

**Philadelphia Continuum of Care  
Board Meeting Minutes**

Date: Wednesday, February 3, 2016  
 Time: 2:00 – 4:00 P.M.  
 Location: Office of Housing and Community Development (OHCD)  
 1234 Market Street, 17<sup>th</sup> Floor  
 Philadelphia, PA 19107

**Voting Members in Attendance:**

Nonprofit Homeless Housing Providers:

Beth Hagan	ActionAIDS
John Ducoff	Covenant House PA
Steve Culbertson	Impact Services Corporation and CoC Board Co-Chair
Rob Harrison	Stenton Family Manor

Government Agencies:

Sharee Heaven and Gary Tumolo	Office of Housing and Community Development
Marcus Kellam	Philadelphia Housing Authority
Casey McCollum	Philadelphia VA Medical Center
Mitchell Little	Mayor's Office of Community Empowerment and Opportunity

Persons with Lived Experience:

Emmalee Smith

**Voting Members Absent:**

Persons with Lived Experience:

Nyfiece Carter  
 Stephanie Dingle  
 Jerry Tucker

Community Stakeholders:

Bon Ku	Thomas Jefferson University and Hospital
Susan Sherman	Independence Foundation

Government Agencies:

Marcella Maguire	Department of Behavioral Health and Intellectual disAbilities
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Nonprofit Homeless Housing Providers:

**Non-Voting Members in Attendance:**

Marie Nahikian	Office of Supportive Housing and CoC Board Co-Chair
Rachel Yoder	CoC Advisory Committee Vice-Chair and Project HOME

**Office of Supportive Housing Staff in Attendance:**

Michelle Butler  
 Roberta Cancellier  
 Tara Gaudin  
 William McIntyre  
 Lauren Whitleigh  
 David Holloman  
 Michele Mangan

**Background Materials:** The following materials were sent to the Board via email on Saturday, January 30, 2016: Philadelphia CoC Governance Charter; November 5, 2015 Meeting Minutes; Overview of Philadelphia Supportive Services for Veteran Families (SSVF) Waiver Request; Summary of Philadelphia’s 2015 HUD CoC Submission; Overview of Philadelphia CoC Subcommittees; Philadelphia CoC Board Terms of Service; Philadelphia CoC Board and Advisory Committee Selection Process; Philadelphia CoC Nominating Subcommittee Roster; Overview of Philadelphia’s Recalibrated 10-Year Plan to End Homelessness; Overview of USICH’s *Opening Doors*: Federal Strategic Plan to End Homelessness; Overview of plans to end homelessness from the following communities: Minneapolis and Hennepin Counties, MN; Columbus, OH; Austin – Travis County; Houston, Harrison, and Fort Bend Counties.

**Materials Distributed at Meeting:** Meeting Agenda; Meeting Presentation Slides; December 15, 2015 Letter to Mayor Nutter from USICH regarding veteran homelessness in Philadelphia; November 5, 2015 Meeting Minutes; Table of HUD Guidance for CoC membership; Background Meeting Materials sent on January 30, 2016; One Step Away Article “Nahikian says ending homelessness in Philly achievable”

### **Welcome, Introductions, and Community Meeting**

Steve Culbertson began the meeting at 2:11pm with introductions and a community meeting.

### **Approval of November 2015 Meeting Minutes**

Steve Culbertson presented minutes from the November 5, 2015 Board meeting for discussion and questions.

### **VOTE:**

Beth Hagan motioned for the approval of the November 5, 2015 meeting minutes. Sharee Heaven seconded the motion. The motion passed unanimously.

### **Ending Veteran Homelessness in Philadelphia**

Marie Nahikian presented information about Philadelphia’s progress in ending veteran homelessness. Marie shared with the Board the December 15, 2015 letter from USICH Executive Director Matthew Doherty confirming that, according to USICH metrics, Philadelphia has achieved “functional zero,” which means Philadelphia has the necessary resources and system in place to identify veterans who enter homelessness and move them out of homelessness in less than 90 days. Marie thanked Steve Culbertson and Casey McCollum for their collaboration and noted the importance of sustaining this achievement. Marie Nahikian presented that as of February 2, 2016, 1462 veterans have been permanently housed, ~150 veterans remain in temporary housing situations with a housing plan and case management, and outreach continues to engage the 14 veterans who remain on the streets.

### **Supportive Services for Veteran Families (SSVF) Waiver Request**

Steve Culbertson presented information about the request from Philadelphia’s 3 SSVF providers (Impact Services, UESF, and Project HOME) for a support letter from the CoC Board for their SSVF Waiver Request. Steve presented that current regulations limit SSVF spending on prevention to no more than 30% of their TFA (Temporary Financial Assistance). Steve reported that Philadelphia’s SSVF providers are applying for a waiver to be able to spend as much as 70% of their TFA on prevention. Steve reported that Philadelphia’s SSVF providers will continue to prioritize funding services for veterans who are literally homeless through SSVF Rapid Re-Housing.

### **VOTE:**

Steve Culbertson motioned to approve the provision of a support letter from the Board for Philadelphia’s SSVF Waiver Request. John Ducoff seconded the motion. The motion passed with 1 nay (Emmalee Smith), 1 abstention (Steve Culbertson), and 6 ayes (Casey McCollum, Mitchell Little, Sharee Heaven, Marcus Kellam, Beth Hagan, and John Ducoff).

### **January 27, 2016 Unsheltered Point-in-Time Count**

Marie Nahikian announced that the January 2016 Unsheltered Point-in-Time Count went very smoothly, that all Philadelphia zipcodes were canvassed, and that survey data was collected using electronic tablets for the first time. Marie added that the White House Chief of Staff attended Philadelphia’s unsheltered Point-in-Time Count. Michele Mangan walked through the preliminary/ draft numbers from the unsheltered count, noting an overall 2% decrease in the total number of people counted: a 3% increase in the number of people enumerated on the streets, a 10% increase in the

number of people enumerated in cafes, and a 7% decrease in the number of people enumerated in OSH-contracted emergency shelters. Michele added that OSH will have a complete dataset from the count (includes all projects in the city serving people who are homeless) in the upcoming months.

Below is a table comparing various areas of Philadelphia in which there were notable changes in the number of persons enumerated between 2015 and 2016.

<b>Area of Philadelphia</b>	<b>2015 # Persons Enumerated</b>	<b>2016 # Persons Enumerated</b>	<b>Percent Change</b>
East of Broad Street, Market to South Streets	23	49	+113%
West Philadelphia (30 <sup>th</sup> Street Station, 19104, 19151, 19131, 19139)	42	69	+39%
Kensington (19122, 19134, 19133, 19125)	164	148	-10%
Concourse	88	32	-64%
North Philadelphia (Temple University area, Francisville, Brewerytown, 19121, 19122, 19140)	6	38	+84%
Airport	41	11	-73%
Market to Spring Garden Streets, 11th to 17 <sup>th</sup> Streets	38	62	+39%

### **Slideshow**

Lauren Whitleigh presented a slide show of photos from the January 27, 2016 Point-in-Time Count, October 8, 2015 PhillyVetsHome, and the December 17, 2015 USICH Announcement of Philadelphia achieving “functional zero.”

### **HUD CoC Application Priorities**

Marie Nahikian identified key priorities for the Philadelphia CoC, taken from the 2015 HUD CoC Application: coordination and collaboration, especially with correctional facilities, hospitals, and local education agencies/ school districts; HMIS Implementation and Coordinated Entry; and Strategic Resource Allocation. Marie assigned a member of OSH leadership to lead the work of each priority and requested that a member of the Board sign up to work on each priority. Roberta Cancellier was assigned to Coordination and Collaboration; Board Member Emmalee Smith will join her in this work. William McIntyre was assigned to HMIS Implementation and Coordinated Entry; Board Co-Chair Steve Culbertson will join him in this work. Michelle Butler was assigned to Strategic Resource Allocation; Board Member John Ducoff will join her in this work.

### **Nominating Subcommittee of the CoC:**

Marie Nahikian presented information about the Nominating Subcommittee of the Philadelphia CoC and its role in recommending candidates to the CoC Board for election to the Board. Lauren Whitleigh solicited Board members to participate on the Nominating Subcommittee, noting that presently, Sharee Heaven, Joe Willard, and Rachel Yoder are represented on the Nominating Subcommittee. Steve Culbertson volunteered to participate on the Nominating Subcommittee. John Ducoff requested that Board members have the opportunity to recommend potential Board members to the Nominating Subcommittee for consideration. Marie described the vacancies the Philadelphia CoC Board will have at the end of FY2016, June 30, 2016: Beth Hagan (Action AIDS), Bon Ku (Thomas Jefferson University Hospital), and Jerry Tucker (person with lived experience). Marie described the CoC Board attendance requirement: 100% attendance is encouraged; 2/3 attendance is required. Marie noted that Ms. Stephanie Dingle, Board member representing families with lived experience, has attended 1 of 5 meetings.

### **VOTE:**

Marie Nahikian and Steven Culbertson motioned to remove from and replace Ms. Stephanie Dingle on the CoC Board because of her 20% attendance record. Casey McCollum seconded the motion. The motion passed unanimously.

### **CoC Advisory Committee Presentation:**

Rachel Yoder (Vice Chair of CoC Advisory Committee) presented information from the January 25<sup>th</sup> Advisory Committee Meeting. Rachel announced that as a result of this year's annual invitation, the CoC Advisory Committee recruited over 20 new members from a wide range of sectors. Rachel presented that at the January 25<sup>th</sup> Advisory Committee meeting, committee members were broken up into 4 discussion groups (Youth, Families, Chronic, and General) to respond to the following question: "If the Philadelphia CoC initiates a planning process to develop a Plan to End Homelessness (one that aligns with federal priorities), what advice do you, the Advisory Committee, have for the Board regarding the planning process?" Rachel noted that several major themes came out of the small-group discussions: A local planning process must: (1) consider national best practices and alternative housing, (2) have adequate funding/ resources, (3) must be trauma-informed/ align with the Sanctuary Model, (4) use real-time data, (5) involve a wide range of stakeholders, and (6) include regular communication between planning body and community stakeholders.

### **Discussion: Strategic Plan to End Homelessness**

Steve Culbertson presented information about the motion passed by the Board on November 5, 2015 that the CoC Board commit to and engage in a full planning process for ending homelessness in the city of Philadelphia. Steve led the Board in a discussion to answer the following question: "If the Philadelphia CoC initiates a process to develop a Plan to End Homelessness (one that aligns with federal priorities), what suggestions do you have regarding the process?"

#### **Target Populations**

Discussion about the structure of the process noted that while each of the target populations identified by HUD (Chronic, Youth, and Families) have unique housing and service needs, the planning body must build a comprehensive plan around the common themes, characteristics, and experiences that impact all people experiencing homelessness. From this foundation, the planning body can then have separate sessions focused on the unique needs of and specific goals for subpopulations (Youth, Families, and Chronic). It was mentioned several times that Philadelphia needs to create, agree upon, and work from a shared, by-name list.

#### **Prevention**

Marie Nahikian presented information about homelessness prevention. Marie noted that people seeking placement in emergency shelter need to be asked: "How can we make staying where you are easier?" Marie noted that prevention can address a number of reasons why a person must leave where they are staying: a need for furniture, food, heat and hot water, etc.

#### **Resources**

The suggestion was made to apply what we learned from ending veteran homelessness to ending homelessness among HUD's other priority populations (Chronic, Families, and Youth), with the caveat that the unprecedented commitment of resources to support ending veteran homelessness will not be committed for all of the priority populations. One of the first major takeaways from PhillyVetsHome was the recognition that veteran-serving organizations were duplicating each other's work. A suggestion was made that the CoC Board seek Technical Assistance for developing a collective impact model.

#### **Creativity**

ACT UP Philly views homelessness as a public health issue and worked with the Pennsylvania Office of Mental Health to use Medical Assistance funding for housing. Other examples of creativity: Social Impact Funding and Pay for Success

#### **Collaboration and Coordination**

The planning process needs to engage people with lived experience and a diverse group of stakeholders. It was noted that some City of Philadelphia departments and nonprofit agencies are territorial, making collaboration and coordination to accomplish the goals of the CoC challenging. It was noted that if the organizations involved in PhillyVetsHome could put their differences aside, which was extremely challenging in the beginning, it is possible for City of Philadelphia departments and other nonprofit organizations. For any comprehensive plan to be successful, everyone at the table must be willing to give up something for the greater goal/ purpose.

Partnerships/ collaboration must be intentional, there must be an understood accountability, and the responsibility must be shared. A suggestion was made that the Board engage with the Chamber of Commerce.

### **Leadership**

The planning process needs leadership, will, resources, and focus. It was suggested that the Board identify and achieve some short-term/immediate goals to develop identity, purpose, a common language, and build momentum. Marie Nahikian suggested that the immediate goal be agreeing to 1 by-name list of individuals who are chronically homeless.

### **Research**

The planning process must be guided by research, evidence, and proven methods.

### **VOTE:**

Steve Culbertson motioned that the Philadelphia CoC Board commit to hosting a Boot Camp to End Homelessness among individuals, families, and youth, with perhaps a focus on chronic before May 15<sup>th</sup>. Rob Harrison and John Ducoff seconded the motion. The motion passed unanimously.

**Meeting adjourned at 3:48PM.**

## Appendix – Presentation Slides

# Philadelphia Continuum of Care Board

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WEDNESDAY, FEBRUARY 3, 2016  
2:00PM - 4:00PM

1234 MARKET STREET, 17<sup>TH</sup> FLOOR

The mission of the CoC is to coordinate and implement a system that prevents and eradicates homelessness throughout Philadelphia.  
Philadelphia Continuum of Care | City of Philadelphia Office of Supportive Housing | 1401 JFK Blvd, 16<sup>th</sup> Floor | Philadelphia, PA 19102

## Agenda

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- Welcome and Introductions
- Approval of November 5, 2015 Meeting Minutes – *VOTE NEEDED*
- Ending Veteran Homelessness in Philadelphia
  - Supportive Services for Veteran Families (SSVF) Waiver Request – *VOTE NEEDED*
- Philadelphia’s 2016 Point-in-Time Count
- 2015 HUD CoC Application Priorities
- CoC Board Selection and Nominating Subcommittee
- CoC Advisory Committee Presentation
- Plan to End Homelessness
  - Breakout Discussion

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November 5, 2015 Meeting Minutes – *VOTE NEEDED*

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## Reducing Veteran Homelessness in Philadelphia

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- December 2015: Philadelphia achieves “functional zero.”
  - Philadelphia has the resources and a system in place to identify veterans who enter homelessness and move them out of homelessness in less than 90 days
  - More than 1,400 veterans housed
  - 150 veterans in Emergency Shelter or Grant Per Diem (GPD) transitional housing, all with case management support and a housing plan
  - 15 unsheltered veterans who continue to receive outreach and support to receive housing when they are ready

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## Supportive Services for Veteran Families (SSVF) Waiver Request

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- **Current regulation:**
  - SSVF providers required to spend 60% of their Temporary Financial Assistance (TFA) funding for literally homeless veterans and 40% on preventive services for veterans at imminent risk of homelessness.
- **Waiver Request:**
  - With Philadelphia reaching functional zero in December 2015, SSVF providers (Project HOME, Utility Emergency Services Fund, and Impact Services, Inc.) are requesting a waiver from the VA for flexibility in their TFA spending.
    - ✦ Increase spending for preventive services to a maximum of 70%
    - ✦ Maintain priority of serving veterans who are literally homeless, spending at least 30% of TFA on veterans who are literally homeless

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## Philadelphia's 2016 Point-in-Time Count

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- **Comparison 2016 to 2015:**
  - Areas newly counted: Chestnut Hill, Mount Airy and South Philadelphia
  - Areas with increases: Washington Square, West of Broad, South of Spring Garden, West Philadelphia and North Philadelphia.
  - Areas with decreases: Concourse areas, Old City and Kensington
- **Draft/ Preliminary Report** (OSH cleans and analyzes data prior to HUD submission in April)

Category	January 27, 2016	January 21, 2015	Difference
Total Street Population (includes individuals counted on the streets of every zip code in Philadelphia)	525	510	3%
Cafes (includes The Navigation Center, St. John's, and 315 South Broad)	177	161	10%
OSH Shelters - Singles (includes singles housed in singles shelters and singles housed in family shelters)	1114	1201	-7%
TOTAL SINGLES	1816	1872	-3%
OSH Family Shelters (# HOUSEHOLDS/ # Members)	510/1487	529/1497	-4%/-1%
TOTALS HOUSEHOLDS (includes singles and families)	2326	2401	-3%
TOTAL PEOPLE	3303	3369	-2%

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## HUD CoC Application Priorities

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- **Collaboration and Coordination**
  - Increase collaboration with the following entities:
    - ✦ Correctional facilities
    - ✦ Hospitals
    - ✦ School District, State Education Agency, or Local Education Agency (LEA)
- **HMIS Implementation and Coordinated Entry**
- **Strategic Resource Allocation**
  - Evaluate Transitional Housing Projects in the Philadelphia CoC for cost-effectiveness and feasibility for conversion to Rapid Re-Housing
- **Timelines**
  - End Chronic Homelessness by 2017
  - Prevent and End Homelessness for families, youth, and children in 2020

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## Philadelphia CoC Board Terms of Service

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- **Nominating Subcommittee of the CoC**
  - Current Board membership categories:
    - ✦ 5 government agencies
    - ✦ 4 nonprofit homeless service providers
    - ✦ 4 individuals with lived experience
    - ✦ 2 community stakeholders (business, hospitals, universities, funders, neighborhood groups/ associations, etc.)
    - ✦ 2 non-voting members (OSH and Chair of Advisory Committee)
- **Vacancies for 2017**

Contact Name	Category	Term (years)	Term 1 Start	Term 1 End	Term 2 Start	Term 2 End
Dingle, Stephanie	Individual with Lived Experience	2	7/1/2014	6/30/2016	7/1/2016	6/30/2018
Hagan, Beth	Nonprofit Homeless Housing Provider	1	7/1/2014	6/30/2015	7/1/2015	6/30/2016
Ku, Bon	Community Stakeholder	1	7/1/2014	6/30/2015	7/1/2015	6/30/2016
Tucker, Jerry	Individual with Lived Experience	1	7/1/2014	6/30/2015	7/1/2015	6/30/2016

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## CoC Advisory Committee Presentation

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## Plan to End Homelessness

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### • Breakout Discussion:

- If the Philadelphia CoC initiates a process to develop a Plan to End Homelessness (one that aligns with federal priorities), what suggestions do you have regarding the process?
  - Structure
    - Should plans for chronic, youth, and families be accomplished by separate planning bodies, each with a population focus?
  - Resources
  - Data
  - Key Stakeholders
- ✦ Food For Thought:
  - What has been done locally (e.g., PhillyVetsHome) or in other communities (e.g., LGBTQ Host Homes) that could be adopted by Philadelphia to address chronic, family, and/or youth homelessness?

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## CoC Advisory Committee

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## Updates and Announcements

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## CoC Advisory Committee

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### Next Meeting:

Wednesday, March 23, 2016  
 2:00PM – 4:00PM  
 OHCD, 1234 Market Street, 17<sup>th</sup> Floor

*Thank you!*

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