

**HOMELESS CONTINUUM OF CARE OF STARK COUNTY  
BOARD MEETING  
Tuesday, July 9, 2019  
9:30am at the Community Campus at Goodwill  
Meeting Minutes**

**Members Present**

Cheli Curran  
Lynne Dragomier  
Cathy Jennings  
Kim Kroh  
Danelle Lightner  
Rollin Seward  
Julie Sparks  
Shirene Starn-Tapyrik  
Shannon McMahon Williams

**Members Not Present**

John Aller  
JoAnn Breedlove  
Marty Chumney  
Captain John Gabbard  
Maria Heege  
Beverly Lewis  
Lisa Warden

**SHN**

Marcie Bragg

**Guests**

Jennifer Keaton  
Katie Kitchin (by phone)

**I. Welcome and Approval of May Meeting Minutes**

At 9:36 a.m., Marcie Bragg, Board Chair, called the meeting to order and welcomed everyone.

**Discussion:** Marcie addressed HCCSC Board members regarding the May meeting minutes. Cathy Jennings noted that the minutes list her as present at the meeting, although she was not. The Board agreed the minutes should be amended to reflect Cathy's absence.

**Motion:** Marcie requested a motion to approve the Homeless Continuum of Care of Stark County Board meeting minutes for the month of May as amended. Shirene moved to approve. Kim seconded and the motion was carried by a vote of all members present except Cathy Jennings and Shannon McMahon Williams, who abstained due to their absence from the meeting.

**a. Review or Approval of Minutes Based on Robert's Rules of Order**

Marcie shared that although the HCCSC Board members have typically abstained from voting on meeting minutes for any meetings they missed, this is not required according to Robert's Rules of Order, nor is it required by HCCSC by-laws. Therefore, Board members may provide a motion or a vote on meeting minutes for meetings they did not attend.

**b. Conflict of Interest Reminder**

Marcie reminded the Board members of the conflict of interest policy.

**II. Review and Discussion of Strategic Planning Workshops**

Katie Kitchin, consultant from Corporation for Supportive Housing (CSH) who co-led the local strategic planning workshop, joined the meeting by phone, and Board members introduced themselves.

Marcie provided a brief overview of the two-day workshop, noting the following details:

- There were 38 attendees, including 11 HCCSC Board members and three individuals with lived experience of homelessness.
- Attendees represented diverse areas of Stark County, various housing and service providers, and several different staff positions.

- The two days were led by CSH staff members Katie Kitchin and Mike Preston.
- Attendees were led through a series of exercises using the Department of Housing and Urban Development's (HUD's) Stella-Planning ("Stella-P") and Stella-Modeling ("Stella-M") tools, in which they discussed the current state of the homeless system and then envisioned the ideal state. Attendees were separated into groups representing different sub-populations: youth, families, single adults, veterans, and those experiencing chronic homelessness.
- Stark County is the first community to utilize the Stella-M tool, which HUD has not released.

Katie described both the Stella-P and Stella-M tools. She also described the work that the attendee groups completed to envision ideal pathways that clients in the homeless system would use in order to secure permanent housing, and how these pathways compared to actual current performance. She noted that the groups developed lists of priority actions that will help improve the homeless system. She reviewed the Stark County Strategic Plan Worksheet (see Attachment), the culminating document from the two-day workshop that presents several objectives for HCCSC with timelines, measures of success, and person(s) or organization(s) responsible. She and the Board discussed several areas of the Worksheet that she edited after the workshop ended, as well as areas that she believes could use further editing. She noted that she would highlight her changes and re-send the document to Marcie.

Much discussion followed regarding the need for affordable housing, including current and potential resources to increase Stark County's stock. Katie shared that CSH plans to hold a developer's workshop in September.

Board members complimented Katie and thanked her for CSH's work on the workshops, as well as Continuum members and other participants for the hard work they put into the planning and data.

Katie and Jennifer left the meeting at 10:20 a.m.

Marcie reviewed and the Board discussed the Stark County Strategic Plan Worksheet. Marcie shared her initial thoughts regarding other parties that could be responsible and potential next steps for several objectives. Shirene suggested reconvening the group of housing developers that had been convened once or twice while Jean Van Ness served as Continuum Board Chair in order to move forward with affordable housing, considering it was identified as a high priority item.

### **III. Update on FY2019 HUD CoC Competition**

HUD released the 2019 Continuum of Care (CoC) Notice of Funding Availability (NOFA) on Wednesday, July 3. The deadline is September 30. The full application packet will include the community's consolidated application, project priority listing, and Continuum of Care planning grant.

Marcie noted that the local competition is well underway. Applications were submitted by Friday, May 31. The Recipient Approval and Evaluation Committee met on June 10 and 11 to review applications and hear presentations from applicants. In collaboration with the committee, Stark Housing Network staff completed scoring sheets for all applicants, and the committee voted on which renewal projects to include in the local priority listing. Completed scoring sheets for all renewal projects were sent to their respective applicant organizations, and no reconsideration requests were received.

Scoring sheets for new and expansion projects have not been sent out because the NOFA had not been released. Now that the NOFA is out, Network staff will determine if the new and expansion project applicants are eligible according to HUD's standards and, if so, send out their scoring sheets and work to include them in the conditional priority listing.

Shannon McMahon Williams, Recipient Approval and Evaluation Committee chair, added a few points about the local competition. She shared that the committee added two new members: Bob Fernandez, retired from Stark County Family Court and a United Way volunteer, and Alyson Holland from Walsh University. She thanked Marcie and Melissa for scoring the applications quickly enough that the committee could review the results early this year and help to troubleshoot. The committee is open to feedback about the presentation process.

One board member commented that applicant organizations are curious when they can begin inputting their information into e-snaps, HUD's electronic grants management system.

#### **IV. Old Business**

There was no old business to discuss.

#### **V. New Business**

##### **a. Safety and Location of Housing**

Cheli Curran left the meeting at 10:57 a.m.

Julie Sparks led a discussion about two properties in ICAN Housing's permanent supportive housing portfolio in a highly criminal area, which the organization plans to remove one of the properties from its inventory soon. ICAN Housing will work to transfer existing participants to other permanent supportive housing units according to HCCSC's transfer policy. The location is not helping to support program participants to get healthy.

Julie also discussed ICAN Housing's plan to convert Cherry Grove from 10 shared permanent supportive housing units to 20 single units, which would include updates to and an addition on the current building. Although this property is also not always safe, she hopes that the updates, especially the non-shared units, will help diversify the population living there.

Cathy Jennings commented that YWCA properties often struggle with criminal and/or generally negative influences around them. Captain John Gabbard and his team from the Canton City Police Department have been very helpful in providing data to YWCA to help them make decisions.

#### **VI. Adjournment**

There being no further business, the meeting was adjourned at 11:16 a.m.



Stark County Strategic Plan Worksheet

Cross-Cutting Objectives

Action Area	Objective	Policy, Funding, or Practice Change?	Timeline and Measure of Success	Person(s) or Organization(s) Responsible
Affordable Housing: Increase Supply of Safe, Quality Affordable Housing in Stark County	<ol style="list-style-type: none"> <li>Partner with City and County to leverage CDBG funding to improve safety and quality of existing affordable housing units. Educate landlords on how to access funding.</li> <li>Create a set-aside in new developments and/or developer fee to establish a Stark County Housing Trust that will increase quality affordable housing units in the County.</li> <li>Inventory current affordable housing units.</li> </ol>	Funding, Policy, and Practice	<ul style="list-style-type: none"> <li>Increase exits to mainstream affordable housing units by 5% per year beginning in 2020.</li> <li>100 affordable units are preserved or created each year beginning in 2020.</li> <li>Inventory is available and accessible by 2020. (Note: OHFA has a published list of affordable units by County)</li> </ul>	Community collaboration including Stark Housing Network, CoC Board and providers, County and entitlement cities, banks, land bank, Habitat for Humanity, health department, SMHA.
Data and Accountability	<ol style="list-style-type: none"> <li>Increase capacity and use of data to improve system responses including data entry and extraction.</li> </ol>	Policy and Practice	<ul style="list-style-type: none"> <li>Incorporation of additional benchmarks</li> <li>Production of at least annual dashboard reports to the community.</li> </ul>	HMIS lead agency, CoC providers.
Enhanced Supportive Services in PSH	<ol style="list-style-type: none"> <li>Ensure funding is available through Medicaid and local MHRS board to adequately staff high need tenants at fidelity level (10-15:1).</li> <li>Provide training to case managers and peer support staff to increase/improve tenancy skills to avoid evictions.</li> </ol>	Funding and Practice	<ul style="list-style-type: none"> <li>Funding increases by 2022.</li> <li>Evictions or negative exits from PSH reduce to no more than 5%/year by 2022.</li> </ul>	CoC, State Medicaid and managed care, and Stark MHAR



Stark County Strategic Plan Worksheet

Employment	<ol style="list-style-type: none"> <li>1. Increase employment income among all adults in housing programs through the CoC.</li> <li>2. Offer work experience opportunities for individuals who have low skills and no work history.</li> <li>3. Include employability factors in housing assessment and conduct joint referrals to housing and workforce system through crisis response programs.</li> </ol>	Policy and Practice	<ul style="list-style-type: none"> <li>• At July 2019 meeting, facilitate discussion with Workforce partners.</li> <li>• Explore and/or implement assessment tools and referral structure by <b>7/1/21</b>.</li> </ul>	

Group Name: **Families**

Action Area	Objective	Policy, Funding, or Practice Change?	Timeline and Measure of Success	Person(s) or Organization(s) Responsible
Housing Intervention investments	<ol style="list-style-type: none"> <li>1. Create 18 Rapid Rehousing slots for families exiting shelter.</li> <li>2. Develop or secure 27 more supportive housing units for families.</li> </ol>	Funding, Policy, and Practice	<ul style="list-style-type: none"> <li>• New units in the pipeline or operational by 2022.</li> <li>• New RRH slots through CoC bonus or by reducing length of stay in RRH (i.e. more families can be served in LoS is shorter) due to higher need families served in new PSH units. (2022)</li> </ul>	Stark Housing Network, CoC providers, SMHA, private funders
Targeting Housing Interventions	<ol style="list-style-type: none"> <li>1. Analyze recidivism data from RRH to identify trends and opportunities for improvement; determine if scoring tools are effectively matching families to appropriate interventions.</li> </ol>	Practice and Funding	<ul style="list-style-type: none"> <li>• Reduce recidivism by 30% by 2022.</li> <li>• Divert 40% of households seeking shelter annually beginning in 2020.</li> </ul>	Stark Housing Network, local funders, Fair Housing



Stark County Strategic Plan Worksheet

and Reducing Recidivism	<ol style="list-style-type: none"> <li>2. Sustain and/or expand local diversion program that is effectively serving 65 households per month.</li> <li>3. Provide fair housing training to tenants as part of the diversion and rapid rehousing programs.</li> </ol>		<ul style="list-style-type: none"> <li>• 100 families per year participate in fair housing trainings.</li> </ul>	
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Workgroup: **Veterans**

Action Area	Objective	Policy, Funding, or Practice Change?	Timeline and Measure of Success	Person(s) or Organization(s) Responsible
Data Sharing	<ol style="list-style-type: none"> <li>1. Improve data sharing between the VA and CoC providers.</li> <li>2. Update veteran coordinated entry processes.</li> </ol>	Policy and Practice	<ul style="list-style-type: none"> <li>• VA gains access to HMIS by 10/1/19</li> <li>• VA will participate in CoC By Name List review by 10/1/19.</li> </ul>	VA and Coordinated Entry Specialist
Housing Intervention Investments	<ol style="list-style-type: none"> <li>1. Increase Rapid Rehousing slots by 4/year.</li> <li>2. Increase PSH units by 52 (15% of identified PSH need) over three years for non-VA eligible veterans.</li> <li>3. Implement diversion practices among veterans seeking RRH and/or shelter</li> </ol>	Practice and funding	<ul style="list-style-type: none"> <li>• Monthly monitoring through By Name List to assess and maximize utilization.</li> <li>• Produce reports from HMIS to determine utilization.</li> <li>• 52 units in operation or added to the pipeline by 2022.</li> <li>• 10% veterans seeking shelter or RRH are diverted each year beginning 10/1/19</li> </ul>	VA and CoC, SMHA



Stark County Strategic Plan Worksheet

Workgroup: **Single Adults**

Action Area	Objective	Policy, Funding, or Practice Change?	Timeline and Measure of Success	Person(s) or Organization(s) Responsible
Housing Interventions Investment	<ol style="list-style-type: none"> <li>Increase PSH capacity by 137 units over three years to serve non-chronic, high need single adults.</li> <li>Increase RRH capacity for single adults by 89 slots over three years.</li> </ol>	Funding	<ul style="list-style-type: none"> <li>New PSH units added to the pipeline or operational by 2022.</li> <li>New RRH slots in operation by 2022.</li> </ul>	CoC, local providers, and SMHA
Diversion	<ol style="list-style-type: none"> <li>Offer outreach and engagement to individuals outside PATH eligibility, including through peers.</li> <li>Partner with faith based and community partners to coordinate outreach and engagement efforts and leverage external sources for rent, deposits, utilities, etc.</li> </ol>	Funding and practice	<ul style="list-style-type: none"> <li>Non-PATH outreach commences by 7/1/20.</li> <li>Diversion increases to <b>20% by 7/1/20.</b></li> </ul>	CoC, local providers, faith community, County and entitlement cities.

Workgroup: **Youth**

Action Area	Objective	Policy, Funding, or Practice Change?	Timeline and Measure of Success	Person(s) or Organization(s) Responsible
Housing Intervention Investments	<ol style="list-style-type: none"> <li>Increase Youth-specific PSH units by 24 over three years.</li> <li>Increase RRH slots for youth by 5/year or 15 in three years.</li> </ol>	Funding or Policy	<ul style="list-style-type: none"> <li>PSH units added to the pipeline or operational by 2022.</li> <li>RRH slots available by 2022.</li> </ul>	CoC, DSA, and local providers.



Stark County Strategic Plan Worksheet

Shelter Service Enhancements	<ol style="list-style-type: none"> <li>1. Increase youth-specific services available in shelter programs.</li> <li>2. Increase communication and involvement between DYS, JFS, and Family Courts.</li> </ol>	Funding and Practice	<ul style="list-style-type: none"> <li>• Decrease percentage of youth in ES only without exiting to permanent destinations <b>by 5% per year</b>.</li> <li>• Reduce recidivism to shelter annually by <b>3%/year</b>.</li> </ul>	State of Ohio, CoC, JFS, Family Courts, DYS, and local providers
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Workgroup: **Chronic**

Action Area	Objective	Policy, Funding, or Practice Change?	Timeline and Measure of Success	Person(s) or Organization(s) Responsible
Housing Prioritization	<ol style="list-style-type: none"> <li>1. Identify and prioritize for PSH individuals with at least 9 months documented homelessness and high SPDAT scores.</li> </ol>	Practice	<ul style="list-style-type: none"> <li>• End Chronic Homelessness by 2020</li> </ul>	CoC and local providers