

MINUTES OF THE
CONTINUUM OF CARE BOARD
February 23, 2015
MAG Office Building, Cottonwood Room

MEMBERS ATTENDING

Brad Bridwell, Cloudbreak Communities
Moises Gallegos, City of Phoenix
Kevin Hartke, City of Chandler, Councilmember,
Chair
Theresa James, City of Tempe
#Nick Margiotta, Phoenix Police Department
Darlene Newsom, United Methodist Outreach
Ministries (UMOM) New Day Center

*Neither present nor represented by proxy.
#Attended by telephone conference call.
+Attended by video conference.

OTHERS PRESENT

Mary Alice McKone, The Salvation Army
Rene Ayres-Benavidez, A New Leaf
Erin Barthelmy, Chrysalis
David Benton, Sims Murray
David Bridge, HSC/LDRC
Wendy Bunn, Southwest Behavioral Health
Billy Cawley, Central Arizona Shelter Services
Jenny Day, Basic Mission
#Piper Ehlen, HomeBase
Argie Gomez, Chicanos por La Causa
Scott Jacobson, Arizona Organizing Project
Karen Kurtz, Community Bridges
Gilbert Lopez, City of Glendale
Mattie Lord, UMOM
Nancy Marion, House of Refuge
David Olivarez, Terros Safe Haven
George Roundy, Arizona Organizing Project

Amy Schwabenlender, Valley of the Sun United
Way
*Thelda Williams, Councilmember, City of
Phoenix, Vice Chair
Diana Yazzie Devine, Native American
Connections
Tami Linkletter, Save the Family

Rachel Simmons, People of Color Network
Nicky Stevens, Arizona Behavioral Health Corp.
Sharon Stephenson, City of Scottsdale
Ursula Strephans, Central Arizona Shelter
Services
Charles Sullivan, Arizona Behavioral Health
Corp.
Jacki Taylor, Save The Family
Michelle Thomas, Community Information and
Referral
Kimberly Thompson, Labor's Community
Service Agency
Craig Tribken, Central Arizona Shelter Services
Will Vurkurich, House of Refuge

Rachel Brito, MAG
Brandie Mead, MAG
Amy St. Peter, MAG

1. Call to Order and Introductions

Chair of the Continuum of Care (CoC) Board, Mr. Kevin Hartke, City of Chandler, called the meeting to order at 2:03 p.m. Introductions of the Committee and audience ensued.

2. Call to the Audience

Audience members were given an opportunity to address the Committee on items that were not on the agenda that are within the jurisdiction of Maricopa Association of Governments (MAG), or non-action agenda items that are on the agenda for discussion or information only. There were no comments from the audience.

3. Approval of the January 26, 2015 Continuum of Care Board meeting minutes

Addressing the first order of business, Chair Hartke asked if the Board had reviewed the January 26, 2015 meeting minutes and had any comments. The board did not have comments. Amy Schwabenlender, Valley of the Sun United Way, noted meeting minutes were not provided in the meeting materials in advance. She proceeded with a motion to approve the January 26, 2015 CoC Board meeting minutes. The motion to approve the minutes was seconded by Brad Bridwell, Cloudbreak Communities. Chair Hartke opened the floor for comments on the meeting minutes from the audience. No comments were made. The motion was subsequently approved by a unanimous vote.

4. Report Out February 10, 2015 Continuum of Care Strategic Planning Session

A CoC Planning session was held on February 10, 2015 to collect feedback on planning priorities and strategies for 2015. Piper Ehlen, HomeBase, provided an overview of the planning session. Ms. Ehlen advised that a summary report on the strategies and action steps is pending. The planning session was a day-long community visioning session with a focus on seeking the public's input on four pillars that were identified during the Continuum of Care Board's retreat held in December. They include collaboration, best practices, accountability and data.

Participants broke out into smaller groups to discuss each pillar and identify barriers and strategies to present to the Board. Highlights of the planning session included topics on how to accomplish short-term and long-term strategies and ensuring easy communication to the community, and among providers and the Board. Ms. Ehlen advised the group also discussed collaboration – ensuring it is strategic, purpose driven and focused on serving clients; the need for communication and transparency at all levels; and community mapping options – looking at groups across the community to ensure efforts are working in stride against homelessness.

In terms of best practices, the group discussed mapping the current program; determining weaknesses; and the need to strengthen programs and implement evidence based practices. Discussion included longer-term visions with dedicated staff to review the current system,

monitor national best practices, and to ensure everyone has access to current training opportunities through CoC-wide training.

The group also discussed rebranding the CoC. Steps to rebrand would include defining a mission, vision, logo, and website to facilitate communication, ensure shared goals, and bring awareness of evidenced-based practices for the Continuum.

In addition, the group discussed accountability which included interaction, transparency, communication, and addressing poor performance. Suggestions noted throughout the day include the need for a data analyst; creating a community dashboard to increase transparency for programs; and creating systems for disseminating information throughout the CoC.

The final focus of discussion was data, Homeless Management Information System (HMIS), and the new committee that is being developed to focus on performance measures and data. Participants discussed obtaining professional analyst type support at the CoC level to help define/run reports and analyze data to inform community planning conversations. The final discussion focused on defining clear performance measurements for the CoC. Ms. Ehlen reiterated that she is working on a comprehensive report, defining short and long-term strategies, and action steps. The report will be available at the next CoC Board meeting.

Moises Gallegos, City of Phoenix, commented on the groups understanding of accountability. He noted several comments were made during the session about ensuring that accountability is done in the most positive growing experience possible; ensuring that the outcomes are clearly known. He added when individuals are struggling to attend or participate, members will do their best to help them get there before cutting them off. Ms. Ehlen followed these points by stating that a member had previously mentioned the idea ensuring technical assistance is available and incentivizing programs to strive for highest performance.

Chair Hartke noted the pending summary report and requested questions or comments from the Board, including input on actions steps. Darlene Newsome, UMOM, stated that she would be interested in activities that were outlined in the strategic plan. Ms. Newsome stated that some of the activities could take place now and suggested allocating responsibilities for different tasks moving forward. Ms. Ehlen stated the report will be structured by items that need immediate attention and tackling by either a larger CoC group or sub-group. There would also be a section for long-term priorities will take more time to implement.

Chair Hartke expressed support for Ms. Newsome's proposal to get the work and tasks into people's hands. He thanked Ms. Ehlen for her presentation and advised the list of strategies and next steps will be added to the next meeting agenda.

5. Update on the Plan for the Closure of the Men's Overflow Shelter (MOS)

Chair Hartke welcomed Ms. Schwabenlender and Mr. Gallegos to provide an update on closure of the Men's Overflow Shelter (MOS). Mr. Gallegos advised that there is more awareness than ever before that the MOS has many issues. The MOS has been cited on

multiple occasions and poses a huge liability and risk thereby reinforcing that it needs to be closed. The MOS is owned by Maricopa County, and operated by Central Arizona Shelter Services (CASS), and the Department of Housing. For approximately one year, the MOS has been funded through five major funders including Valley of the Sun United Way (VSUW), Maricopa County (MC), Arizona Department of Housing, the Department of Economic Security (DES), and the City of Phoenix. Discussion has been underway on how to close the building and house the individuals currently sheltered there. The City of Phoenix began sending caseworkers to help with Emergency Solutions Grant (ESG) funding to help house some of these individuals. Additionally, the City of Phoenix worked with CASS to assist in housing 44 individuals. Maricopa County, in conjunction with DES, put together funding for a Request for Proposal (RFP) to use Rapid Rehousing (RRH) funds to house more people. The City of Phoenix assisted with writing the proposal. The contract was awarded to Community Bridges. Community Bridges housed 46-48 individuals and diverted the remaining homeless individuals.

Last week, the City of Phoenix received authorization for an Intergovernmental Agreement (IGA) with Maricopa County. The City of Phoenix will be moving Emergency Solutions Grant dollars over to that contract for use this year, with the possibility for renewal. The Phoenix City Council also recently approved the use of the prioritization of approximately 275 Housing Choice Vouchers for the chronically homeless. While the Phoenix City Council approved the vouchers, they know they will only be successful if supportive services dollars are available, which has become the new hurdle. To that end, the City of Phoenix Housing, City of Phoenix Human Services Department, and VSUW, and in agreement to fund the first 75 vouchers with supportive service funding from VSUW.

Mr. Gallegos also advised that on February 9, 2015, with funds from VSUW, the parking lot was staffed to begin scanning ID cards at the gate to determine Homeless Management Information System (HMIS) status. He noted up until this point, who was staying in the parking lot was unknown. He added that most individuals were already in the system. The City of Phoenix is using the HMIS data to determine how best to assist that population. Mr. Gallegos is hopeful for VSUW efforts to seek other funders. He also noted on-going communication with community groups, neighborhood association, and church leaders.

Ms. Schwabendlender stated that it is inhumane for people to sleep in a parking lot, noting the shameful of enabling habitation on a parking lot for five to seven years and having the crisis of the overflow shelter not being habitable or safe for people.

She noted there has been a lot of communication and outreach with neighborhood collaborative enabling information sharing and gathering. Ms. Schwabendlender stated that the theme of sharing and gathering will continue to keep going back to the provider community to inform them of what is being done. Ms. Schwabendlender stated that the Board would like to look at all options and use data to help drive decisions. She restated that it was unknown who was in the MOS or parking lot. With data now available to represent how many have already been engaged through HMIS, not everyone is in need of permanent supportive housing.

Ms. Schwabenlender noted with approval of the RFP, the goal is to release the RFP and funding for supportive services with 75 Housing Choice vouchers. This would address most of the chronic individuals who need Permanent Supportive housing with intervention. VSUW is also going to private funders and corporate foundations to take the model to show the commitment from public entities to see how businesses and nonprofit agencies can come together to house people appropriately.

Ms. Newsome asked what CASS's role was? Ms. Schwabenlender stated that CASS has a contract with Maricopa County and the Arizona Department of Housing to operate the MOS and the parking lot.

Ms. Newsome asked if CASS will be submitting the proposals to the foundations or corporations for additional services. Ms. Schwabenlender stated that the Funders Collaborative (the city, county, and state) would be submitting the proposals. It would include questions on the number of people, the intervention needed, the funding needed, where funding will come from, and how it would need to be procured or contracted. She noted this would open the process for providers to bid on things as they become available. Further information will be available within the next two weeks.

Ms. Newsome stated her concern of corporations requiring a nonprofit to apply for funding. Ms. Schwabenlender stated that VSUW is working to develop an economic model. They are pulling resources and all funders are putting their funding together. VSUW is looking at this MOS transition as a pilot for a funder's collaborative. This would be a new way of municipalities, the state and VSUW to align resources.

Mr. Gallegos added that there is a lot of information out there that the parking lot is going to close but added that it is not going to close. Conversations are being had in the context of the bigger regional work being done, how this will fit into the future, and coordinated assessment. Ms. Schwabenlender commented on creating a model and template to share with other municipalities and increase commitment. This approach would help regionalize the solution.

Ms. Newsome inquired about service dollars being available to go along with the vouchers, including for families or youth. Ms. Schwabenlender stated that the 275 is the chronic, individual and homeless. So it is really about who is scoring for Permanent Supportive Housing - whether an individual or family. The United Way commitment comes from 2009 with the launch of the Permanent Supportive Housing Initiative to budget, model, and forecast for gap money for supportive services. The goal is to fund the remaining vouchers.

Mr. Nick Margiotta stated that Mr. Gallegos did a good job. He also stated that it was important to point out that there are still a lot of naysayers in the community who may not understand. However, the project that Mr. Gallegos described was very successful and is still at 100 percent retention. Mr. Margiotta stated that the money is being used appropriately adding that there are amazing outcomes with this population and clearly points out the intervention. Chair Hartke open the floor for additional comments. There were no comments.

6. Coordinated Access Update

Chair Hartke introduces Mattie Lord and David Bridge to provide an update on the implementation and progress of coordinated access. Mr. Bridge stated that Coordinated Assessment is a requirement of the HEARTH Act and noted the primary goals are to improve access; standardize the assessment process; develop a systematic and efficient way for people to connect the appropriate services based on their need. He added it is a system-wide focus. The goals are to be collaborative, maximize resources, and be transparent in addition to wanting the services to be accessible geographically, and be able to screen people in-not out.

From a governing standpoint, the Welcome Center has the HEART working group which is a collection of agencies that meet on a bi-weekly basis. The hours of operation are 6:00 a.m. to 3:00 p.m., Monday through Friday. Given the MOS discussion, the hours have been extended from 5:00 a.m. to 9:00 p.m. for the current month. Two intake-specialists are on duty for triage, two resources specialists, and a manager. The center is averaging 82 people per day.

The Welcome Center is collaborative among Healthcare for the Homeless, Community Bridges, Crisis Preparation and Recovery, CASS, and Lodestar Day Resource Center (LDRC) staff. He noted the assessment process is elaborate. Mr. Bridge advised staff will not force an individual who is under the influence to undergo the Vulnerability Index Service Prioritization Decision Assessment Tool (VISPDAT). However, there are EMTs on campus; and the following are utilized; HUD universal data elements, the HMIS entry/exit, and information releases required in the community to share information amongst all of the partners. A campus orientation offers individuals an opportunity to get an ID card if they are staying on the campus and using the services. A Service Prioritization Decision Assessment Tool (SPDAT) squad for the highest acuity clients was also implemented.

Mr. Bridge provided an overview of accomplishments with a general breakdown of acuity levels. He noted only 15 percent of the population required Permanent Supportive Housing. The vast majority are in the Rapid Rehousing or basic needs categories. Staff has begun collecting some of the sub-area data points and is working with HMIS to finalize the demographic records. Ten percent of the clients are veterans and thus far, more than 5,483 entry/exits have been completed over the course of the last year. Next steps involve having the process finalized for certifying additional access points. Mr. Bridge noted the HEARTH policies and procedures are in the process of being finalized.

Diana Yazzie-Devine asked if there have been efforts to enforce cross-referencing the lists to ensure no duplicates. Mr. Bridge stated that the campus has continued to problem solve the long list of names. Home Link will be the proper tool for such a task however, Mr. Bridge noted the campus does not yet have the tool. Chair Hartke asked how far (percentage-wise) the campus has reached to gain participation from other organizations. Mr. Bridge stated that they are not where they envisioned being.

Ms. Newsome inquired about the number of individuals who are awaiting Rapid Rehousing and the length of wait time. Mr. Bridge reiterated that the campus does not have any RRH

units available online. RRH units are still provided from outside sources. Theresa James, City of Tempe, expressed concern about individuals continuing to be assessed and the lack of RRH. She inquired how this is being addressed. Mr. Bridge concurred and stated that the campus is continuing to work off the top of the acuity list.

Mr. Bridwell stated with the launching the 25 Cities Initiative, there have been many efforts to track homeless veterans in the community and he hopes that all approaches can de-duplicate the veteran data.

Mattie Lord, UMOM, addressed the Committee. She advised that the grand opening of the Family Housing Hub (FHH), located at 3307 East Van Buren Street, was August 2014. The number for families to call for assistance is (602) 595-8700. The FHH is open Monday through Thursday, 8:00 a.m. to 4:00 p.m. An East Valley location is now open at House of Refuge.

In the dashboard that Ms. Lord presented to the audience, there were ten different graphs resending January data.

- 1800 phone calls
- 70 percent Phoenix
- 21 percent East Valley
- 9 percent from the West Valley
- 193 Families showed up at the Mesa Can Door
 - 71 percent Phoenix
 - 22 percent East Valley
 - 7 percent West Valley

She noted the number of calls are down to about 400 calls per week and advised there is a strong continuity of care. Ms. Lord advised they are specifically targeting families with minor dependent children. She noted of the 193 families that walked through the door in January, 165 were actually experiencing homelessness. Staff was able to divert 19 percent and assessed the other 81 percent. There is still a need to assess safety issues and triage.

Ms. Lord noted the FHH has not gotten to the housing part, only Permanent Supportive Housing, which is still complicated. She noted the greatest need is RRH; the second greatest need is Emergency Shelter.

Mr. Bridwell inquired about the 183 that were assessed and the 82 that were released. He inquired if those are coming off at the time the intervention has been referred and connected. Ms. Lord stated that the families do not come off of the RRH list until they have moved into their apartment.

Chair Hartke requested questions and/or comments from the Board. Mr. Gallegos inquired about the difficulty of having different criteria and about the 85 percent acceptance rate. Ms. Lord stated that managing everyone's eligibility criteria is difficult on UMOM's end however the 85 percent acceptance rate is not difficult.

Ms. Yazzie-Devine asked Mr. Bridge and Ms. Lord how they are cross referencing the lists of clients. Ms. Lord and Mr. Bridge both stated that cross referencing the lists to ensure deduplication is a struggle.

Mr. Gallegos asked if there was a common standard where the scores have one value across the board. Ms. Lord advised there is flexibility for veterans; however the scores are different for families and singles. The systems are parallel and intended to link, but the client need is different.

Mr. Margiotta stated that he would like to see data reports at every meeting. Ms. Schwabenlender asked if the CoC Board could offer feedback to Ms. Mead on the information they would like to see presented. Ms. Brande Mead offered to accept feedback from the Board on the dashboard graphics.

7. Approval of Standards of Excellence

Ms. Mead advised the Standards of Excellence have been placed on the agenda twice; however, there has not been enough time for discussion. She advised this topic would be tabled until the next meeting and requested the Board review the Standards of Excellence and provide any feedback in advance of the next meeting to help move the discussion forward. The goal is to approve the Standards of Excellence and to tie the standards to the work of Coordinated Access, Performance Evaluation, and the Funders Collaborative work.

Mr. Margiotta stated that there are items that should be addressed and if they are not, the Standards will not be passed at the next meeting. Ms. Mead thanked Mr. Margiotta for his feedback on the standards and advised she has provided his feedback to those staffing the Street Outreach Collaborative regarding additional housing focused goals.

Having no further discussion Chair Hartke tabled approval of the Standards of Excellence until the next meeting. He advised agenda item eight would also be tabled until the next meeting.

8. Partnerships for Opening Doors- Integrating Employment and Housing Strategies to Prevent and End Homelessness

This item was not addressed.

9. Request for Future Agenda Items

Chair Hartke requested input on future agenda items aside from the items tabled until the next meeting. No future agenda items were requested.

10. Comments from the CoC Board

Ms. Schwabenlender requested a communication before the next meeting on status of CoC Planning Committee, including meeting dates and timeline. Additionally, she inquired about the language in the Charter regarding meeting attendance. She noted a Board member who has been absent for the past three meetings. Ms. Schwabenlender also requested a status update on the data committee. Ms. Mead advised the first meeting of the Continuum of Care Committee is scheduled for Wednesday, March 4th at 9:30 a.m. She agreed to provide an update on the requested items.

Mr. Bridwell requested an opportunity to review the CoC structure and financing to have a better understanding of the budget and expenditures. Additionally, he advised that the National Coalition for Homeless Veterans is holding their strategic planning session on February 26 and 27. He noted Phoenix was selected because of the outstanding work being done to address veteran issues and ending homelessness. A reception will be held from 5:30 - 7:00 p.m. at Crown Plaza, at 44th street & Washington for the local community to meet and interact with the national board, and discuss legislative priorities.

Mr. Gallegos inquired how committee meeting notices are being distributed to non-Committee members. Ms. Mead advised notices are distributed via email to the distribution lists that have been established through MAG. She noted some confusion regarding the Board meetings and Committee meetings. Notices are also being distributed to Board stakeholder lists. Ms. Mead noted the importance of continuous communication as the group works through the governance changes. She advised the website is also being updated to reflect the Board and Committee information.

Mr. Gallegos advised that representatives from the City of San Antonio will be visiting to learn more about how Phoenix ended chronic veteran homelessness. He thanked Mr. Bridwell, Ms. Devine, and Ms. Newsome, MAG, and many others who are not mentioned, for their assistance in hosting the group.

Adjourn

The meeting was adjourned by Chair Hartke at 3:35 p.m.