

MINUTES OF THE
MARICOPA ASSOCIATION OF GOVERNMENTS (MAG)
CONTINUUM OF CARE BOARD

August 24, 2015

MAG Office Building, Ironwood Room

MEMBERS ATTENDING

#Brad Bridwell, Cantwell Anderson-Cloudbreak

Moises Gallegos, City of Phoenix

Marisue Garganta, Dignity Health

Scott Hall, Community Bridges Inc.

Kevin Hartke, City of Chandler, Vice Mayor,
Chair

Theresa James, City of Tempe

Bruce Ligget, Maricopa County

*Nick Margiotta, Phoenix Police Department

#Darlene Newsom, United Methodist Outreach
Ministries (UMOM) New Day Center

Amy Schwabenlender, Valley of the Sun United
Way (VSUW)

Diana Yazzie Devine, Native American
Connections

Tami Linkletter, Save the Family

*Neither present nor represented by proxy.

#Attended by telephone conference call.

+Attended by video conference.

OTHERS PRESENT

Riann Balch, City of Phoenix

Vjollca Berisha, Maricopa County Department of
Health (MCDPH)

Billie Cawley, Central Arizona Shelter Services
(CASS)

Scott Hall, Community Bridges Inc. (CBI)

Tom Hutchinson, A New Leaf

Calvin Jackson, U.S. Vets

Margaret Kilman, Maricopa County Human
Services Department (MCHSD)

Mattie Lord, UMOM

Nancy Marion, House of Refuge

Suzie Martin, Homeward Bound

Mary-Alice McKone, The Salvation Army (TSA)

Benita McKinaey, MCDPH

Catherine Rea, Community Information and
Referral (CIR)

Ty Rosensteel

Ann Scott, Arizona Department of Housing
(ADOH)

Charles Sullivan, ABC Housing

Ursula Strepans, CASS

Mike Shore, HOM, Inc.

Steven Sparks, Labor's Community Service
Agency (LCSA)

#Jacki Taylor, Save the Family

Michelle Thomas, CIR

Kimberly Thompson, TSA

Craig Tribken, CASS

Amy Vogelsson, Southwest Behavioral Health

Will Vucurevich, House of Refuge

John Wall, Arizona Housing Inc.

Lisa Wilburn, Terros

Celina Brun, MAG

Brandee Mead, MAG

1. Call to Order and Introductions

Kevin Hartke, City of Chandler, Vice Mayor, Chair of the Continuum of Care (CoC) Board, called the meeting to order at 1:34 p.m. Introductions of the Committee and audience proceeded.

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 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 June 22, 2015 CoC Board Meeting Minutes

Addressing the first order of business, Chair Hartke asked if the Board reviewed the June 22, 2015 CoC Board meeting minutes and if there were any comments. There were no comments. Chair Hartke entertained a motion to approve the June 22, 2015 Board meeting minutes. Diana Yazzie Devine, Native American Connections, motioned to approve the June 22, 2015 CoC Board meeting minutes. Tami Linkletter, Save the Family, seconded the motion to approve the June 22, 2015 CoC Board meeting minutes. Chair Hartke opened the floor for comments on the meeting minutes from the audience. There were no comments. The motion passed.

4. Staffing Update

Chair Hartke gave Brande Mead, MAG, the floor for a MAG staffing update. Ms. Mead stated that effective July 1, 2015, Amy St. Peter, MAG, was promoted to MAG Assistant Director and Ms. Mead was promoted to MAG Human Services Manager. Ms. Mead further stated that her promotion left a vacancy for the Human Services Planner I position responsible for supporting the work of the Continuum of Care. Ms. Mead emphasized that previous to the selection process for the Human Services Planner I position MAG did not have Board participation in any selection process for a potential MAG employee. Ms. Mead showed her appreciation to the Board members for their input on key qualifications for the potential candidate given their understanding of the important role the future Human Services Planner I would have in supporting the CoC and facilitating the groups within the CoC. Ms. Mead also thanked Darlene Newsom, UMOM, for her time and participation on the interview panel.

Ms. Mead introduced Ann Scott, Arizona Department of Housing, stating that Ms. Scott had great experiencing and knowledge of the CoC and will be a very good fit. Ms. Mead added that Ms. Scott would officially begin September 14, 2015. Chair Hartke added that the Board was honored to have Ms. Scott as the new MAG Human Services Planner I. There were no further comments.

5. CoC Committee Recommendations.

Moving on to agenda item five, Chair Hartke stated that Mattie Lord, Chair of the CoC Committee, would present recommendations to the CoC Board on behalf of the CoC Committee. Committee Chair Lord stated that she had three items to share with the Board and began by handing out copies of the Plan to End Family Homelessness. Committee Chair Lord noted that on May 18, 2015 the Board requested Standing Strong for Families (SSF) to develop a plan to end family homelessness. SSF met on July 2, 2015 for a half day strategic planning session with an outside facilitator. On July 20, 2015 SSF internally circulated a draft plan for feedback and then made the revisions. The revised document was circulated again for revisions on August 3, 2015, and then shared with the Committee on August 11, 2015. The Committee approved the content of the document but voiced concerns over the semantics of the document. The document shared with Board members includes changes to the semantics. Committee Chair Lord read over the important factors of the document

- Collective vision
- Different meanings of ending family homelessness
- Flexible occupancy
- Right-size response
- Action steps to get to visions
- Strengthen diversion services and coordinated entry
- Increase exits to permanent housing
- Shrink low demand resources to grown in-demand resources
- Committee Chair Lord stated that the outside consultant strongly suggested closing all side doors, operate coordinated entry for a year and then use the data set from coordinated entry to make changes.
- All decision should be made on quality data
- Educate other systems about family homelessness
- Foster environment of trust amongst providers
- Embrace new interventions
- Acknowledge that families can be prioritized alongside Veterans, Chronic and other populations.
- Calling on leadership at all levels
- Creating a communal pot of funding for shared interests.
 - Birth Certificates
 - Training
 - Coordinated Entry

Committee Chair Lord added that the communal pot of funding was a large sticking point in the document, noting that some Committee members had expressed concern that family providers should not be required to contribute to a communal pot of funding. After listing more details on the Plan to End Family Homelessness, Committee Chair Lord stated that the plan is the first of its kind in the nation and expressed her excitement to lead the way with

ending family homelessness. She reiterated that the Committee is seeking approval from the Board of the content of the plan.

Chair Hartke opened the floor for comments. Moises Gallegos, City of Phoenix, asked Committee Chair Lord if she could elaborate on the status of the communal pot of funding. Committee Chair Lord stated that there was no dissenting vote and the plan to create the pot was not opposed. She clarified that concerns were expressed that some providers did not want to contribute and other providers were concerned with how much would be requested of them to contribute. Committee Chair Lord added that the plan on the communal pot of funding was loosely written and is considered more of a framework. Ms. Yazzie expressed her concern that there are many other unfunded mandates currently active and feels that programs seeking more funding may not be supported. Ms. Yazzie praised the leadership, coordination efforts, and drive of Committee Chair Lord and all family providers involved in the completion of the document. Ms. Yazzie motioned to move the document forward. Chair Hartke opened the floor for comments from the audience. Tom Hutchinson, A New Leaf, stated that he had participated in the healthy construction of the document and the document reflects that. Mr. Hutchinson further stated that stakeholders in the community should be considered for contributions to the communal pot of funding-not just providers. There were no further comments. Chair Hartke motioned for a second. Theresa James, City of Tempe, seconded the motion to move the document forward. The motion passed.

Committee Chair Lord moved on to the next item: Approval to provide HMIS data for the Maricopa County Mortality Study.

Committee Chair Lord stated that at the July 29, 2015 Committee meeting, Maricopa County Department of Health proposed a mortality study seeking permission to data share with HMIS. Committee Chair Lord added that the Committee discussed the data share proposal at length and is recommending to the Board data sharing between HMIS and the Maricopa County Department of Health (MCDH) with appropriate confidentiality. Unsure of overstepping boundaries, Committee Chair Lord felt there were three options.

- The Board may decide not to participate in the study at this time.
- The Board may decide to give the entire data set that has been in HMIS from 2008-2014 to the MCDH -noting that the tricky part is that there may be consent to share the data retroactively dating back to 2008-referring to an HMIS signed document stating that “by signing this document you are allowing basic demographic information of you and your family to be viewed by other homeless provider agencies, this includes age, name, and social security number. Sharing of this information will allow you to be served by other agencies without repeating basic information about yourself and your family.”
- Committee Chair Lord stated that nothing in the statement above suggests data sharing with the MCDH, which leads to the question, is there permission to share data with the MCDH?
- Committee Chair Lord proposed the third option where MCDH shares their death records with CIR and CIR creates the matching portion in HMIS; however, Committee Chair Lord added that such steps would also be tedious and time consuming.

Committee Chair Lord reiterated that the recommendation from the Committee is to allow the data sharing with appropriate confidentiality. Chair Hartke opened the floor for comments from the Board. Amy Schwabenlender, VSUW, recommended that the Board approve the data share because the data is in aggregate, and believes it is appropriate. Committee Chair Lord stated her concern that the data was client level data. Ms. Schwabenlender stated that the data would not include names, only numbers. Chair Hartke inquired if legal opinion was sought in regards to data sharing. Ms. Mead stated the legal advice has not been looked into. Chair Hartke opened the floor for comments from the audience. Michelle Thomas, CIR, stated that it has recently come to the attention of CIR and HMIS that according to HUD, if data is related to a study and the end result is aggregate that it is ok to release that data. Furthermore, Ms. Thomas stated that there was an HMIS webinar at the end of July 2015 that discussed in detail the data sharing in aggregate. Ms. Thomas noted that after meeting with the MCDH, the plan would be to match the identifying information, so HMIS would send all the data from 2008-2014 to MCDH and MCDH would put it in their statistical matching system and then give back the names of who matches. Beyond that the data would be aggregate. Ms. Thomas reiterated that the plan discussed above was the plan discussed with the MCDH. Ms. Yazzie stated her concern about potentially sharing social security numbers and birthdates and hopes that the data is truly aggregate. Ms. Yazzie sought clarity on the aggregate data process. Ms. Mead stated that MCDH representatives were present to provide clarification. Benita McKinaey, MCDPH, stepped forward and stated that she is the Epidemiologist that would be performing the data analysis and match. Ms. McKinaey stated that social security numbers and date of births are necessary to confirm accurate data when the data is run against the death database and individuals come up with the same name.

Mr. Gallegos inquired about who the audience of the report would be. Ms. McKinaey stated that the data would be distributed in a report. If the numbers are less than five, then the document remains internal but would be shared with a stakeholder upon request. Ms. McKinaey further stated that she envisioned the report to be used for health reporting to inform stakeholders if an intervention needs to be made. Mr. Gallegos clarified that the report would not be recommending interventions, but rather for information. Ms. McKinaey agreed. Ms. Garganta added that she had attended the Committee meeting and felt the information in the report would be very important. She added that she supported the data share as long as the data was in aggregate form and the data comes from individuals who are already deceased-noting that deceased individuals are unable to give permission. Chair Hartke sought for a motion. Ms. Schwabenlender motioned to approve the Maricopa County Homeless Morbidity Mortality Study. Mr. Gallegos seconded the motion to approve the Maricopa County Homeless Morbidity Mortality Study. The motion passed.

Lastly, Committee Chair Lord stated that the Committee is still working very hard to complete the Roles and Responsibilities, along with other working groups, and assures that the document should be ready by the September Board meeting. Furthermore, Committee Chair Lord shared with the Board the most recent Family Housing HUB dashboard for reference. Mr. Gallegos inquired about the bylaws of members from the same organization participating in different working group. Ms. Mead stated that the Governance Structure was amended to allow multiple people from an organization to participate in different groups. Ms.

Mead added that at the last Committee meeting there was discussion on seeking letters of interest to fill the remaining seats on the Committee. Committee Chair Lord added that a membership Ad-Hoc group was created to look at the membership process for the Committee. Ms. James suggested organizing another joint meeting to plan out all of the roles and responsibilities amongst all of the groups. Ms. Mead agreed and stated that that would occur soon, all groups would need to come together and develop a timeline on the roles and responsibilities.

6. Coordinated Entry Oversight Work Group (CEOWG) Report

Chair Hartke move to agenda item six and gave the floor to Ms. Mead to provide an update on the Coordinated Entry Oversight Work Group and recommendations for information, discussion and possible approval. Ms. Mead stated that the CEOWG was approved by the CoC Board in June, 2015, to address critical issues related to the implementation of the Regional Coordinated Entry System. Ms. Mead highlighted that the CEOWG has been meeting weekly and listed the members.

- Brande Mead, MAG
- Libby Bissa, City of Phoenix
- Sharon Shore, HOM Inc.
- Kim VanNimwegen, VSUW
- Jessa Johnson, Mercy Maricopa

Ms. Mead referenced a handout that she provided at the meeting which outlines the recommendations the CEOWG is bringing forth. Ms. Mead noted that the group quickly recognized that there were more questions than answers, identifying several issues on coordinated entry system including System design and structure, and Operations and Process. Ms. Mead listed the recommendations by the CEOWG.

- Be established as permanent work group answering to board.
- Collect feedback from Family Housing HUB and Welcome Center as recommendations are made to Board.
- Serve as the entity on complaints/grievances from coordinate entry.
- Develops thresholds and limitations on side door usage.
- Ensure processes and policies are adequate and developed for the system.
- Developed draft survey to collect opinions on current needs.

If approved, the survey would be distributed electronically to community stakeholders within Maricopa County. Furthermore, Ms. Mead listed the requests made by the CEOWG in an effort to maintain its oversight role.

- Requesting technical assistance through HUD to provide assistance on the development of expansion of the Coordinated Entry System.
- Request technical assistance through HUD to assist providers in building capacity and in moving the HUD required Coordinated Entry model forward.
- Request approval from the Board to distribute the survey.

- Request authority to obtain bi-monthly reports from the Family Housing Hub and Welcome Center.
- Would like board to approve funding model with 5 options to fund a fully functional Coordinated Entry System. Ms. Mead added that the funding options would be included in the stakeholder survey for feedback.
- Requesting to expand membership to two additional members.

Ms. Mead reiterated that it was clear that a Coordinated Entry System (CES) is needed however funding is also needed for such a system and currently there is no funding. Ms. Mead listed the funding options.

- 100 % CoC program funding which would come right from Tier One program activities.
- Seven % funding reallocation from current projects, resulting in 1.8 million dollars.
- Monthly assessment fee from providers.
- Fundraising.
- Reallocation from current programs with projects that may not be performing or meeting appropriate requirements.
- Blended funding from CoC and providers.
- Institute a blended funding mechanism.

Ms. Mead opened the floor for comments from the Board. Chair Hartke asked who would be taking lead on the group, Ms. Scott or Ms. Mead. Ms. Mead stated that that has not been discussed yet and that it could be either or both. Ms. Yazzie stated her concern that the group did not have any providers, which she added was an important voice to have when working with complaints. Ms. Yazzie then inquired about how the group arrived at 1.8 million dollars. Ms. Mead stated that Ms. VanNimwegen reached out to the Family Housing Hub and Welcome Center and pulled together draft budgets from both access points while thinking through additional staffing necessary to pull together the coordination for the system. Ms. Mead stated that it could include two additional staff to oversee the oversight system. Ms. Yazzie requested to see the budgets that Ms. Mead was referring to. Ms. Schwabenlender stated that there were many requests and suggested breaking down the requests into Phase I and Phase II and the Phase II includes the funding question. Ms. Schwabenlender added that she would like to know more details about how the system would work before deciding how much funding to allocate to the system. Discussion continued. Chair Hartke inquired with the Board if the survey was ideal to approve and send out. Ms. James inquired if HUD had any funding models for Coordinated Entry. Ms. Mead stated the HUD did not have any models. Ms. Mead added that with the NOFA around the corner there is an opportunity to reallocate funding for a Coordinated Entry System. If the opportunity to reallocate funding is not taken, there is no telling if another opportunity will arrive. Ms. Mead added that the information from the access points provide a good frame work for what will be needed to operate a regional coordinated system. Chair Hartke inquired if a timeline has been established with the NOFA. Ms. Mead stated that the NOFA was supposed to be released in the summer, so it could be any day, and to expect a 60-90 day process. Discussion continued. Mr. Gallegos asked Committee Chair Lord what her thoughts were on the CEOWG recommendations. Committee Chair Lord shared the following thoughts.

- Concerned about the realistic timeline of the technical assistance.
- The survey is a good idea.
- Agrees with Brande that the funding opportunity with the NOFA cycle should not be missed.
- Believes CoC and community stakeholders should invest in CES.
- Is unsure where the 1.8 million dollars came from when the Family Housing Hub annual operating costs are \$343,000.
- Unsure who the two proposed additional members are, however if the work group need two additional people for expertise then that is valid.
- Good idea to turn it into an ongoing work group.

Ms. Newsom, UMOM, supported the idea to reallocate funding from the NOFA. Discussion continued. Chair Hartke opened the floor for comments. Charles Sullivan, ABC Housing, stated his concern that the group started off as an unofficial temporary group with members that volunteered and now the group has become official and bypassed a membership application process in addition to answering directly to the Board. Furthermore, Mr. Sullivan stated his concern about the approach to funding. Discussion continued. Chair Hartke entertained a motion. Bruce Ligget, Maricopa County, asked if every bullet needed a motion and then asked Ms. Mead if the Board needed to specify a dollar amount before the NOFA. Ms. Mead stated that when the NOFA comes out there will be a ranking and review process and the community will need to quickly decide if there will be reallocation. Ms. Schwabenlender asked if Technical Assistance (TA) was available when the NOFA is out. Ms. Mead stated that the blackout period is different this year and TA is unavailable for performance evaluation and ranking and review, however she would ask for clarification. Discussion continued. Mr. Gallegos motioned to move forward the request for technical assistance, send out the survey, request budgets from the Family Housing Hub, Welcome Center, and MAG staffing. Brad Bridwell, Cantwell Anderson-Cloudbreak seconded the motion to move forward the request for technical assistance, send out the survey, request budgets from the Family Housing Hub, Welcome Center, and MAG staffing. The motion passed.

7. Update 2009 Regional Plan to End Homelessness

Chair Hartke moved to agenda item seven and gave the floor to Ms. Mead who would provide an update on the 2009 Regional Plan to End Homelessness. Ms. Mead stated that the Regional Plan to End Homelessness was developed and approved by the Continuum of Care in January 2009. The Regional Plan was developed before the release of the HEARTH Act Interim Rule and pre-dates the Federal Strategic Plan to Prevent and End Homelessness. Since the development of the Plan other significant changes include, implementation of evidence-based practices aimed at ending homelessness, the Continuum of Care Governance restructuring, and the Regional Coordinated Entry System. Given the many changes at both the Federal and local level, the CoC Board has the opportunity to discuss and possibly take action to approve moving forward to update the Regional Plan to End Homelessness. Ms. Mead stated that it has come to her attention from multiple stakeholders in the community that the regional plan should be revisited and updated. Ms. Mead noted that she has had conversations with some Board members, the Funders Collaborative has also mentioned.

Chair Hartke inquired about who would be responsible for presenting the updated Regional Plan to the Board. Ms. Mead stated that a group has not been determined yet. Ms. Schwabenlender added that Board members followed up with Ms. Mead individually for input on the regional plan, with the idea to provide the framework by 2020. Ms. Schwabenlender stated that it would be very helpful for funders to create a regional plan that everyone can work with. Mr. Gallegos supported the idea to update the Plan and volunteered to assist, however he stated his concern that did not want the community to lose focus on the issues at hand and focusing on new items. Chair Hartke looked to create a subgroup or Ad-Hoc group to facilitate the plan update. The following Board members volunteered.

- Marisue wants to help and include someone from health
- Bruce-willing to help and agrees with putting all of the community work into a package

Chair Harkte inquired if Ms. Schwabenlender could take the lead on scheduling and leading the Ad-Hoc group. Ms. Schwabenlender stated that she would be happy to lead the group. Ms. Yazzie motioned to move forward the Regional Plan to End Homelessness's current plan will end in 2015 and Ms. Schwabenlender will lead the effort with other interested Board members to develop the next regional plan documenting the process that the community is going through. Scott Hall, Community Bridges Inc. seconded the motion to move forward the Regional Plan to End Homelessness's current plan will end in 2015 and Ms. Schwabenlender will lead the effort with other interested Board members to develop the next regional plan documenting the process that the community is going through. The motion passed.

8. Approval of Data Request for Morrison Institute Study

Chair Hartke moved to agenda item 8, giving Ms. Schwabenlender the floor to discuss the data request for the Morrison Institute Study. Ms. Schwabenlender began by stating that the Funders Collaborative has engaged the ASU Morrison Institute to conduct a study of individual usage of overflow shelter, emergency shelter and Human Services Campus services for the purpose of understanding utilization patterns, housing interventions and overflow shelter capacity need. The Funders Collaborative is seeking approval from the Board to allow HMIS de-identified client data to be shared with the Morrison Institute for the purpose of the study. The resulting study will be shared back with the CoC Board and committees. Ms. Garganta inquired about length of time the study would take. Ms. Schwabenlender stated that the initial report would be ready by October 15, 2015 and the full report would be ready within three-four months. Mr. Bridwell stated that during a recent trip to the Human Services Campus to identify homeless Veterans as part of the 25 Cities initiative, Mr. Bridwell found that most of the veterans on the list were already engaged and others already had housing, yet they remained on the campus. Mr. Bridwell posed the idea that perhaps the study may be a useful method to capture the issues occurring housed veterans still using services on Human Services Campus. Ms. Schwabenlender stated that she has also heard of that issue and added that data is needed to answer his question. Mr. Gallegos stated that Mr. Bridwell's example is the very reason why Morrison Institute study should be performed. Mr. Bridwell added that it was also important for services planning. Chair Hartke opened the floor for comments from the audience. There were no comments.

Ms. Garganta motioned to approve the data request from the Morrison Institute Study from the Funders Collaborative. Tami Linkletter, Save the Family seconded the motion to approve the data request from the Morrison Institute Study from the Funders Collaborative. The motion passed.

9. Overview of SWAP Tools

Moving on to agenda item nine, Chair Hartke gave the floor to Megan Kurteff Schatz, Focus Strategies, who would provide an overview of System-wide Analytics and Projection (SWAP), a set of tools designed to help communities plan and prioritize changes to reduce homelessness. Ms. Kurteff Schatz briefly introduced herself and then began describing the services of Focus Strategies. Ms. Kurteff Schatz stated that her firm's primary strategy is helping a community use the community's data. The tool used is called SWAP which stands for System-wide Analytics and Projection. The tool identifies how a community is performing now and then models a variety of potential changes over 5 years. Furthermore Focus Strategies developed tools for the National Alliance to End Homelessness, and it is free to use and found on the alliance webpage. Discussion continued as Ms. Kurteff Schatz explained the service tools of Focus Strategies and provided examples of how the tools worked. Following the description of services and tools Ms. Kurteff Schatz stated that she would be happy to share the tools and answer any questions. Chair Hartke stated the presentation was for information only and inquired if Board members wanted a demo on the tools. Ms. Schwabenlender stated that perhaps the tools could assist in the development/update of the Regional Plan to End Homelessness. Ms. Garganta suggested a webinar in place of a demo. Ms. Mead inquired if Ms. Kurteff Schatz could perform a webinar. Ms. Kurteff Schatz agreed. Ms. Mead inquired if the TA is a charge for the free programs online. Ms. Kurteff Schatz stated that the initial one-two hours of TA are cost free, however, if further TA is needed, more discussion can occur. If the community is technically proficient (ability to pull data and staff understands all setup) and rule appropriate, the free one-two hours TA works.

Chair Hartke opened the floor for comments. Catherine Rea, Community Information and Referral (CIR) stated that as the HMIS administrator would be happy to provide specific aggregate data for the project. There were no further comments.

10. Request for Future Agenda Items

Chair Hartke opened the floor for future agenda item requests. Ms. Schwabenlender requested the final Point-In-Time Report, the Rapid Rehousing Data Analytics, and discussion on the final CoC name at the next meeting. Ms. Rea shared that CIR is working with ESRI, the Arizona Department of Economic Security, and Maricopa County on GIS programs and have come up with amazing mapping capabilities such as homelessness statewide and would like an opportunity to present at a future meeting.

11. Comments from the CoC Board

Chair Hartke opened the floor for comments. Ms. Schwabenlender announced that Project Connect would occur on August 27, 2015 at Golden Gate Community Center.

Adjourn

The meeting was adjourned by Chair Hartke at 3:34 p.m.