

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

Date: Tuesday, August 28, 2018
Time: 2:30 –4:30pm
Location: Municipal Services Building, 1401 JFK Boulevard, Room 1450

Voting Members in Attendance:

Persons with Lived Experience:

Broderick Green
Donald Jackson, representing the Young Adult Leadership Committee
Emmalee Smith

Community Stakeholders:

Susan Sherman Independence Foundation

Nonprofit Homeless Housing Providers:

Zachary Weiss Action Wellness
John Ducoff Covenant House PA
Brandon Fields Impact Services Corporation

Government Agencies:

Michele Wexler Dept of Behavioral Health & Intellectual disAbility Services
Gary Tumolo Division of Housing & Community Development
Carolyn Brown Office of Community Empowerment & Opportunity
Stephanie Pastula Philadelphia Housing Authority
Molly Maguire US Dept of Veterans Affairs, Medical Center

Non-Voting Members in Attendance:

Elizabeth Hersh Office of Homeless Services
Rachel Yoder CoC Advisory Committee

Office of Homeless Services (OHS) Staff in Attendance:

Roberta Cancellier Tara Gaudin
Beth Gonzales Michele Mangan
Gina Ruggieri Leah Staub
Lauren Whitleigh

Voting Members Absent:

Persons with Lived Experience:

Sheila Armstrong
Katherine Champlin

Community Stakeholders:

Traci Nesmith Resources for Human Development

Nonprofit Homeless Housing Providers:

Rob Harrison Stenton Family Manor

Background Materials: The following background materials were sent to Board members on August 21st: draft August 28th Meeting Agenda; Summary of Policies Requiring Votes on August 28th; 2018 Continuum of Care (CoC) Funding Competition – Overview; Code of Conduct and Conflict of Interest Policy: Acknowledgement and Disclosure Statement; draft 2018 CoC Project Review and Rating Procedure; draft 2018 Process for Reallocating CoC Program Funds; August 2018 Office of Homeless Services Report; CEA-BHRS Update; draft Minutes from June 11th Meeting.

Materials Distributed at Meeting: Slightly revised meeting agenda; handouts with tables included in minutes below; handout with governance diagram included below; FY2018 Project Priority Listing; draft Executive Summary of the plan.

Welcome and Introductions: **Welcome and Introductions:** John Ducoff, Executive Director of Covenant House and Board co-chair, called the meeting to order at 2:37pm with a round of introductions. Liz Hersh, Director of OHS and Board co-chair, noted that OHS staff had been asked to sit away from the table, for clarity about roles and Board membership.

Consent agenda: Background materials distributed to the Board included summaries of policies being considered for approval and links to the full drafts. OHS received minimal comments on the drafts. John Ducoff noted that OHS had determined that we need to review HMIS policies and procedures annually but not re-approve them.

VOTE: Susan Sherman, President of the Independence Foundation, moved that the Board approve the June 11th meeting minutes, Philadelphia Emergency Transfer Plan, and Revised Standards for Providing Assistance under the Continuum of Care and Emergency Solutions Grant Programs. Emmalee Smith seconded the motion, which passed unanimously.

Grant transfer from My Place Germantown to Horizon House: Leah Staub, CoC Board Program Manager, reported that 3 years ago, My Place Germantown (MPG), looking to form a partnership with a larger organization whose mission was compatible with their own, signed an agreement with Horizon House (HH). Under that agreement, HH was responsible for the daily operations of the residence, while MPG is responsible for administering the HUD grant and raising the matching funds required by the grant. The partnership has provided significant gains for MPG residents, staff, and administration; stability for the residents; training, advancement, and expanded benefits for the staff, and access to the resources, and efficiencies of scale, of an established organization for the administration. At this time, the two organizations have requested that the grant received in the 2017 competition, beginning October 1, 2018, also be transferred to Horizon House, to support and streamline monitoring and oversight.

VOTE: Susan Sherman moved to support My Place Germantown and Horizon House's request to transfer the \$231,106 project grant from MPG to Horizon House. Broderick Green seconded the motion, which passed unanimously.

2018 Continuum of Care Program Funding: Leah Staub reminded the Board that the CoC Program funding conversation has been ongoing since February, when there were calls for the Board to discuss the "CoC Renewal Evaluation Process: Role Expectations & Program Values" with the leadership of the Quality Improvement & Evaluation Subcommittee (QIES), which drafted the document. The Board approved the document with an email vote on March 2nd. QIES, on which Board members are encouraged to serve, then finalized our local Renewal Project Local Renewal Application and Review Instrument in alignment with those values. Board members were invited to be reviewers for the local competition. At the March Board meeting, the Board received reports on the FY2017 competition awards and the 2018 local renewal application, and reviewed draft comparison of 2017 and 2016 System Performance Measure data, which we knew will play a large part in the CoC's score in this year's competition. In the June 2018 Board background materials, Board members received a refresher on the

basics of the HUD CoC Program funding process and the final System Performance Measure data as submitted to HUD. At the June meeting, the Board received a report on the debrief from the 2017 competition that OHS received from HUD and preliminary data from the Coordinated Entry & Assessment-Based Referral System (CEA-BHRS) that would help to shape priorities for the New Project RFP. Board members were invited to be reviewers for the new project proposals submitted and also to serve on the Board’s Ranking and Reallocation Workgroup that developed the strategies for this competition. Earlier in August, materials from that Ranking & Reallocation Workgroup were shared with the entire Board and last week, OHS held two Board calls to review the information and ask questions in preparation for this meeting. All of this has brought us to the point of potentially approving an application for more than \$35M.

Gina Ruggieri, CoC Program Manager, presented the Board with information to support their responsibility to review, consider, and approve the community’s request for funding from HUD’s CoC Program. She started with an overview of funding availability for new projects. The primary source of funds for new projects is reallocation of renewal funding – pulling dollars from renewal projects, for one of four reasons:

- Consistent underspending
- Cost-effectiveness – analysis focused on transitional housing this year
- Voluntary eliminations or reductions (3 projects this year)
- Eliminations based on consistent underperformance (2 PSH and 1 TH project this year, 57 units)

Total available in this competition from reallocation: \$1,515,428¹. Our goal was reallocating \$1.5M to new projects for higher performance.

Proposed Reductions and Eliminations	Funds available for new projects
Proposed reductions based on underspending	\$318,936
Proposed reductions based on cost effectiveness	\$165,194
Proposed eliminations based on performance	\$351,221
Voluntary reallocation	\$680,117
Total proposed for reallocation	\$1,515,468

Source of funds	Funds available
Reallocation	\$1,515,468
Permanent Housing Bonus	\$1,948,595
DV Bonus	\$3,247,658
Total funds available for new projects	\$6,711,721

At this time, the Board paused to discuss the project eliminations, which include 2 projects operated by Asociación Puertorriqueños en Marcha (APM). John Ducoff stepped out of the meeting to avoid conflict of interest. APM submitted an appeal letter to the Board.

¹ The numbers in these tables are the final figures as submitted, reflecting the adjustments noted on p.6 below.

VOTE: After lengthy discussion of the letter and of the situation and its implications, Susan Sherman moved to deny this appeal. Zach Weiss, ActionWellness, seconded the motion, which passed unanimously among the Board members in the room: 11 in favor, 1 abstention.

UPDATE: APM is appealing this decision to HUD.

Gina continued with the presentation of recommendations for New Project funding. OHS received 6 new project proposals that met threshold requirements and the New Project Review Panel proposed funding 4 of the 6 applications. OHS will also apply for a new Supportive Services Only for Coordinated Entry (SSO-CE) project to fund our two youth-dedicated CEA-BRHS access points, which have been operating as access points without being funded for 6 months to date, as well as an SSO-CE project under the DV bonus heading, to provide training on issues and skills related to domestic violence for CEA-BHRS housing assessors. Liz mentioned that training for non-DV systems is one of the main priorities of the Shared Safety work within the DV world.

Type of New Project Funds	Sponsor Organization	# of Households	Project Type	Target	Grant Amount
Reallocation	City of Philadelphia	n/a	SSO	Coordinated Entry	\$108,308
Reallocation	Covenant House Pennsylvania	36	Joint TH-RRH	Youth 18-24	\$624,606
Reallocation	Friends Rehabilitation Program	24	RRH	Households with or without children	\$526,720
Reallocation/ Bonus	Pathways to Housing	15	PSH	Households without children	\$255,834
DV Bonus	City of Philadelphia	n/a	SSO	Coordinated Entry – DV trainings	\$769,938
DV Bonus	Lutheran Settlement House	30	RRH	Households with and without children fleeing DV	\$863,438
Bonus	Pathways to Housing PA	55	PSH	Households without children	\$349,184
Bonus	City of Philadelphia	16	RRH	Households with or without children	\$403,560
Bonus	City of Philadelphia	23	RRH	Households with or without children	\$108,308
Bonus	City of Philadelphia	17	RRH	Households with or without children	\$624,606
TOTAL		217	\$4,281,906		

Some concern about RRH as a model was expressed, though 80% of households exit RRH to permanent housing in our system. Philadelphia homeless housing needs assessment from strategic planning and CEA-BHRS data all show that RRH is the biggest need for every population.

Donald Jackson reported that the Young Adult Leadership Committee (YALC) reviewed the Covenant House proposal for TH-RRH and that the YALC wants to be included in the launch, including advising on hiring criteria and being involved in the hiring process. Lauren Whiteleigh, Director of CoC Planning, reported that Covenant House has agreed to work with the YALC. Part of the proposal is to have an Advisory Group of graduates, so YALC can serve as advisors before there are any graduates.

Zach Weiss, ActionWellness, asked if we are leaving money on the table for DV bonus. We are. We only received one proposal for DV-dedicated housing, for RRH from Lutheran Settlement House, which we are recommending. We can only apply for one project for each of 3 types: RRH, TH-RRH, SSO-CE.

Gina then presented the ranking strategy developed by the Ranking & Reallocation Workgroup:

- PH renewals scoring in top 75%
- TH renewals scoring in top 75%
- New projects funded with reallocated dollars
- PH renewals scoring in bottom 25%
- TH renewals scoring in bottom 25%
- New projects funded with bonus dollars (would rather risk dollars we don't have yet)

This strategy produces the following ranking order in our application:

Tier 1 includes 89.5 projects, totaling \$30,527,983:

- 1 Renewal HMIS project
- 1 Renewal SSO for Coordinated Entry
- 69 Renewal PSH Projects
- 8 Renewal RRH Projects
- 2 Renewal SH Projects
- 4.5 Renewal TH Projects
- 4 New Reallocated Projects
 - 1 New SSO for Coordinated Entry project
 - 1 New Joint TH-RRH for youth 18-24
 - 1 New RRH project for households with or without children
 - 1 New PSH project for households without children

Tier 2 includes 15.5 projects, totaling \$4,715,033:

- 5.5 Renewal TH Projects
- 1 Renewal RRH project
- 3 Renewal PSH projects
- 1 New PSH Bonus Project
- 2 New DV Bonus Projects
- 3 New RRH Bonus Projects

Plus: CoC Planning grant totaling \$980,812

The Tier 2 ranking is our best attempt to preserve as many units as possible, for all subpopulations, and prioritizes RRH over PSH. This ranking produces the highest score possible for each renewal project, to maximize their chance of receiving funding. We cannot predict how much bonus funding, if any, we will receive. We know that we will not get all points on System Performance Measures, but Tier 2 is a national competition, so how we

do depends on how other communities do. OHS staff discussed ways we are working as a system to support providers to reach higher performance and understand the direction in which we are headed.

VOTE: Gary Tumolo, Philadelphia Division of Housing & Community Development, moved that the Board approve the project Priority Listing as recommended for all projects but those affiliated with ActionWellness, Impact Services, and Covenant House PA. Broderick Green seconded. The motion passed unanimously.

VOTE: Gary Tumolo moved that the Board approve the project Priority Listing entries as recommended for ActionWellness, Impact Services, and Covenant House PA. Emmalee Smith seconded. The motion passed with 9 votes in favor and 3 abstentions.

UPDATE: In the 2016 Competition, the CoC submitted a new project application for Project HOME's Willard School chronic-dedicated PSH project, which was funded. It is a new construction project, for which the closing date is now expected to be on or around 12/11/18, with a 12-month construction schedule and a January 2020 target for occupancy. This project was included on the 2018 Grants Inventory Worksheet for renewal, as the CoC did not want to lose the funding, but OHS learned from HUD during the week of September 10th that the current grant should be removed from our application and instead renewed during the CoC Competition in which it will expire.

The Board was advised via email that removing a renewal project from the application would decrease the CoC's Annual Renewal Demand (ARD), and reminded that Tier 1/Tier 2 division and bonus funding eligibility are calculated as percentages of ARD. Additionally, removing the project from Tier 1 when removing it from the application requires adjusting the Project Priority Listing accordingly, the most significant results being:

1. Moving more of the budget for Rowan House, which straddles Tier 1 and Tier 2, into Tier 1
2. Reducing the budget for one of the new RRH applications being submitted by OHS, for which an RFP will be made if we are awarded those bonus funds (though reconfiguration of bedroom sizes allowed retaining capacity for 22 units in the application).

The Board was further advised that the revised priority listing follows the ranking strategy and reallocation process that the Board approved on August 28th, that the revision likely does not have implications for what gets funded this year, and that removing the Willard School project from the priority listing does reduce the total number of units for which we are applying for funding in this year's competition, but only units that do not yet exist and will not be ready for occupancy until January 2020. Only then will Project HOME be able to start spending the rental assistance dollars that they already received.

An email vote on two motions passed on September 15:

Motion 1 (final vote 12 in favor, 1 abstention): To approve the 2018 CoC Competition Priority Listing as recommended/attached for all projects other than those operated or proposed by Impact Services, Covenant House PA, or Action Wellness.

Motion 2 (final vote 10 in favor, 3 abstentions): To approve the ranking and recommended funding for projects operated or proposed by Impact Services, Covenant House PA, and Action Wellness in the attached 2018 CoC Competition Priority Listing.

Young Adult Leadership Committee Update: Donald Jackson reported that in June, the YALC held interviews and added 4 new members to the group. As a result, they have held several professional development opportunities recently. In September, YALC will continue to work with Emergency Housing staff training for youth friendly services and continue their work with the School District to improve access to student supports.

Strategic Planning: Liz reported that after a year-long process of gathering input from the community, we are getting ready to launch the community's new Strategic Plan, with five clear priorities for action over the next 5 years. Board members were again invited to the plan launch on September 12th from 3-4pm, featuring the Mayor and the new Intergovernmental Council on Homelessness.

Liz believes that planning is way easier than implementation, but OHS has already started realigning staff internally, creating a new Director of Communications position and a Training & Technical Assistance Unit. The next task is tackling governance.

Our plan is that the current CoC Board would sit until a new board is seated. We want it to be clear that the CoC is the totality of the community invested in homelessness – people with lived experience and providers and partners. The goal of reconfiguring governance is to unify our will and resources – we can only really change things if we are all in it together.

John reported that he and Liz and OHS staff had been working through a proposal for the Board, following the Governance Transformation Work Group discussion. Historically, the CoC Board has primarily focused on HUD requirements, but we want to use it more broadly as a vehicle to engage everyone who touches and is touched by the system. The question has been how to engage and empower a Board to best support implementation of this plan. He presented the following diagram of the present vision for a new governance structure (p. 8).

He summarized as follows:

- Broad, strategic role for the Board: oversight, accountability, high-level strategy on approach
- Intergovernmental Council to get investment at high level to deploy key staff members – have signed on, will come to all-CoC meeting twice/year
- Lived Experience Commission – everything gets run by the commission; nothing should be done without vetting with people with lived experience. Similarly, providers on the ground doing the work need to participate in building the structure for the overall effort.
- Someone needs to ID concrete tasks/steps for implementation. Vision of short-term ad-hoc groups that create an implementation plan, defaulting to dissolution. It must be a conscious decision to keep any of these groups functioning in the long term.
- Standing committees – tactical decisions at the detailed level, NOFA & HUD work not in a vacuum – connect to other resource development; continuous look at board health and development.

A stakeholder affinity group for advocates was suggested as an idea for refining the proposal.

The Board began to discuss proposed seats for the new Board, frequency of meetings, and how to keep people engaged. We finally have data around needs and gaps and need to maintain a unified sense of resource gaps as a system, in alignment with what private funders are already doing. The Board's work has to be substantive and meaningful – a tight agenda, a reason to get together, and a task, a new opportunity to do something – or we will lose them. We need to have carefully thought out the power structure if we want a powerful committee.

Given the challenging conversations already had during this meeting, Liz proposed that the Board reconvene in 6-8 weeks to continue the discussion of the who/how/what of future CoC governance. Big decisions like this need full attention, so we will bring everyone back to the table.

VOTE: Susan Sherman moved that for the time being, the CoC maintain the current governance charter without substantive changes. Emmalee Smith seconded the motion, which passed unanimously.

VOTE: Gary Tumolo moved to adjourn at 4:34pm. Donald Jackson seconded the motion, which passed unanimously.

Coordinating Board

Charge: Shared ownership of problem & solutions; strategy/priorities; resource allocation; accountability on plan progress - benchmarks; big picture vision
(22 proposed seats, OHS as non-voting co-chair)

Elected seats
People with Lived Experience (2)
+ YALC (1);
Providers (4); Business,
Hospitality, Civic Leaders (3);
Philanthropy (3);
at-Large Stakeholders (2);
Health System (1)

Intergovernmental Council on Homelessness

Charge: Endorse Plan, receive updates, deploy staff

Designees of ICH (6 seats)
OHS, DBH, DHS, PHA, DHCD,
Public Safety/ Criminal
Justice

OHS Rep: Liz

Stakeholder Affinity Groups

People with Lived Experience

incl. YALC & Lived Experience Commission and **Providers**

Charge: Inform & advise with voice of system experience

Standing Subcommittees

• NOFA/HUD alignment

OHS Staff Support: Grants Management & CoC Planning

Charge: Design strategy to secure & allocate HUD funds

• Board development/Governance

OHS Staff Support: CoC Planning

Charge: Board orientation, team building, nominations, general health of board

• Young Adult Leadership Committee (YALC)

(standing stakeholder affinity group)

OHS Staff Support: Youth System Coordinator

Ad Hoc Strategy Groups

(short-term, some may continue)

Charge: Identify tasks of implementation:

- Activities & deliverables
- Project Teams
- Timelines

OHS Staff Support

- Resource Development: Liz
- Systems Integration: Roberta & Beth
- Quality Improvement
 - Data & Evaluation: Director of Performance Management
 - System Improvement: Director of Training w/Director of Planning
- Communication: Director of Communications
- Workforce: Bruce

inform & collaborate

OHS Role – Overall

Charge: Provide the glue (leadership, coordination, planning and mobilization of resources) for the governance structure

- Staff support for each group: contribute expertise to help develop strategy for action
- Empower action by mobilizing OHS resources to lead execution of strategies
- Project management