to initial and ongoing eligibility criteria, program requirements, and assistance maximums. Program has a routine way to onboard new staff and to keep staff regularly updated on changing regulations and/or program policies.

R2. Programs utilize the principles of progressive engagement in determining rental assistance needs. Guidelines are flexible enough to respond to the varied and changing needs of program participants, including participants with zero income.

R3. Programs may require participants to pay part of their income towards rent. This should be clearly defined in the program's policies and procedures and explained to the participant at the time of program intake or orientation.

R4. Program issues checks quickly and on time and has the capacity to track payments to landlords and other vendors.

R5. The transition off financial assistance is coordinated with case management efforts to assist program participants to assume and sustain their housing costs (see Rapid Re-Housing Case Management and Services Program Standards C18.-C20., C24.).

3. Rapid Re-Housing Case Management and Services

Rapid re-housing case management and services is the third core component of rapid re-housing. The goals of rapid re-housing case management is to help participants obtain and move into permanent housing, support participants to stabilize in housing, and connect them to community and mainstream services and supports if needed.

Principles

- Rapid re-housing case management should be client-driven. Case managers should actively engage participants in voluntary case management and service participation by creating an environment in which the participant is driving the case planning and goal-setting based on what they want from the program and services, rather than on what the case manager decides they need to do to be successful.

- Rapid re-housing case management should be flexible in intensity—offering only essential assistance until or unless the participant demonstrates the need for or requests additional help. The intensity and duration of case management is based on the needs of individual households and may lessen or increase over time.
- Rapid re-housing case management uses a strengths-based approach to empower clients. Case managers identify the inherent strengths of a person or family instead of diagnoses or deficits, then build on those strengths to empower the household to succeed.
- Rapid re-housing program case management reflects the short-term nature of the rapid rehousing assistance. It focuses on housing retention and helping a household build a support network outside of the program. It connects the participant with community resources and service options, such as legal services, health care, vocational assistance, transportation, child care, and other forms of assistance, that continue beyond participation in the rapid re-housing program.

Rapid Re-Housing Case Management and Services Program Standards

- C1. Case manager's job descriptions direct case managers to focus on housing and to use strengths based practices focused on participant engagement and meeting the unique needs of each household.
- C2. Case managers are trained on rapid re-housing case management strategies and related evidence-based practices as well as program policies and community resources. Additionally, a program has a regular process for onboarding new staff and regularly updating the training of current staff.
- C3. Except where dictated by the funder, program participants direct when, where, and how often case management meetings occur.
- C4. Case managers respect a program participant's home as their own, scheduling appointments ahead of time, only entering when invited in, and respecting the program participant's personal property and wishes while in their home.
- C5. Services offered by a program have voluntary participation. Programs should seek participant input in determining the type and design of services that are offered in the program to ensure the program is meeting participant need and not providing unnecessary services.
- C6. Program has clearly defined relationships with employment and income programs that it can connect program participants to when appropriate.
- C7. Program has clearly defined policies and objective standards for when case management should continue and end. These guidelines are flexible enough to respond to the varied and changing needs of program participants. In instances where cases are continued outside of these defined policies and objective standards, there is a review and approval process.
- C8. Assessments completed prior to housing are strengths based, limited, and focus on those things necessary to support health and safety and resolve the housing crisis as quickly as possible.
- C9. Program has resources and/or be able to connect participants to community resources that help participants: resolve or navigate tenant problems (like rental and utility arrears or multiple evictions) that landlords may screen for on rental applications; obtain necessary documentation such as identification;

prepare participants for successful tenancy by reviewing lease provisions; and support other move-in activities such as providing furniture.

C10. Programs offers basic tenancy skills learning opportunities which can include instruction or guidance on basic landlord-tenant rights and responsibilities, requirements and prohibitions of a lease, and meeting minimum expectations for care of the housing unit, such as not causing damage.

C11. Program staff work directly with the participant and landlord to resolve tenancy issues without threatening the participant's tenancy. Program works quickly to mediate the situation, encouraging a strong and healthy landlord and tenant relationship that can continue following the participant's exit from the program.

C12. When necessary, case managers help participants avoid evictions before they happen, and maintain a positive relationship with the landlord.

C13. Housing plans focus on how program participants can maintain a lease and address barriers to housing retention, including maximizing their ability to pay rent; improving understanding of landlord/tenant rights and responsibilities; and addressing other issues that have, in the past, resulted in housing crisis or housing loss. Plans account for participant preferences/choices, and include only goals created with and agreed to by the participant.

C14. Case managers make referrals to appropriate community and mainstream resources, including, but not limited to income supplements/benefits (TANF, Food Stamps/SNAP, etc.), non-cash supports (healthcare, food supports, etc.), legal assistance, credit counseling, and subsidized childcare. A participant may choose not to follow up on or participate in any referred services or programs.

C15. As rapid re-housing assistance is short-term, case managers pay particular attention to participants' incomes moving forward. Though income is not a requirement at the beginning of a program, case managers help participants review their budgets, including income and spending, to make decisions about reducing expenses and increasing income.

C16. Case managers work with participants to identify pathways for increasing earned income, including participating in mainstream and community employment support programs as well as using a program's own employer connections.

C17. If necessary, participants are assisted in identifying existing familial and personal connections that can help them maintain housing by providing supports such as child care, transportation, etc. Participants may choose not to engage in this process.

C18. When closing a case, case managers provide information to participants about how they can access assistance from the program again if needed and what kind of follow-up assistance may be available. In instances when a participant is at imminent risk of returning to homelessness, program has the capacity to either directly intervene or provide referral to another prevention resource.

Program Philosophy and Design

Beyond ending homelessness for individual households, rapid re-housing plays a key role in ending homelessness overall. To do so effectively and efficiently, a program must coordinate with the broader

homeless system, not screen out large portions of the homeless population, and have a commitment to a Housing First approach.

Principles

- In order to identify, engage, and assist as many households experiencing homelessness as possible, a program should coordinate and fully participate with the broader homeless assistance system.
- Rapid re-housing is an intervention designed for and flexible enough to serve anyone not able to exit homelessness on their own. Rapid re-housing programs should not attempt to screen out households based on a score on an assessment tool or criteria that are assumed, but not shown, to predict successful outcomes, such as a minimum income threshold, employment, absence of a criminal history, evidence of “motivation,” etc.
- Rapid re-housing participants should have all the rights and responsibilities of typical tenants and should sign a standard lease agreement.

Program Philosophy and Design Standards

P1. Program staff are trained on the principles of Housing First and oriented to the basic program philosophy of rapid re-housing. Program has routine way of onboarding new staff that includes training on Housing First and rapid re-housing principles.

P2. Program uses the standards included in this document (or other similar standards) as the basis for training and supervising staff.

P3. Program has well-defined and written screening processes that use consistent and transparent decision criteria. Criteria do not include screening possible participants out for income or lack thereof.

P4. Eligibility criteria for the program do not include a period of sobriety, a commitment to participation in treatment, or any other criteria designed to “predict” long-term housing stability other than willingness to engage the program and work on a self-directed housing plan.

P5. Disabilities are only assessed insofar as they may be a direct factor causing past housing instability or loss and when related to the participant’s ability to obtain a disability-specific benefit, service, or accessible unit.

P6. Leases for program participants are legally binding, written leases. Leases with additional requirements, such as drug testing or program participation, are not allowed.

P7. Program participates in the local community’s Homeless Management Information System (HMIS) meaning they collect all required data standards and take steps to ensure quality data entry.

P8. Program participates in and accepts referrals from the local coordinated entry system and participates in efforts to improve the efficiency and quality of referrals when necessary.

P9. Program has an ongoing performance improvement process that includes evaluation of participant outcomes and participant feedback. The performance benchmarks and standards in this document provide a framework for performance evaluation and performance improvement efforts.



RAPID RE-HOUSING PERFORMANCE BENCHMARKS

This document provides details on performance benchmarks that would qualify a program as effective. These benchmarks are accompanied by qualitative program standards for each of the rapid re-housing core components that are likely to help a program meet the performance benchmarks.

Performance Benchmarks

Ultimately the effectiveness of a rapid re-housing program is determined based on a program's ability to accomplish the model's three primary goals:

- Reduce the length of time program participants spend homeless,
- Exit households to permanent housing, and
- Limit returns to homelessness within a year of program exit.

Benchmarks for performance on the above outcomes are detailed below. When examining a program's ability to meet the benchmarks, it is important to remember that rapid re-housing is a Housing First intervention, meaning, among other things, that programs should not be screening out households based on criteria that are assumed to predict successful outcomes, such as income, employment, criminal history, mental health history, medical history, or evidence of "motivation." The benchmarks detailed below are based on performance data of programs that do not screen households out on the basis of the above barriers. Programs assisting individuals and families with high housing barriers are able to achieve these outcomes. It should also be noted that one of the program standards is that a program does not screen out households on the basis of the above barriers, so a program that met the performance benchmark, would still not meet the accompanying program standards if it was screening out households for those reasons. It may be necessary for rapid re-housing programs to have some prevention capacity to serve high barrier households after placement. It is a possibility that some households that are rapid re-housed will need periodic support to avoid a return to homelessness.

While programs should strive for these benchmarks, funders can use performance on these benchmarks as an opportunity to assess relative effectiveness between programs and to undertake performance improvement efforts, including assessing barriers to better performance and performance improvement planning. The performance benchmarks also provide a baseline from which funders can establish performance improvement goals and performance-based contracting standards.

All of the below performance outcomes can be measured using data in the Homeless Management Information System (HMIS). As such, individual programs must be entering high quality data into HMIS. A rapid re-housing provider who is also a domestic violence provider would not participate in a community's

HMIS. Thus, in order to be able to calculate the performance benchmarks, that provider would be required to use an alternative, equivalent method that collects all of the necessary data points.

Programs that have not been operating for a year will not have sufficient data to meet all of the performance benchmarks, but these programs can meet the program standards, which are intended to design programs that do achieve the benchmarks and are detailed later in this document. Additionally, in the first several months of operations, providers may need time to bring operations to scale and reach full capacity.

Performance Benchmark #1: Reduce the length of time program participants spend homeless

The first goal of rapid re-housing is to reduce the amount of time individuals and families spend homeless. The primary opportunity for a rapid re-housing program to impact how much time a household spends homeless is the speed with which it is able to identify and help households access appropriate housing options.

For a program to meet this performance benchmark, households served by the program should move into permanent housing in an average of 30 days or less.

This measure is the average length of time between the date when an individual or family is identified as having entered a rapid re-housing program (HMIS rapid re-housing program entry date) to when they move into permanent housing (HMIS residential move-in date). This measure is only calculated for those households that move into a permanent housing destination and does not include those who have not yet moved in or move into a non-permanent housing destination.

$$\text{Average} = \frac{\text{Sum of number of days from program entry to move in date for all households}}{\text{Total number of households}}$$

Permanent housing may include private, unsubsidized housing; subsidized housing; permanent supportive housing; or housing shared with friends or family in a sustainable living situation (one that should not be categorized as “temporary”). Permanent housing does not include shelter, a transitional housing program, jail or prison, or a treatment facility.

Performance Benchmark #2: Permanent housing success rates

The second goal of a rapid re-housing program is to exit households to permanent housing in the community with or without a subsidy. A rapid re-housing program can impact permanent housing success through the combination of an appropriate housing placement, financial assistance, and effective case management and services (see Housing Identification, Rent and Move-In Assistance, and Rapid Re-Housing Case Management Program Standards)

For a program to meet this performance benchmark, at least 80 percent of households that exit a rapid re-housing program should exit to permanent housing.

This measure is calculated by taking the number of households who were in permanent housing when they exited the rapid re-housing program (HMIS rapid re-housing program exit date and destination at exit) and dividing by all of the households who exited the rapid re-housing program regardless of

destination over the same period of time. This figure should be calculated for households exiting the rapid re-housing program over the preceding 12 month period. A program working on performance improvement, may wish measure this for shorter intervals.

$$\text{Percent} = \left(\frac{\text{Total number of households exited to PH during a time period}}{\text{Total number of households that exited program during same time period}} \right) 100$$

Permanent housing may include private, unsubsidized housing; subsidized housing; permanent supportive housing; or housing shared with friends or family in a sustainable living situation (one that should not be categorized as “temporary”). Permanent housing does not include shelter, a transitional housing program, jail or prison, or a treatment.

Performance Benchmark #3: Returns to Homelessness

The third goal of a rapid re-housing program is to reduce the number of households returning to homelessness following soon after an exit from a rapid re-housing program. The primary opportunities for a rapid re-housing program to impact the success of a household in remaining housed is through the combination of securing appropriate housing and effective case management and services (see Housing Identification and Rapid Re-Housing Case Management Program Standards).

For a program to meet this performance benchmark, at least 85 percent of households that exit a rapid re-housing program to permanent housing should not become homeless again within a year.

This is typically measured by examining HMIS data from homeless programs across the entire community to determine whether people who successfully exit from the rapid re-housing program to permanent housing returned to homelessness, meaning an unsheltered location, emergency shelter, transitional housing, or a Safe Haven, within 12 months of exiting.

$$\text{Percent} = \left(\frac{\text{Total number of households who did NOT return to homelessness during time period}}{\text{Total number of households exited to permanent housing during the same time period}} \right) 100$$

Programs operating for less than a year will not be able to meet this benchmark. Additionally, to calculate this measure, programs must have access to homeless system data for all other programs in the community (open data system) or the ability to access an HMIS report from their community’s HMIS lead agency.

This measure of returns to homelessness tracks the percentage of households who do not experience a subsequent episode of homelessness. If a household receives some type of emergency or permanent housing assistance, but does not experience another episode of homelessness, then they should be considered a household that did not return to homelessness for the purpose of this performance benchmark. And, if a household moves from one permanent housing situation to another permanent housing situation or doubled up situation without another episode of homelessness in-between moves, it is also considered a household that did not return to homelessness for the purpose of this measure.

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