

**Philadelphia Continuum of Care (CoC) Advisory Committee**  
**Monday, March 20, 2017, 1 – 2:30 pm**

**Meeting Minutes**

**Present Committee Members**

Habibah Sulayman–Smith – ACF/RHY  
Jamila Harris-Morrison – ACHIEVEability  
Cheryl V. Pope – APM  
Tina Pagotto – Bethesda Project  
Mike Lewis – CATCH, Inc.  
Aimee Della Porta – Covenant House PA  
Sandra Guillory – Depaul USA  
Vanessa Tercero – Dignity Housing  
Anne Marie Collins – Drueding Center  
Janan Green-Ashton – ECYEH/TEEN  
Marion Campbell – Eddies House  
Jena Nottingham – FRP

Toni Montier – Gaudenzia  
Carla Williams – Horizon House  
Brenda Dawson – Pathways PA  
Kathy Desmond – PEC  
David Dunbeck – PHMC/Calcutta House  
Bob Byrne – PIHN  
Jim Piasecki – RHD  
Dick McMillen – Sunday Breakfast  
Kathy Salerno – VMC  
Carolyn Haynes – WCRP  
Ginnie Lee – WCU  
Nitah Dunham – YSI, Inc.

**Absent Committee Members**

The Attic Youth Center  
Broad Street Ministries  
Catholic Human Services  
Catholic Social Services  
Center City District  
Center for H.O.P.E.  
Community College of Philadelphia  
Department of Human Services  
Episcopal Community Services  
Families Forward Philadelphia  
Free Library of Philadelphia  
HELP USA  
Homeless Advocacy Project  
Homeless Assistance Fund (HAFI)  
Jefferson  
JEVS Human Services  
Juvenile Law Center

Lutheran Settlement House  
Pathways to Housing PA  
PCRC/TURN  
Philadelphia FIGHT  
Potter’s House Mission  
Project HOME  
The Salvation Army  
SHARE Food Program, Inc.  
The Sheller Family Foundation  
Tenet Health (Hahnemann Hospital)  
Utility Emergency Services Fund  
Valley Youth House  
Village of Arts & Humanities  
Whosoever Gospel  
Women of Excellence  
YouthBuild Charter School

**Present Office of Homeless Services Staff:**

Michelle Butler  
Dorothy Haug  
Sara Pagni  
Leah Staub

Roberta Cancellier  
Michele Mangan  
Jessica Sones  
Lauren Whitleigh

**Background Materials:** The following background materials were sent to Committee members on Monday, March 14, 2017: the meeting agenda; January 19<sup>th</sup> Meeting Minutes; an Update on

the Mayor's Task Force on Shared Spaces, accompanied by the How to Respond Guide and FAQs Spotlight on Transit Station; an updated Office of Homeless Services organizational chart and list of positions filled; a summary of HUD's CoC Competition Tier 2 scoring for FY 2015 and FY 2016; a copy of Philadelphia CoC's project ranking strategies and funding award summaries for 2015 and 2016. A draft of the OHS Material for the Preliminary Year 43 (FY18) Annual Action Plan was sent to Committee members on Friday, March 17.

**Materials Distributed at Meeting:** Meeting agenda; summary of OHS Material for Preliminary Year 43 (FY18) Annual Action Plan (AAP); summary of other CoCs' ranking strategies; a summary of HUD's CoC Competition Tier 2 scoring for FY 2015 and FY 2016; a copy of Philadelphia CoC's project ranking strategies and funding award summaries for 2015 and 2016. A limited number of copies of the draft material for the Preliminary AAP were available for review. Each small group got a few copies of discussion questions on which to take notes.

### **Welcome and Introductions**

Vanessa Tercero (Advisory Committee Vice Chair) began the meeting at 1:09 pm with a welcome, introductions, and a brief review of the agenda. In place of a community meeting, all attendees gave a one-word description of what spring means to them.

### **Approval of January 19th Meeting Minutes**

Habibah Sulayman-Smith (ACF/RHY) moved to approve the January 19<sup>th</sup> Meeting Minutes. Toni Montier (Gaudenzia) seconded. The motion passed unanimously.

### **Ad Hoc PSH Workgroup Report Out**

Anne Marie Collins (Drueding Center) reported on the workgroup's two meetings to date. The group is looking at PSH broadly, for both singles and for families, and has four subcommittees. The Internal Service Mapping subcommittee is close to sending out a survey to all PSH programs in our system in order to get clarity about services available, models being used, populations being served, etc. The results of the survey will inform the work of the other committees, so the aim is a return rate at least 50%. OHS reviewed the survey to eliminate duplication of information requests that the City has already made. The Research subcommittee attempted to look at best practices of other CoCs, but the information that they found was population focused, not about PSH systemwide. The results of the survey will help with knowing which population-focused practices might be most relevant to us as a CoC. The subcommittee that looked at the Interim Rule determined that there is no discussion of aftercare needs when households leave PSH. The group plans to suggest this as an eligible use of CoC funds when the Rule is next open for comments. Finally, the subcommittee focused on services outside the homeless system awaits results of the survey in order to assess what kinds of services are needed by the residents of PSH in Philadelphia.

The PSH Workgroup meets next on April 21 at 10 am at the Drueding Center, 413 Master St, Philadelphia, PA 19122.

### **Quality Improvement and Evaluation Subcommittee**

Tina Pagotto (Bethesda Project) reported that QIES has met ten times since July and worked diligently to make the application and scoring tools for the renewal competition for HUD CoC-funded programs, which launched March 13, more objective, transparent, streamlined, and

aligned to HUD's priorities. The goal was to make the process simpler for providers and reviewers. Applications are due April 13 at 3:59:59 pm. Technical assistance is available from OHS throughout the process.

### **Coordinated Entry and Assessment Based Housing Referral System (CEA-BHRS)**

Sara Pagni (OHS) gave an update on this effort, which has changed its name to reflect that it isn't only about entry to the system, but also assessment and referral. In January, HUD published a Notice with 21 specific requirements with which communities will be expected to be in compliance by January 23, 2018. OHS is engaged in self-assessment to be sure to prioritize the requirements above the recommended elements that are already part of our design. Sara is drafting the CEA-BHRS operation manual and policies and procedures, on which many of the requirements are focused, and identifying gaps that need to be filled.

Case managers in all OHS-funded family emergency housing programs were trained on administering the Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT) and began piloting the tool at the beginning of March. The VI-SPDAT is also being configured and tested within HMIS.

OHS is on track for all CoC-funded family projects being able to accept referrals for vacancies through HMIS by end of April and for implementing CEA-BHRS for families this spring. The plan for implementation in the singles system is still in development, but is more complicated.

Prevention resources will be available at Appletree Family Center and Roosevelt Darby Center for cases in which households presenting at intake for shelter can be assisted without placement in emergency housing.

### **100 Day Challenge Teams**

Roberta Cancellier (OHS) presented that the 100-Day Challenge Chronic Team is working to have the VI-SPDAT being used throughout the singles system, including outreach. As the Winter Initiative winds down, the team hopes to house 10 chronically homeless people moving out of those beds. The ongoing work is to improve the By-Name list continually.

Jessica Sones (OHS) shared that during the second phase of the Challenge process, the Youth Team formed many subcommittees, and that the team members are now working on coming back together to define their collective vision, including setting goals, objectives, and timelines for activities. The Child Welfare/Juvenile Justice subcommittee made recommendations for transition planning improvements and is exploring the implementation of those recommendations. Housing for Youth providers are being trained on the VI-SPDAT for transition-aged youth.

### **OHS Structure, Staffing, Strategic Planning**

Lauren Whitleigh (OHS) reviewed the organization chart and list of new hires that was circulated with background materials. In addition to the names on the list sent out on March 14, it was announced that Myrtice Williams will be serving as Rapid Rehousing Program Manager and Kataney Couamin will be the new CoC Project Oversight Program Manager. Lauren Whitleigh presented that OHS will soon be releasing an RFP for assistance with developing a strategic plan.

### **CoC Governance**

Leah Staub (OHS) noted that we need to have a meeting of the full CoC, beyond the Advisory Committee and Board, and that will likely coincide with kicking off the strategic planning process this summer. Suggestions about what might be good to include in future full CoC meetings (topics for discussion, training opportunities, speakers, etc.) can be sent to Leah at [leah.staub@phila.gov](mailto:leah.staub@phila.gov). Additionally, the Nominating Committee will be recovering as the Governance Committee to review and revise our CoC Governance Charter. Anyone who wants to join the committee should contact Leah.

### **Funding and Policy Update**

Leah Staub noted that we don't know much about federal funding for the CoC Program yet. The Administration's budget proposal released does not mention HUD homelessness assistance, though it does cut programs CoC members use, such as CDBG, HOME, CSBG, etc. Also, the proposal is for FY18 and we don't yet have full FY17 funding in place. There was a City Council hearing about homelessness prevention on March 13 in which the Family Service Provider Network requested \$3 million more for prevention purposes.

### **Review draft of Preliminary FY18 Annual Action Plan narratives and ESG Funding Plan**

Leah Staub reviewed the summary of the draft material for the FY18 Annual Action Plan and ESG spending. The most noteworthy change from previous years is shifting \$400,000 from rapid rehousing activities to prevention activities. In response to a question about these funds, Leah explained that under ESG regulations, prevention dollars can be used for rent and utility assistance and related services. Leah also clarified that the proposed allocation for emergency shelter is the same for FY18 as for FY17.

### **CoC Project Ranking and Reallocation Strategies**

Lauren Whiteleigh prefaced the discussion of ranking by providing context about the process of applying for CoC funding. Every year, HUD makes CoCs move a portion of their projects into Tier 2 to compete for funding nationally. A CoC's ranking strategy in tier 2 is critical to ensuring as many projects get funded as possible.

In the past 2 competitions, we applied HUD's scoring rubric to the projects in Tier 2 to create multiple scenarios and settle on the ranking strategy that maximized the number of projects for funding. In **2015**, because HUD scored transitional housing much lower than permanent housing, we ranked TH over PH in Tier 2 to preserve them. It worked for us. We were not awarded the lowest ranked new project, created through bonus. In **2016**, because project type was weighted less than in 2015, we repeated our Tier 1 ranking strategy in Tier 2. We ranked PH over TH, based on local renewal score. We were not awarded the lowest ranking renewal nor the 3 new projects created through bonus last year.

This year, the Advisory Committee was asked about local priorities to include their input in preparing to develop of this year's ranking and reallocation strategy. Local priorities specifically impact projects in Tier 2 because their funding is more uncertain. HUD made clear in its debrief for the FY 2016 Competition that even for high performing CoCs, projects ranked at the bottom of Tier 2 will likely not be funded by HUD. Advisory Committee members were asked about what parts of recent ranking strategies they recommended retaining, which elements caused concern, what they thought we might incorporate from the approaches used by other CoCs, what

guiding priorities should be (e.g. cost effectiveness, system gaps, performance - Housing First, etc.), and what to consider in ranking new bonus projects in relation to renewals.

Before breaking into small groups, Advisory Committee members asked about what to garner from other CoCs, about the relationship between our local priorities and HUD priorities in establishing a ranking strategy, about what the rationale might be for prioritizing new bonus-funded projects over renewals, and about how ranking accounts for potential budget cuts. Other CoC policies vary widely—from not considering project type at all to prioritizing project type above anything else (including whether projects are new or renewing). Many prioritize renewals, but some use scores from their new project competition as equivalent to the scores in their renewal process and base their ranking entirely on those scores. Our final ranking strategy will depend on the details of the NOFA, especially HUD's scoring criteria for Tier 2 in 2017, but we want to establish our priorities in responding to those details. Prioritizing new projects to be funded with a bonus could mean prioritizing the creation of new units/addition of new resources that would fill system gaps. As we do not yet know what the full funding picture looks like for FY17, we are moving ahead with trying to determine what our community wants to be looking at for funding decisions, independent of how much funding there is available. It is not an option to distribute cuts across all funded providers.

Most groups wanted the ranking strategy to retain a focus on performance, though one group had concerns about the performance of projects that do their own referrals. One group believed that all low performing projects should be in Tier 2. Two groups noted that they recommended continuing to prioritize first time renewals in Tier 1. Other elements that discussion participants wanted to retain included:

- Prioritization of PSH
- Reallocation of TH funds to PSH projects
- Safe haven, HMIS, and highest performing TH in Tier 1

One group suggested categorizing renewal projects by population served and prioritizing those serving priority populations. Several were intrigued by the idea of averaging performance scores to look at trends and mitigate the impact of a bad year.

With regard to the issue of cost-effectiveness, many concerns arose about what is actually comparable. Several people spoke about cost per positive outcome, though there were questions about how to define cost (CoC funding? What about the 2:1 match? etc.).

Outstanding questions included:

- Defining the outcomes of RRH projects and ranking of RRH
- Where to rank new projects potentially funded with bonus dollars

Taking community feedback into account, OHS will once again present multiple possible ranking strategies for consideration this summer, once the details of the NOFA are released.

### **Adjourn**

The meeting was adjourned at 2:37 pm.