

**Philadelphia Continuum of Care (CoC) Board  
Meeting Minutes**

Date: Monday, March 12, 2018  
Time: 3:30 – 5:30pm  
Location: Municipal Services Building, 1401 JFK Boulevard, Room 1450

**Voting Members in Attendance:**

Persons with Lived Experience:

Broderick Green

Community Stakeholders:

Traci Nesmith Resources for Human Development

Nonprofit Homeless Housing Providers:

Zachary Weiss Action Wellness  
Brandon Fields, Casey O'Donnell Impact Services Corporation

Government Agencies:

Joyce Sacco Dept of Behavioral Health & Intellectual disAbility Serv  
Sharee Heaven, Gary Tumolo Division of Housing & Community Development  
Stephanie Pastula Philadelphia Housing Authority

**Non-Voting Members in Attendance:**

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

**Office of Homeless Services (OHS) Staff in Attendance:**

Tara Gaudin Beth Gonzales  
Michele Mangan Gina Ruggieri  
Leah Staub Lauren Whiteleigh

**Voting Members Absent:**

Persons with Lived Experience:

Sheila Armstrong  
Emmalee Smith  
Katherine Champlin

Community Stakeholders:

Susan Sherman Independence Foundation

Nonprofit Homeless Housing Providers:

John Ducoff Covenant House PA  
Rob Harrison Stenton Family Manor

Government Agencies:

Katrina Pratt-Roebuck Office of Community Empowerment & Opportunity  
Casey McCollum US Department of Veterans Affairs

**Background Materials:** The following background materials were sent to Committee members on Tuesday, March 6th, 2018: meeting agenda; draft minutes from the November 13th, 2017 Board meeting; a reminder summary of recent CoC Board email votes; the approved Philadelphia FY 2018 CoC Renewal Evaluation Process, Role Expectations, and Program Values document; Office of Homeless Services Report - March 2018; HUD Youth Homelessness Demonstration Program Fact Sheet; HUD System Performance Measures Background & Philadelphia's Federal FY2016 Data; the text of the February 12th Strategic Planning Update; CEA-BHRS Implementation Update.

**Materials Distributed at Meeting:** Slightly revised meeting agenda; an expanded Office of Homeless Services Report dated March 9th; HUD System Performance Measures Background & DRAFT Comparison of Philadelphia's data from Federal FY2016 and Federal FY2017; a copy of the Summary of Strategic Planning Community Input that was linked in the February 12th update; the Philadelphia Division of Housing & Community Development (DHCD) timeline for submission of the FY2019 Annual Action Plan to HUD; the Project Overview section of the [Request for Proposals](#) for a Housing Action Plan for the City of Philadelphia.

**Materials to be Distributed with Minutes:** Updated CoC Nondiscrimination Policy.

**Welcome and Introductions:** Liz Hersh (Board co-Chair) began the meeting at 3:34 pm with a welcome and introductions. Lauren Whitleigh, Director of CoC Planning, noted that there was not a voting quorum present. Liz initially skipped the votes on the agenda, in hopes that we would get a quorum.

**Office of Homeless Services Report:** Liz Hersh, Office of Homeless Services Director, noted that Homeless Services would like to get in the habit of regularly producing formal reports to the Board. She began to walk through the report as distributed at the meeting.

**Office of Homeless Services Report: Continuum of Care Program Funding:** Lauren Whitleigh, Director of CoC Planning, reported on the 2017 Continuum of Care Program Funding awarded to Philadelphia CoC in January:

	<b>Amount Awarded</b>
Renewal Projects	\$31,014,860
New Projects	\$1,855,973
CoC Planning Project	\$979,975
<b>TOTAL CoC Award</b>	<b>\$33,850,808</b>

**ALL** of Philadelphia CoC's 99 renewal projects were funded, representing over 2,700 units of permanent and transitional housing, and the Homeless Management Information System (HMIS). Six new projects were funded, primarily due to our aggressive reallocation strategy, with \$1,662,485 in reallocated funds and \$193,488 in bonus dollars:

Organization	Project Name	Project Type	Population	Households Served	Award
Office of Homeless Services	CEA-BHRS mobile assessors	Supportive Services Only (SSO) for Coordinated Entry	NA	NA	<b>\$184,800</b>
Families Forward Philadelphia	Families in Transition	Rapid Re-Housing (RRH)	Households with Children	Min. 15	<b>\$364,270</b>
Veterans Multi-Service Center	Edison64	Permanent Supportive Housing (PSH)	Chronically Homeless Households without Children	Max. 20	<b>\$360,100</b>
Women Against Abuse, Inc.	Safe at Home	RRH	Households fleeing Domestic Violence	Min. 12	<b>\$244,490</b>
PHMC	First Foundation	RRH	Young Adults ages 18-24	Min. 25	<b>\$508,825</b>
TBD via RFP	Back on Track	RRH	Households without Children	Min. 10	<b>\$193,488</b>
<b>TOTAL NEW PROJECT FUNDING</b>					<b>\$1,855,973</b>

Gina Ruggieri, CoC Program Manager, reported that having reconvened for weekly meetings beginning in January, CoC Quality Improvement & Evaluation Subcommittee (QIES) would be launching the 2018 local renewal competition on Wednesday, March 15th, with applications due April 25th. Because the committee spent so much time rethinking the evaluation tool for 2017, the QIES focused on a few small changes for 2018 to improve elements that did not work as well as possible last year.

- Though Housing First is a major priority in the CoC, the QIES did not believe that the question as asked previously effectively assesses application of a Housing First approach. For this reason, the Housing First question will be unscored this year and organizations will be asked to submit additional Housing First attachments with renewal applications. The QIES will review these documents in order to better understand local implementation and work to develop a mechanism for better evaluating adherence to Housing First for scoring next year.
- The application will include a bonus question to allow providers to share accomplishments that are not indicated elsewhere and to add a qualitative element to the evaluation.

Recruitment for reviewers will begin soon after launch, with a focus on including more non-providers. Board members who want to review applications should have them contact [Gina Ruggieri](#).

HUD has indicated that they plan to release the 2018 CoC Notice of Funding Availability (NOFA) in late May and that a longer-term goal is to convert the entire CoC application to a system performance evaluation. We have not yet been debriefed on the scoring of our 2017 CoC Collaborative Application. The debrief process has been delayed because of the needs of communities that have experienced natural disasters.

**Office of Homeless Services Report: Local Policy Notes:** Liz Hersh noted that Mayor Kenney's [proposed FY19 City of Philadelphia budget](#) includes a \$3.3M increase in Office of Homeless Services funding, with a focus on expanding low-barrier housing and daytime services to address the opioid crisis. Michele Mangan, OHS Director of Performance Management walked the Board through the long-standing performance measures that have been submitted to the City Budget Office. As the City moves to program-based budgeting, we are doing more robust reporting on measures aligned with our programs and with HUD's System Performance Measures

Performance Measure	FY17 Q1	FY17 Q2	FY17 Q3	FY17 Q4	FY17 Year-End
Number of households provided homeless prevention assistance	257	243	34	226	760
Number of households provided rapid rehousing assistance	66	50	156	108	380
Number of new permanent supportive housing units for people experiencing homelessness (Non-Philadelphia Housing Authority)	N/A	N/A	N/A	90	90
Number of households placed into transitional housing	105	110	99	101	415

The City is working on an Encampment Regulation Plan and held a hearing on March 12th to assess the City’s efforts to prevent and treat abuse, addiction, and disease related to the use of opioids. The [Eviction Task Force](#) held a public input session on March 5th and will release a draft report on April 10th for more public input.

**Office of Homeless Services Report: Building Early Links to Learning (BELL) Initiative:** Liz Hersh reported that as it goes into its 4th year, the BELL Initiative, spearheaded by People’s Emergency Center and funded by private dollars, has received a second three-year grant to support their work with Homeless Services to increase the developmental friendliness of Philadelphia shelters and connect families in emergency and transitional housing programs with high quality early childhood education.

**Office of Homeless Services Report: Serving people with serious physical disabilities, mobility problems and those who are medically fragile:** Liz Hersh spoke about the emerging need for better supports for people with serious physical disabilities, mobility problems, or medical fragility. The presence in our emergency housing of almost 500 people who meet one of these descriptions in the first 7 months of the fiscal year is cause for serious concern, as shelters are not licensed and their staff members are not trained to assist with Activities of Daily Living. This issue dovetails with the community input that we have heard about cross-system collaboration and use of non-traditional resources to create appropriate options for people experiencing homelessness. Joyce Sacco volunteered to participate in discussions on this topic going forward.

**Voting Matters:** Without a voting quorum, we took a sense of the voting Board members present for each of the items requiring Board consideration, which in each case was unanimous support. On March 22nd, a report on this process with the call for email votes was sent to Board members who were not present with a call for their votes. All of the motions passed on March 22nd, with more than 50% of the full Board in favor.

**Voting Matters: Governance:** CoC Board Program Manager Leah Staub and Director of CoC Planning Lauren Whitleigh explained that as indicated in the background materials for the meeting, the strategic planning process is giving us a platform to look at the structure of our Continuum of Care: how it is defined, who participates and how, with whom we need to strengthen relationships and who we still need bring to the table to achieve our goals, and how we create opportunities to coordinate efforts more effectively. Our most immediate task to take action on all of the input received from the

community will be devising a leadership structure that will support us to advance our strategic goals, which means that we will focus on rethinking CoC governance, specifically the CoC Board and Advisory Committee.

- Given that we will be working to reconfigure our collaborative decision-making in the very near future, OHS recommended temporarily suspending the term limits in the CoC Governance Charter until we have determined the most useful structure for collaborative decision-making in support of plan implementation and put that structure in place. Practically, this means extending the terms of the Advisory Committee Chair and Vice-Chair and keeping the current Board composition in place. Gary Tumolo moved to approve this temporary suspension; Sharee Heaven seconded the motion. The motion passed.
- OHS informed the Board that we have not received any response to communication from Katie Champlin since September. While we maintain the current Board composition, OHS recommended giving the Young Adult Leadership Committee (YALC) a temporary vote on the Board, in place of its current non-voting status, in order to maintain the consideration of the voices of youth with lived experience. Sharee Heaven moved to approve this temporary status change; Gary Tumolo seconded the motion. Stephanie Pastula questioned why it was originally a non-voting seat. None of the Board members present identified a specific reason; whether it should remain a voting seat on whatever body we design will be part of our governance conversations. The motion passed.

**Voting Matters: Recent Email Votes:** When time-sensitive issues arise requiring a vote before the next scheduled CoC Board meeting, the CoC Board co-chairs may call for votes to be conducted via email. More than 50% of the CoC Board must vote in favor in order for a motion to pass by email vote. Leah Staub, CoC Board Program Manager, refreshed Board members' memories about the three recent Board votes conducted by email:

- On January 3, 2018, the CoC Board Co-Chairs moved to approve letters of support for the Utilities Emergency Services Fund's application for SSVF program grant renewal and for the Philadelphia Alliance of Supportive Services for Veteran Families (PASSVF). This vote passed with 9 votes in favor on January 8th.
- Following a January 8th Board call to discuss the draft Coordinated Entry and Assessment-Based Housing Referral Process (CEA-BHRS) Policies and Procedures Manual, the CoC Board Co-Chairs moved to approve the [CEA-BHRS Policies and Procedures Manual](#) on January 9, 2018. This vote passed with 8 votes in favor on January 11th.
- Following a February 23rd Board call to discuss the CoC Program Values drafted to guide the local 2018 CoC Renewal Funding Competition, the CoC Board Co-Chairs moved to approve the CoC Program Values on February 28, 2018. This vote passed with 10 votes in favor on March 2nd. The final tally of votes in favor was 13.

**Voting Matters: November 13th Minutes:** Sharee Heaven moved to approve the November 13th Meeting Minutes; Zach Weiss seconded the motion. The motion passed.

**Voting Matters: Reduction of 2 Units in a CoC-funded Transitional Housing project:** People's Emergency Center (PEC) has a 26-unit transitional housing project (Rowan House) that recently began targeting its services to families fleeing domestic violence. The project has 2 units on the ground floor in which PEC does not feel it can adequately protect these survivors from the violence that they are fleeing. Because of the project's location in West Philly and work that its Director has done previously,

PEC knows that CHOP keeps children in the hospital longer than necessary if their families have nowhere to go and would like to use the two ground-floor units to house such families. These households may or may not meet CoC eligibility requirements, so PEC would reduce the capacity of this CoC-funded project from 26 to 24. Joyce Sacco moved to reduce the project capacity from 26 to 24 units; Broderick Green seconded the motion. The motion passed.

**Voting Matters: Update to Nondiscrimination Policy:** In November, the Board approved a CoC Nondiscrimination Policy that included procedures for reporting any experiences of discrimination to the Office of Homeless Services. Those procedures included the option of delivering a form in person to Appletree Center or Roosevelt Darby. As the role of these Access Points has shifted with the implementation of coordinated entry and the co-location of the Emergency Assistance and Response Unit, the Monitoring & Compliance Unit that was formerly located on-site has relocated to MSB, leaving no staff designated to receive these reports on-site. Gary Tumolo moved to remove the reference to delivering the reporting form in person and replace it with the option to email, fax, or mail the form to OHS. Broderick Green seconded the motion. Only the reporting procedures have been revised in the updated policy. Board members agreed that participants would likely be more likely to report via these indirect methods than to go in person to make a report, so this change strengthens the policy. The motion passed.

**System Performance Measures:** Michele Mangan, OHS Director of Performance Management, confirmed the earlier statement that HUD has begun to increase its focus on performance, including by providing technical assistance to address varying skill sets and by standardizing the methodology for assessing performance across CoCs, for consistent analysis. The Office of Homeless Services has been engaged in focused efforts to clean and improve the quality of data in our Homeless Management Information System (HMIS) so that we can use it to inform our efforts with confidence. Only one year after launch of our current Homeless Management Information System (HMIS) in 2016, the overall data quality of our Annual Homeless Assessment Report (AHAR) submission exceeded HUD thresholds that we had not reached for five years previously. This means that our data will be part of the AHAR submitted to Congress, the “report card” on homelessness that has supported our maintaining at least level funding even as other programs were cut.

Michele walked the Board through an initial data run comparing our System Performance Measure data submitted for Federal FY2016 with a **draft** of Federal FY2017 data that we will submit in late May. Except for the increase in income measure, the measures include all programs that input data into our Homeless Management Information System, irrespective of program funding.

The year-to-year changes for these metrics reflect the data quality work. The large decrease in number of persons served is because OHS staff closed out many old enrollments that had been in the system for years, fixing problems from our migration to the current HMIS. This had the effect of reducing the average length of time homeless, a measure that is more skewed by outliers than the median length of time homeless. In the past, HUD has indicated that they weigh the median more heavily. HUD would like CoCs to have a median length of time homeless of 30 days or less.

Michele indicated that Philadelphia’s CoC-funded programs have the most reliable data in our HMIS because we have used CoC Planning dollars to support data quality. Since the increase in income measures includes only their data, it is the most reliable part of the data set.

Michele highlighted that Metric 7a.1 includes Street Outreach data, which OHS, DBHIDS and City Law have been negotiating for years to get into HMIS without breaching confidentiality. We are now at a point when the DBHIDS IT team is working with our HMIS data to develop a mechanism to transfer appropriate data into HMIS from the DBHIDS data management platform.

Board members believe that providers would be interested in seeing this data but suggest a more limited version with fewer tables and some narrative, perhaps broken out by measures relevant to each program type to target the programs that a provider operates.

**Strategic Planning:** Liz Hersh reviewed the process by which we have been engaged in strategic planning efforts, including all of the ways that we collected community input. She indicated that at this time, we are working with our three volunteer committees to turn our synthesis of input, categorized into six “buckets,” into a draft plan that we can share with the community for comment. The six buckets are:

1. Collaboration: bridging the divides and streamlining coordination between big systems
2. Communication: up, down, and across
3. Resources and Funding: growing the supply of places for people to live
4. Training and Technical Assistance: clarity and support for the people on the ground
5. Accountability and Performance: high standards that ensure consistency of service quality
6. Employment: creating connections to improve access to jobs and increased income

We are currently looking at the recommended strategies in these six plan focus areas and honing in on how each contributes to our efforts to make homelessness rare, brief, and non-recurring and what is achievable in a measureable way. After the strategies are narrowed, CSH will help us identify best practices and we will focus additional attention on what leadership for plan implementation should look like, as discussed earlier in relation to CoC Governance.

Rachel Yoder, CoC Advisory Committee Chair, reported on the discussion that the Advisory Committee had at its meeting on March 5th about the communication “bucket.” Highlights included:

- The need for a direct feedback mechanism for participants to communicate with OHS
- The need providers have to feel safe communicating about challenges and concerns
- Affirmation of the work OHS has been doing to make communication consistent and regular, with consistency of who sends (point person) emails and who gets emails identified as an area for improvement
- Opt-in opportunities for various types of communication
- The desire for targeted, concise communication with consistent presentation
- The effectiveness of direct communication in meetings, followed up by something written down or emailed

Liz returned to the issue of structuring leadership for implementation and emphasized that we do not intend to create yet another body, but rather likely reconfigure some existing bodies. Oversight will likely continue to sit with the Board, in whatever form the Board takes.

**City Housing Planning:** Gary Tumolo (DHCD) spoke about broader planning processes for Philadelphia housing development, from the 2016 Assessment of Fair Housing to the 5-Year Consolidated Plan submitted to HUD in 2017, which included an FY2018 Annual Action to the current process for submission of the FY2019 Annual Action Plan. The Office of Homeless Services has been working on writing narratives and finalizing a plan for Emergency Solutions Grant (ESG) spending for the 2018-2019 *Annual Action Plan* that DHCD is preparing to be submitted to HUD in June. When completed, these ESG-

related sections will be circulated to the Advisory Committee and CoC Board for review. Additionally, the Division of Housing & Community Development will hold a hearing on the *Preliminary Plan* on April 24 at 2pm and City Council will have a hearing on the *Proposed Plan* on June 6.

Additionally, when the ballot measure to reorganize the City housing agencies into the Department of Planning and Development passed, it required that newly reorganized department to submit a Housing Action Plan about its work. Gary reviewed the overview from the RFP for contractors to support a planning process that includes reviewing all of the planning processes already underway to avoid duplication of efforts. Liz Hersh noted that there is also a City Housing Cabinet that is involved with this work.

**Youth Homelessness Demonstration Program (YHDP)**: Donald Jackson informed the Board of the status of planning Philadelphia’s application for the second round of the HUD Youth Homelessness Demonstration Program (YHDP). HUD will select 11 communities for this \$43 million grant opportunity, including 5 rural communities, providing an opportunity to create new and innovative housing and service projects for youth ages 24 and under. If funded, we will work with a wide array of partners to plan and implement a “Coordinated Community Plan” outlining use of the funds. In preparation, a “YHDP Planning Team” including a wide variety of stakeholders has been meeting about this grant specifically since December. The Young Adult Leadership Committee is also giving input on the application, helping ensure that we center our planning process and use of funds on youth voice and input. Applications are due April 17th! Projects funded through YHDP, if awarded, will have 2-year grant terms and may be renewed under the CoC Program if they meet certain HUD requirements.

**Young Adult Leadership Committee (YALC)**: Donald also reported that members of the YALC will be meeting with the School District of Philadelphia to discuss how to implement best practices for enforcing McKinney-Vento education provisions on supports for students experiencing homelessness. He asked about how the YALC can have greater input on the evaluation of projects funded by or proposed for funding by CoC funding and was advised that the YALC members can join our Quality Improvement and Evaluation Subcommittee (QIES). Lauren Whitleigh reported that the QIES has committed to build out our evaluation criteria on a population-specific basis.

**Coordinated Entry & Assessment-Based Referral System (CEA-BHRS)**: Beth Gonzales, OHS Deputy Director, Policy, Planning, and Performance reported that CEA-BHRS implementation has begun, following CoC Board approval of the Policies & Procedures in January. As of March 2nd, 305 people from 37 organizations had been trained, with the next set of trainings focused on Transitional, Rapid, Permanent Supportive Housing Providers and DBHIDS-funded Safe Haven and Journey of Hope programs. Youth Access Points at Valley Youth House and the Attic began operating with a soft launch on March 6. At the time of the Board meeting, 520 housing assessments had been input into the system. As TH/RRH/PSH providers are trained in HMIS, they will begin entering housing vacancies and receiving referrals. Liz Hersh reminded everyone that there are not new housing resources associated with CEA-BHRS, but the idea is that we will more effectively match people to the limited opportunities available based on their vulnerability. The messaging has to be that people should not depend entirely on this process as their only plan for getting housed, because the supply of units is extremely limited.

**Adjourn**: Gary Tumolo (DHCD) moved to adjourn the meeting, seconded by Stephanie Pastula (PHA) and unanimously approved. The meeting adjourned at 5:27pm. **Next Board meeting** is on June 11.