



CITY OF FORT LAUDERDALE

Approved
City of Fort Lauderdale
Community Services Board
May 14, 2018 – 4:00 P.M.
City Commission Chambers, City Hall
Fort Lauderdale, FL 33301

October 2017-September 2018

MEMBERS		PRESENT	ABSENT
Wanda Francis, Chair	A	5	2
Jasmin Shirley, Vice Chair	P	7	0
Mark Fillers	P	6	1
Itohan Ighodaro	A	3	4
Gary Jackson	A	5	2
April Kirk	P	6	1
Scott Kjelson	P	4	3
Anthony McFann	A	5	2
Richard Morris	P	7	0
Noah Szugajew	P	6	1

Staff Present

Rachel Williams, Administrative Assistant I
Michael Mitchel, Recording Secretary, Prototype, Inc.

Communication to the City Commission

None.

I. CALL TO ORDER / ROLL CALL / PLEDGE OF ALLEGIANCE

- **Quorum Requirement – As of April 10, 2018, there are 10 appointed members to the Board, which means 6 constitutes a quorum**

Vice Chair Shirley called the meeting to order at 4:03 p.m. and all present recited the Pledge of Allegiance. Roll was called and it was noted a quorum was present at the meeting.

II. WELCOME / BOARD AND STAFF INTRODUCTIONS

III. APPROVAL OF MINUTES – April 9th and April 10th Minutes

Motion made by Mr. Fillers, seconded by Mr. Szugajew, for approval of the April 9 minutes. In a voice vote, the **motion** passed unanimously.

Motion made by Mr. Szugajew, seconded by Ms. Kirk, for the April 10 minutes. In a voice vote, the **motion** passed unanimously.

IV. HOPWA UPDATES

- **Review HOPWA Performance Indicators (PI) for each agency**

Mr. DeSantis explained that he would provide a brief progress summary for each Housing Opportunities for Persons with HIV/AIDS (HOPWA) provider agency, followed by further discussion between the Board and representatives of these agencies.

Mr. DeSantis reported that Care Resource is currently on schedule with its expenditures and is meeting its performance indicator targets. There were no concerns or findings with the organization from the previous year. Rafael Jimenez, Director of Case Management Services for Care Resource, added that the agency has already exceeded the number of clients they expected to serve using HOPWA funds. They are at or above 94% for most of the key indicators reflected on their scorecard.

Mr. Jimenez continued that Care Resource focuses on how its HOPWA clients adhere to medical treatment. 96% of clients are virally suppressed or in the undetectable range. Patients are consistently monitored and assessed to ensure they are keeping their appointments and procuring medications as needed. This consistency helps them transition into permanent housing programs, as well as job training and placement. Care Resource offers in-house case management, which covers medical, dental, housing, behavioral health, and substance abuse.

Diego Rodriguez, Senior Housing Case Manager for Care Resource, stated that the agency has exceeded its expected number of unduplicated clients served since October 1, 2017. He reviewed the assessment process for clients, which takes different needs that affect housing into consideration, and shared success stories of clients in the program.

Mr. Kjelson asked how many clients came into the program who were not virally suppressed. Mr. Jimenez confirmed that Care Resource has seen 488 clients since October 1, 2017, some of whom were taking care of their health and were already virally suppressed. If a client needs transition into long-term care, a case manager follows up with them to establish and meet goals. The transition period is typically three to six months.

Mr. Morris asked how clients are prepared to achieve self-sufficiency and leave the program. Mr. Rodriguez replied that during the assessment phase, goals are established and clients are referred to different resources related to the type of assistance they need, such as job training or placement, work-related health issues, applying for disability, and other goals. Mr. Jimenez emphasized that Care Resource focuses closely on the family unit, as this can be important to recovery and self-sufficiency.

Mr. DeSantis next addressed SunServe, which also offers housing case management. He noted a correction to the agency's score card, which should reflect that they have served 273 unduplicated clients. SunServe was reviewed by the U.S. Department of Housing and Urban Development (HUD) in 2017, resulting in no issues. The agency is on track to expend all funds and meet their contractual obligations.

Tiffany Arieagus, Director of Housing Case Management for SunServe, stated that since they began serving HOPWA housing case management clients in January 2013, they have served 1078 unduplicated clients. They provide housing case management services in English, Spanish, Creole, and French. Multiple agencies collaborate to provide "wraparound" services to help clients receive medical care, secure employment, and continue education.

Vice Chair Shirley noted that SunServe's 2017-2018 monitoring is not yet complete. Mr. DeSantis advised that Staff is working to complete this monitoring for all agencies.

Mr. DeSantis moved on to Legal Aid of Broward County, which provides services for foreclosures, evictions, habitability and landlord/tenant issues, leasing issues, and others. Legal Aid is on track with its expenditures and is on target to meet its contractual obligation. Monitoring has resulted in no concerns or findings.

Alisha Hurwood, HOPWA Project Attorney for Legal Aid, recalled that the agency began participating in the HOPWA program in 2012. Since that time they have had no turnover in staff. Legal Aid has attorneys and paralegals who speak English, Spanish, Creole, French, and Portuguese. They have seen 86 unduplicated clients thus far and expect to well exceed their contract goal of 105 unduplicated clients. For the 86 clients, 152 issues have been addressed. Clients are linked to other services through the Ryan White Program, Social Security, healthcare surrogates, veterans' services, and others in addition to case management services.

Of the 152 total cases, 123 are reflected on Legal Aid's score card. The remaining 29 cases, which deal with eviction issues, also require advice and education on security deposits and unit habitability so clients are properly informed. Legal Aid also pursues additional funding to assist clients outside the HOPWA program. They were recently awarded grants from the AIDS United Foundation, which addresses disaster assistance, and the MAC AIDS Foundation. 100% of these grant funds go directly to clients for rental assistance. The grants helped the agency assist 20 households.

Ms. Hurwood continued that they have assisted clients in saving \$15,602, including negotiated amounts, court costs, and returned security deposits. They saw many clients with poor housing conditions or who had fallen behind in rent payments as a result of Hurricane Irma. Grant funds were used to help stabilize these clients and allow them to avoid eviction.

Vice Chair Shirley asked if Legal Aid is working with the City of Fort Lauderdale to ensure that certain lease issues, such as review prior to execution, payment without legal review, and hurricane protection, can be included in future templates. Mr. DeSantis explained that clients are strongly encouraged to avail themselves of free legal advice from various organizations prior to signing leases; however, not all clients take advantage of this step. Ms. Williams added that some clients do not seek HOPWA services until a problem arises, which means the client has already signed a lease.

Ms. Hurwood added that there has been a significant decrease in clients seeking lease assistance compared to the previous year. She estimated that Legal Aid saw only seven permanent housing placement (PHP) clients so far in fiscal year (FY) 2017-2018. She advised that there is a current trend toward leases with provisions that can have negative results for tenants. Legal Aid encourages HOPWA and other service clients to bring their leases for review prior to signing them, as they have little recourse once a lease has already been signed.

Mr. DeSantis reiterated that HOPWA clients assisted through SunServe, Care Resource, Broward House, and Broward Regional Health Planning Council are strongly encouraged to work with Legal Aid for this reason, as Legal Aid may be able to determine mechanisms that will work better for clients. This does not apply to project-based housing tenants, as those units are owned by the agencies themselves and there are no leases, only agreements.

Mr. Morris requested additional information on how clients' issues are determined to be eligible or ineligible for Legal Aid services. Ms. Hurwood replied that the City establishes specific areas under the HOPWA program in which Legal Aid is permitted to assist clients. Outside issues include employment law or Social Security/disability for a child, as Legal Aid does not have funding to provide these services. They may be able to help clients find an outside attorney who is willing to help on a *pro bono* basis. If a client is not linked with housing case management services, Legal Aid may not count this individual as a HOPWA client.

Mr. Morris explained that he was seeking to determine how a client learns if the services s/he seeks are or are not eligible for Legal Aid's HOPWA assistance. Ms. Hurwood explained that when clients are referred by case management, the case managers are already aware of the services the agency can provide under various programs. Clients are also screened by Legal Aid's front desk or over the phone and directed to the appropriate office. If an HIV-positive client is being screened for services, Legal Aid typically schedules an appointment for that client with Care Resource or SunServe.

Mr. DeSantis advised that although HOPWA does not directly fund housing case management programs in Fort Lauderdale, these programs are as important as subsidy programs, as they serve clients who are at different points on the continuum of care.

Mr. DeSantis moved on to Mount Olive Development Corporation (MODCO), which owns its own units. He noted that they will be on schedule to expend most of their funds, which will be addressed later when allocations are discussed. MODCO's fiscal and programmatic monitoring has gone well. HUD has addressed how the collection of program income is determined, and the agency is on track to meet its performance indicators.

Sharon Bryant, Director of Operations for MODCO, advised that the agency lost two case managers in July 2017. Since that time, they have filled the gap left by these losses. MODCO has received HOPWA funding since 1999. Case managers meet with clients on a monthly or as needed basis to ensure they are adhering to medical care and are on target with action plans.

In 2017, MODCO completed a rental rehabilitation project. Ms. Bryant noted that all properties are hurricane-impact compliant. The agency provides project-based rental assistance and works with clients to seek employment opportunities and offer life skills training. MODCO currently has eight clients who are employed and do not receive Social Security.

MODCO also provides property management services for a church that owns apartment units. They are able to help clients increase their earning potential and transition to these units as they become available. The majority of clients are required to attend job fairs, classes, and other activities.

Mr. Morris asked if HUD inspections include client walk-throughs. Ms. Bryant confirmed that when a client is accepted into MODCO's program, they are required to go through a walk-through as well as an exit interview. Mr. DeSantis further clarified that agencies establish their own policies in which a dedicated employee conducts weekly inspections to ensure units are habitable, clean, and sanitary. If an issue occurs, case managers are brought in to address them at that time. The City also conducts an annual inspection, as well as a new inspection if a unit becomes vacant and is ready to lease. This process was established once renovations were complete.

Mr. DeSantis provided the most recent score card for Broward Regional Health Planning Council (BRHPC). This organization administers three programs, including permanent housing placement (PHP), short-term rent, mortgage, and utility (STRMU) assistance, and tenant-based rental vouchers (TBRV). The agency is on track to meet their contractual obligations. He noted that it can be difficult to project the use of funds, as subsidy payments are involved. City and HUD monitoring in 2017 resulted in no concerns or findings.

Vice Chair Shirley advised that she no longer serves on the Board of BRHPC and therefore has no conflict of interest with this agency.

Sharon Alveranga-Jones, Program Coordinator for BRHPC, stated that the agency is contracted to review PHP and STRMU applications. Case managers for these programs are instructed to refer their clients to Legal Aid for additional review. Thus far, they have completed 75 of the required 100 PHP applications and 150 STRMU applications against a goal of 100.

With regard to the TBRV program, BRHPC also provides a case manager to assist clients. The program currently has 96 clients. Case managers visit clients to ensure units are safe and sanitary. BRHPC provides clients with information on how to apply for affordable housing, and reaches out to landlords to educate them about the TBRV program.

Mr. Fillers noted a discrepancy between the contract amounts listed on the STRMU score card and the worksheet provided to the Board. Mr. DeSantis clarified that the correct amount is 506, as reflected on the score card and reduced from the previous year. He noted that this would be corrected before allocations are discussed.

Mr. Fillers explained that his concern was due to plans for FY 2018-2019, which appear to be roughly \$100,000 less in anticipated subsidy payments. Mr. DeSantis explained that cost constraint methods were implemented some years ago, which allows clients only 13 weeks of assistance as opposed to 21 weeks. There are also more clients for whom only a portion of the rent is paid by assistance, as they have achieved a level of financial stability.

Mr. Fillers asked why the amount clients are estimated to be able to pay would be less in FY 2018-2019 than in FY 2017-2018. Mr. DeSantis replied that he would look further into this to determine the correct formula by the time allocations are discussed.

Mr. Morris asked if BRHPC is on pace to meet its goal of having 10 clients reach self-sufficiency. Ms. Alveranga-Jones replied that clients' income is monitored for six months before they are transferred from the TBRV program to self-sufficiency. This helps ensure their stability before they are released from the program. Some clients receive disability payments and are unable to earn additional income. Mr. Morris suggested that a clearer definition of clients eligible for self-sufficiency be added to the agency's performance indicators.

Ms. Williams advised that the City's systems are built in to flag clients who have reached or exceeded a salary of 80% of the area's average median income (AMI). Even if a client reaches this limit, the agency provides them with six months of monitoring to ensure that their incomes are stable enough for self-sufficiency. Once a client has reached 80% of AMI, there is no portion remaining to be paid by an agency for their housing.

Mr. DeSantis moved on to Broward House, stating that this first-year agency had struggled to complete the necessary forms for the presentation. There have been 73

unduplicated clients assisted by Broward House's project-based housing program. He cited additional corrections to the agency's documentation. The agency is on target to expend their funds, with the possibility of some funds remaining in the TBRV program. The City identified minor issues during the monitoring process, which have been corrected. The City has since implemented a policy change to minimize these issues.

Stephanie Miller, Chief Operating Officer of Broward House, advised that the agency is now fully staffed. A life skills counselor has been hired to visit clients in their homes and provide further training on how to maintain a home. They also hired a full-time eligibility specialist in order to separate income certification and verification from care counseling and case management services.

The facility-based program has served 75 unduplicated clients, some of whom transition to other housing programs after a short time. There are also cases in which clients leave the program to project-based or independent housing, but later return to Broward House for various reasons. The agency's primary goal is to ensure clients are receiving care and lower their viral suppression.

The project-based program has served 73 unduplicated clients, with a goal of moving 10% of these clients from this program. This indicator has proved to be a challenge, as many project-based clients have fixed or no incomes and are unable to obtain affordable housing. Broward House collaborates with other agencies to seek appropriate housing for these individuals. Residents may transfer into a higher level of care, such as an assisted living facility, due to individual issues. The TBRV program began the year serving 113 clients. Five have successfully transitioned to self-sufficiency, while others have left the program for different reasons.

Mr. Kjelson asked if agencies are able to follow up with clients' employers to determine why some clients are not able to maintain a job. Ms. Miller replied that this is not a practice of the agency, although some residents face multiple challenges, including substance abuse, which can make it difficult to maintain a job. If a client is seeking work, s/he may voluntarily inform a potential employer of his/her living situation, but this information is not shared with the employer by the agency.

- **Allocate FY 18-19 HOPWA Funds**

Mr. DeSantis addressed the formula issues noted in the members' documentation, stating that BRHPC's 2017-2018 STRMU columns should reflect 506,500 and 260,000. He explained that after analyzing the number of clients served and the agencies' expenditures, the City recommends that funding continue at the current levels for Legal Aid, Care Resource, and SunServe.

Regarding the project-based housing programs for Broward House and MODCO, the City determined through conversations with HUD that these units have been operated as a master lease program. Because the respective agencies own these units, they

should not have been operated in this manner. HUD recommends that these units be operated in a manner similar to facility-based housing, where all costs are charged out based on policies and procedures. This means there are direct bills for all eligible costs incurred.

Mr. DeSantis continued that no subsidies are paid at facility-based programs: funds are paid to the agency to maintain housing for the agencies' clients. He recalled that no new clients are brought into TBRV programs as spaces open up, as the City anticipates a \$2.2 million funding cut to this program. If funds remain, they can be used to acquire new units and increase housing stock. The TBRV program is less cost-effective and sustainable than the project- and facility-based programs.

Mr. DeSantis noted that Broward House and BRHPC have different levels of success in moving their clients off these programs or increasing clients' income. For this reason, neither program is expected to require the same subsidy as the previous year. Staff calculated these subsidies with a 3% increase in order to cover contingencies, as well as a small reduction in their overall allocations based on the subsidy level.

For PHP and STRMU programs, funding is dependent upon how many clients apply and are approved for these resources. Mr. DeSantis advised that the proposals for these agencies reflect a small decrease from Broward House in its TBRV program. For BRHPC, there is a decrease to the subsidy portion. MODCO will remain whole.

Mr. DeSantis estimated that roughly \$340,000 is expected to remain in uncommitted dollars if the proposed budget comes through, with a potential additional reduction of \$265,000 due to the subsidy portion. The City is asking HUD if these funds may be used to renovate new units if they are acquired by a provider agency. The allocations presented to the Board for approval are based on what the agencies need to operate their programs, as well as the subsidies needed.

Motion made by Mr. Fillers to accept the 18-19 proposal as presented by Staff.

Mr. DeSantis requested that subsequent **motions** refer to the specific funding recommendations for each agency. Mr. Fillers **withdrew** his **motion**.

Motion made by Mr. Fillers, seconded by Mr. Szugajew, to accept the recommended amounts for Broward House for the year 18-19. In a voice vote, the **motion** passed unanimously.

Motion made by Mr. Fillers, seconded by Mr. Szugajew, to accept Broward Regional Health Planning Council's budget for 18-19 as presented by Staff. In a voice vote, the **motion** passed unanimously.

Motion made by Mr. Fillers, seconded by Mr. Szugajew, to fund Legal Aid for 18-19 at the amount recommended by Staff. In a voice vote, the **motion** passed unanimously.

Motion made by Mr. Fillers, seconded by Mr. Szugajew, to fund MODCO in the amount presented by Staff for the year 18-19. In a voice vote, the **motion** passed unanimously.

Motion made by Mr. Fillers, seconded by Mr. Szugajew, for Care Resource to be funded for 18-19 in the amount presented by Staff. In a voice vote, the **motion** passed unanimously.

Motion made by Mr. Fillers, seconded by Mr. Szugajew, to fund SunServe for 18-19 for the amount presented by Staff. In a voice vote, the **motion** passed unanimously.

The following Item was taken out of order on the Agenda.

V. CDBG UPDATES

- **Review and approve Mount Bethel Performance Indicators**

Vice Chair Shirley requested that the Board review the proposed performance indicators for Mount Bethel Human Services, including the methodology used to determine how the indicators will be achieved. She noted that while client surveys are cited as a tool that will be used to gather information, the agency's proposal does not state how often the surveys are issued, such as on a monthly, quarterly, or annual basis.

Andrea Haugabook, Director of Programs for Mount Bethel Human Services, stated that the agency's proposal is to provide case management services to residents within the Neighborhood Revitalization Strategy Area (NRSA). This will be achieved through use of the weekly food pantry, where constituents and identified clients come on a regular basis. NRSA residents will go through a full income verification process, for which the case manager is responsible, including a needs assessment and an individualized service plan to address these needs.

Ms. Haugabook continued that the funds requested by Mount Bethel's proposal will supplement the salary of the case manager through the income verification and needs assessment processes, as well as working with clients at a deeper level on a regular basis. The agency follows up with clients to ensure they receive the assistance they need. They check in with clients and submit reimbursement reports, which are maintained in the clients' files. At the end of the program, which has a typical duration of 12 months, the client is provided with a satisfaction survey. This survey may be made available to the City as part of the agency's annual report.

Vice Chair Shirley asked if the program ends at one year, noting that the proposed performance indicators suggest 90% of clients will be satisfied with the services. Ms. Haugabook added that surveys can also be provided to clients upon discharge from the program if an individual becomes employed and no longer needs the agency's services.

Vice Chair Shirley noted that another indicator states 100% of clients will receive a needs assessment, asking what happens next as a result of the assessment. Ms. Haugabook replied that the needs assessment is provided to each client and is followed by an individualized service plan. This plan helps the agency determine how to best allocate services for that client, including providing links to other services available in the community. Another goal is for 100% of clients in need of jobs to develop job readiness skills while enrolled in the program.

Vice Chair Shirley asked if the program would be considered successful if a certain percentage of enrolled clients met all their identified goals. Ms. Haugabook confirmed this. Vice Chair Shirley continued that the agency will need to determine how many clients must be successful in meeting these goals, such as finding employment or achieving compliance with their care plans. She emphasized the need to establish clearly defined goals so the agency can monitor the clients' progress without setting goals that may be too high to be reasonable.

Mr. DeSantis advised that Staff will continue to work with the agency and provide a final version of their performance indicators. Vice Chair Shirley concluded that Mount Bethel may also benefit from seeking additional grant writing resources, as the performance indicators and plans for clients should be presented clearly.

Ms. Haugabook confirmed that the agency will be able to use the \$50,000 offered in CDBG funds if it is granted, noting that she has prepared a revised budget to reflect this amount. Copies were provided to Staff and the Board members at this time. The change in the grant amount will affect the number of clients the agency expects to serve, as well as the employment status of the case manager, who will not be employed on a full-time basis using the available grant funds.

The Board moved on to address performance indicators for HOMES, Inc. Linda Taylor, Chief Executive Officer of HOMES, Inc., confirmed that the agency's original request was for \$175,000, which has been reduced to \$125,000. She noted that no budget revision has been prepared thus far, although the agency does not plan to reduce the number of clients served with the reduced amount. They will seek supplemental funding from other sources.

- **Re-allocate uncommitted FY 16-17 funds that will expire on 9/30/2019**

Mr. DeSantis returned to the issue of uncommitted funds, of which \$2,646,341.02 remain at this time. These funds were saved over the years due to cost reductions or agencies that did not use their full awards. As Broward House is the largest recipient of HOPWA dollars and has historically been able to spend these funds, Staff recommends that the uncommitted funds be reallocated in the following manner:

- Up to \$1,223,721 in uncommitted FY 2016-2017 funds to Broward House for the facility-based housing program

- Up to \$806,564 in uncommitted FY 2016-2017 funds to Broward House for the project-based housing program
- Up to \$616,695.02 in uncommitted FY 2016-2017 funds to Broward House for the tenant-based voucher program

The remaining \$645,315.98 would be used as FY 2018-2019 funds. This means Broward House's FY 2018-2019 contractual award will remain the same at \$3,291,657, of which \$2,646,341.02 would come from FY 2016-2017 uncommitted funds and the difference of \$645,315.98 would come from FY 2018-2019.

Although the City anticipated a funding cut of approximately \$700,000 from HUD for the current year, the actual result was an increase of roughly \$4000. Mr. DeSantis estimated that this means once the five-year period of budget cuts has concluded, some funds will be left over and may be used for acquisition of housing properties.

Motion made by Mr. Fillers, seconded by Ms. Kirk, that the uncommitted funds from prior years, \$2,646,341.02, be allocated for consumption by Broward House in the year 2018-2019 plan.

Mr. Morris observed that the calculated amounts show a discrepancy of \$639. The TBRV amount was corrected to \$616,056.02, with no change to the contractual amount.

It was clarified that the previously uncommitted funds must be spent by September 30, 2019.

Vice Chair Shirley pointed out that while Broward House has historically been able to expend all their funds, this does not mean other providers have left funds unexpended. Mr. DeSantis explained that the allocation reflects the City's understanding that Broward House will expend these funds, and presented the easiest solution considering the accounting system used. There is no guarantee that agencies receiving subsidies would be able to use all the unexpended funds, as they may have dollars left over through subsidy payments. The intent is to ensure no funds are returned.

Mr. DeSantis recommended that Vice Chair Shirley attend the June 5 and July 11, 2018 City Commission meetings if possible, as the reallocated amounts will be presented for approval.

In a voice vote, the **motion** passed unanimously.

Mr. DeSantis advised that after the June 5, 2018 City Commission meeting, Staff will know if the Commission needs additional information regarding the reallocation of uncommitted funds.

VI. FY 18-19 CDBG AND HOPWA ALLOCATIONS TO COMMISSION FOR APPROVAL

These allocations were presented earlier during the meeting.

VII. GOOD OF THE ORDER

None.

VIII. PUBLIC COMMENTS

Diego Rodriguez, Senior Housing Case Manager for Care Resource, recognized Mr. Morris for providing assistance to a client earlier in the day.

IX. ITEMS FOR THE NEXT AGENDA

Mr. DeSantis stated that if a June 2018 meeting is necessary, Staff will work with the CDBG agencies to finalize their performance indicators and bring them back to the Board for approval.

Motion made by Mr. Fillers, seconded by Mr. Szugajew, to cancel the July 10 meeting. In a voice vote, the **motion** passed unanimously.

X. COMMUNICATIONS TO CITY COMMISSION

None.

XI. ADJOURNMENT

There being no further business to come before the Board at this time, the meeting was adjourned at 6:33 p.m.

Any written public comments made 48 hours prior to the meeting regarding items discussed during the proceedings have been attached hereto.

[Minutes prepared by K. McGuire, Prototype, Inc.]