

**Philadelphia Continuum of Care Board
Meeting Minutes**

Date: Wednesday, March 22, 2017
Time: 2:00 – 4:00pm
Location: Municipal Services Building
1401 JFK Boulevard, 14th Floor, Room 1450

Voting Members in Attendance:

Community Stakeholders:

Jesse Padgett Resources for Human Development

Nonprofit Homeless Housing Providers:

Zachary Weiss Action Wellness
John Ducoff Covenant House PA
Casey O’Donnell Impact Services Corporation
Rob Harrison/ Bari Bradford Stenton Family Manor

Government Agencies:

Katrina Pratt-Roebuck CEO
Michele Wexler DBHIDS
Gary Tumolo/ Sharee Heaven DHCD
Stephanie Pastula Philadelphia Housing Authority
Casey McCollum US Department of Veterans Affairs

Non-Voting Members in Attendance:

Rachel Yoder CoC Advisory Committee
Donald Jackson Young Adult Leadership Committee
Elizabeth Hersh Office of Homeless Services

Office of Homeless Services Staff in Attendance:

Roberta Cancellier Leah Staub
Michele Mangan Lauren Whitleigh

Voting Members Absent:

Persons with Lived Experience:

Sheila Armstrong
Katherine Champlin
Emmalee Smith

Community Stakeholders:

Susan Sherman Independence Foundation

Background Materials: The following background materials were sent to Board members on Friday, March 17, 2017: the meeting agenda; January 18th Meeting Minutes; a draft of the OHS Material for the Preliminary Year 43 (FY18) Annual Action Plan; an Update on the Mayor's Task Force on Shared Spaces, accompanied by the How to Respond Guide and FAQs Spotlight on Transit Station; a proposed draft for letters of support for several Homeless Providers Grant and Per Diem Applications; 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.

Materials Distributed at Meeting: An updated meeting agenda; summary of OHS Material for Preliminary Year 43 (FY18) Annual Action Plan (AAP); summary of other CoCs' ranking strategies; handout on Shared Public Spaces Workgroup; Ranking and Reallocation Strategy Discussion handout; comparison of 2016 and 2017 point values in the local competition scoring rubric; hard copies of all background materials, including a list of OHS positions filled.

Welcome and Introductions

Liz Hersh (OHS) began the meeting at 2:07 pm with a welcome and note that her co-chair Steve has resigned from the Board, though Impact Services will continue to be represented, by Casey O'Donnell from this point forward. A round of introductions followed.

Approval of January 18th Meeting Minutes

Zachary Weiss (Action Wellness) noted that he was in attendance at the January 18th meeting and asked that the minutes be amended to reflect it.

VOTE: John Ducoff (Covenant House PA) moved that the minutes of the January 18th board meeting be approved with a change to record Zach's attendance; Sharee Heaven (Division of Housing and Community Development) seconded. The motion passed unanimously.

Policy Matters

Liz Hersh (OHS) noted that a vote was scheduled on the American Health Care Act and noted that the bill eliminates parity between physical and behavioral health, a provision that has given the City an elastic capacity to provide mobile psych services by right to residents of PSH. Phila.gov has information about the net impact of losing the ACA. Rachel Yoder (Project HOME) directed interested parties to the Project HOME advocacy site.

Liz noted that the one bright spot in the Federal budget may be Veteran services and that there were not many details in the "Skinny Budget" that was released. Liz is working with Eva Gladstein (Deputy Managing Director of Health and Human Services) to encourage the Mayor to invite Secretary Carson to come to Philadelphia and see all of the good work we are doing to end homelessness.

On the local level, Liz reported that there was a City Council hearing on March 13th on homelessness prevention, following upon the Family Service Provider Network's request for an additional \$3 million for prevention and \$3 million for facilities from the city. Joe Willard (People's Emergency Center) and Rachel Falcove (Philadelphia Interfaith Hospitality Network)

are point people for follow-up efforts. The Mayor's budget proposal already included \$1 million in new funding for 83 homeless housing opportunities, including rapid rehousing for families and permanent supportive housing for individuals. The OHS budget hearing is on May 2nd at 3 pm. There was also a March 20th hearing on evictions, focused largely on representation in landlord-tenant court.

Liz spoke about her participation in the Shared Public Spaces Workgroup, which is co-chaired by Brian Abernathy of the Managing Director's Office and Julie Coker Graham from the PA Visitors and Convention Board. It has 4 areas for action: a subcommittee that Liz is co-chairing with John McNichol (PCC) to strategize and implement real solutions to chronic street homelessness; a Code of Conduct/Service Alternatives subcommittee co-chaired by Don Haas (BOMA) and Eva Gladstein (HHS) to establish clear standards for behavior in shared public spaces with the tools and engagement to support their successful implementation; a subcommittee co-chaired by Joe Pyle (Scattergood) and Mitch Little (Community Empowerment & Opportunity) working to improve food access, dignity, and safety; and a Marketing and Public Education subcommittee co-chaired by Beverly Harper (Portfolio Associates) and Alicia Taylor (HHS).

The workgroup involves the business community in the process of addressing these issues, and many came in with a lack of information about whom to call for what when they have a concern to be addressed. Having learned about what our system offers, they are very interested in helping with all of the efforts underway. The new OHS website (www.phila.gov/homelesservices) and the PhillySharedStreets.org website have provided information and basic tips for how to help individuals.

CoC Governance

Leah Staub invited volunteers to replace Steve as co-Chair of the CoC Board. Liz described the commitment required—a pre-meeting planning session, review of draft agenda, co-facilitating the meetings. John Ducoff (Covenant House PA) expressed potential interest. Additional interested persons should contact leah.staub@phila.gov within a week of receiving the meeting minutes. The Board will vote on a new co-Chair at the May meeting.

Leah will also be reconvening the Nominating/Governance Committee to review the Governance Charter and clarify, define, and refine some of its details. Board members interested in joining the Committee should contact leah.staub@phila.gov to let her know to include them on communications.

OHS Structure, Staffing, and Strategic Planning

Liz explained that OHS has reorganized into three divisions: *Housing Services*, with Roberta Cancellier as Deputy, *Administrative Services*, with Joye Presson as Deputy, and *Planning, Policy, and Performance Management*, with interviews underway to secure a Deputy to supervise the new Director of CoC Planning, Lauren Whitleigh, and Director of Performance Management, Michele Mangan. The other outstanding positions are Director of Emergency & Temporary Housing, HMIS Manager, and Training and Technical Assistance Specialist.

Lauren sent out a draft RFP to the Board and revised its scope in response to their feedback.

Anticipated timeline:

- The RFP scope is currently being put into City template and prepared for official release in mid-late April, with due date of late May.
- A panel that includes members of the CoC Board will review the proposals and select a consultant to assist with the process.
- We will launch the process with a large full-CoC meeting and initial assessment meetings this summer.
- After a twelve-month planning process, we will complete the plan and begin to implement its vision in the Summer of 2018.
- The plan will be 3.5 years in duration, guiding our efforts through December 2021.

Until we have a Strategic Plan in place, goals from the CoC Application will continue to guide our community's focus.

Katrina Roebuck (CEO) raised questions about how to relate the statistics that the Board reviewed at the January meeting to system needs, in order to be able to set up RFPs designed around system needs, or at least with points for response to gaps. In the context of further discussion of funding, Liz spoke about shifting activities funded by the Housing Trust Fund to prevent shelter admissions for those at the highest risk and about trying to find a pathway to increased focus on prevention/diversion within our system. Katrina and Liz will talk further about the division of labor between OHS and CEO's Housing Security Workgroup, to explore potentially developing a project that would provide flexible prevention dollars.

Katrina also expressed interest in data on flow through our system. We have pieces of that picture, but not a synthesized view of who is presenting where, why, what they are getting, and what the right intervention might be. This is a large part of what the Strategic Planning process will focus on—Liz envisions spending the year coming to consensus on a clear, common sense, very brief plan that gives us a structure for reporting on our efforts relative to our goals.

Preliminary Year 43 (FY18) Annual Action Plan, including ESG Funding Plan

Leah Staub (OHS) 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. Though we are working to expand use of the rapid rehousing model, we have been successful in using CoC funding to support those efforts, increasing the number of CoC-funded RRH slots from 32 in 2014 to 67 in 2015 to 114 in 2016. The draft Preliminary Plan keeps the proposed allocation for emergency shelter the same for FY18 as for FY17. It assumes level funding overall and is housing-focused in its approach, using the premise that prevention is a cost-effective use of limited funds, as seen with the SSVF program. Gary Tumolo (DHCD) noted that this year we have to submit both the AAP and the 5-year Consolidated Plan, but that DHCD intends to make use of the work done for the Assessment of Fair Housing as much as is possible.

VOTE: John Ducoff (Covenant House) moved to approve the draft of the AAP material. Rob Harrison (Stenton Family Manor) seconded. The motion passed unanimously.

Casey O'Donnell (Impact Services) volunteered to collect feedback from SSVF providers on lessons learned about producing positive outcomes to share with OHS in expanding prevention efforts.

Additional Items

Roberta Cancellier (OHS) presented a request from Resources for Human Development to transfer their SALT and SALT 10 CoC-funded projects to Pathways to Housing PA. These 2 grants provide housing to 31 people with services from DBHIDS and have no performance issues. Both organizations have been working with OHS and DBHIDS not only to prevent displacement, but to provide a smooth transition for the long-standing high-needs residents. Jesse Padgett (RHD) confirmed that RHD believes this to be a good move, in everyone's best interest.

VOTE: John Ducoff (Covenant House) moved to accept the recommendation of OHS & DBHIDS (with the support of RHD) to transfer the SALT and SALT 10 projects from RHD to Pathways to Housing PA. Sharee Heaven (DHCD) seconded the motion. The motion passed with 8 votes in favor and one abstention (Jesse Padgett, RHD). [Katrina was out of the room during this vote.]

Casey McCollum (VAMC) presented a request to support applications from four local providers for renewal funds under the national NOFA for Grant and Per Diem funding from the VA. This is the first such NOFA ever and the VA has been facilitating conversations between the existing providers who need to reapply for funding for their programs under particular service models. Casey McCollum drafted a letter of support, included in the meeting materials, to be used for each of the 7 applications being submitted by the 4 organizations: Project HOME, Fresh Start, Impact Services, and Veterans MultiService Center. Casey O'Donnell (Impact Services) and Rachel Yoder (Project HOME) affirmed that all of the applicants support the other providers' applications. Lauren Whitleigh (OHS) reported that Kathy Salerno at VMC requested some additional language about their role assessing Veterans experiencing homelessness and coordinating intake and referrals to Veteran housing programs from their day program.

VOTE: John Ducoff (Covenant House) moved to approve Liz's signing a letter of support on behalf of the CoC, as modified by OHS to respond to the applicant, for Veterans MultiService Center's Grant and Per Diem application. Gary Tumolo (DHCD) seconded the motion. The motion passed unanimously.

VOTE: John Ducoff (Covenant House) moved for Liz to co-sign letters of support on behalf of the CoC for Project HOME, Fresh Start Foundation, and Impact Services Corporation's Grant and Per Diem applications, as drafted and signed by the VAMC. Zachary Weiss (ActionWellness) and Rob Harrison (Stenton Family Manor) seconded the motion. The motion passed with 9 votes in favor and one abstention (Casey O'Donnell, Impact Services).

Developing Philadelphia's FY 2017 CoC Project Ranking and Reallocation Strategy

Lauren Whitleigh (OHS) reminded the Board that we are required every year to have a local competition for renewal and new projects and that the CoC's Quality Improvement and Evaluation Subcommittee has worked since last summer to develop a renewal process,

application, and scoring tool for reviewers that is more objective, transparent, streamlined, and aligned with HUD’ policy priorities. She shared the scoring criteria for this year’s local competition (below), which opened on March 13th and will close on April 13th, and invited Board members to contact her to volunteer to review the applications. Reviewers will be trained on Monday, April 17th or Wednesday, April 19th, 3-4pm at MSB and assigned 6-7 proposals to score using our improved user-friendly scoring tool.

Criteria	2016	2017
Project Description and Participant Information	10	5
Case Study	10	
Housing First Approach	5	10
Prioritizing Households Most in Need: Veterans, Chronic, DV, Youth	5	10
Data Quality: Less than 10% “Don’t Know/ Refused” and “Missing”	10	10
Unit Utilization Rates: 90% or above for 4 points in time	10	10
Residence Prior to Entry: Majority of participants entering from homeless situations	10	10
Increase in Income: 10% or more of adults increase or gain earned income	5	10
Increase in Income: 35% or more of adults increase or gain other income	5	10
Non-Cash Benefits: 82% of adults connected to 1+ mainstream benefit	10	10
Housing Stability PSH: 93% retain or exit to permanent; RRH and TH: 80% of leavers exit to PH; SH:55% of leavers exit to PH	10	15
Overall responsiveness, strength, and completeness of application	15	0
TOTAL	105	100

Every year, HUD makes CoCs move a portion of their projects into Tier 2, where they compete for funding nationally. A CoC’s ranking strategy in tier 2 is critical to ensuring as many projects get funded as possible.

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. 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.

The second piece of this question is the reduction and reallocation strategy.

Lauren and Leah summarized the feedback of the Advisory Committee:

- The overall feedback was that we as a CoC have made good choices to ensure that as many projects as possible get funding.
- We should continue ranking the highest performing projects, first time renewals, and HMIS in Tier 1.
- We did not get clear feedback about new projects created through bonus funding being ranked in a way that gives them a chance, instead of at the bottom of Tier 2. Last year, the feedback was that if we are ranking new projects created through reallocation above

lower performing renewal projects, then the new projects created through bonus should be ranked at the bottom of Tier 2.

Katrina Roebuck (CEO) suggested that we need to think about a crisis preparation strategy for what absolutely must be funded, should we face severe funding cuts. Lauren mentioned that the Advisory Committee had discussed cost per positive outcome as potentially more important than cost per unit. We also may need to look at gaps for serving specific populations.

Casey O'Donnell (Impact Services) asked if there was a certain amount we had to reallocate. In 2016, HUD awarded maximum (4) points for reallocation to CoCs demonstrating that they reallocated 20 percent of their ARD cumulatively in the FY2013, FY2014, and FY2015 competitions. In Philadelphia, we set our own 2016 target of \$2 million and worked to reach it, looking especially for costs that could be picked up by other systems. DBHIDS has been great about absorbing the service costs. Going forward, we may need to prioritize retaining funds that pay for housing, so that even if services are lost, program participants won't lose their housing.

OHS is asking for input in setting priorities. Historically, we have tried to maximize the number of projects funded. We have prioritized renewals over new opportunities and have not had new bonus projects funded. The Advisory Committee recommends continuing to prioritize renewals.

John Ducoff (Covenant House PA) suggested that the best driver of these decisions would be system gaps, but our data is not in good enough shape. He asserted that our priorities need to account for the particular system that we have built over time through a long history of resource allocation decisions.

Lauren noted that during that history, Philadelphia has made it a local priority to preserve high-performing TH programs. HUD could prioritize on cost effective performance and could push us to change that priority. We will need to decide how to respond.

Updates

Rachel Yoder (Project HOME) reported that the 100-Day Challenge Chronic Team has housed 140.

Donald Jackson reported that the Young Adult Leadership Committee is finalizing their application for membership tomorrow (March 23) and will be sending a notice about openings for new members to the 100-Day Challenge resource list. Membership will be capped at 12.

They are working on setting actionable and attainable goals to make best use of their time. Two of the ideas being floated:

- A block-party style resource fair for youth, including providers of services for youth experiencing homelessness, but not exclusively for youth experiencing homelessness.
- Establishing a seat for a youth representative on a decision-making body for DHS.

John Ducoff planned on attending the Young Adult Leadership Committee meeting on March 23. All Board members are reminded that they are invited to attend these meetings: every other Thursday from 5:30-7:30 pm at the William Way Center.

Adjourn

The meeting was adjourned at 4:02 pm.