

**MARICOPA ASSOCIATION OF GOVERNMENTS
CONTINUUM OF CARE REGIONAL COMMITTEE ON HOMELESSNESS
AUGUST 19, 2013 MEETING MINUTES**

MEMBERS ATTENDING

+Tammy Albright, City of Mesa
Karia Basta, Arizona Department of Housing
Libby Bissa, City of Phoenix Family Advocacy Center
Donna Bleyle, Arizona Department of Economic Security
*Kathryn Brown, Arizona Department of Corrections
*Rick Buss, Town of Gila Bend, Town Manager
Amanda Ripstra for Steve Capobres, Catholic Charities
*Kendra Cea, APS
*Krista Cornish, Town of Buckeye
Catherine Rea Dunning, Community Information & Referral Services
*Shana Ellis, City of Tempe, Councilmember
*Janeen Gaskins, City of Surprise
Kevin Hartke, City of Chandler, Councilmember, Chair
*Ian Hugh, City of Glendale, Councilmember
Theresa James, City of Tempe
Stephanie Knox, Magellan Health Services
*Nick Margiotta, Phoenix Police Department
Michael McQuaid, Human Services Campus
Frank Migali, Arizona Department of Education
Linda Mushkatel, Maricopa County
Darlene Newsom, UMOM New Day Center
Sean Price, Arizona Department of Veterans Services
Gina Ramos Montes, City of Avondale
Amy Schwabenlender, Valley of the Sun United Way
Joan Serviss, Arizona Coalition to End Homelessness

OTHERS PRESENT

Brad Bridwell, Cloud Break Communities
Chris Bartz, Recovery Innovations
Brent Babbs, Salvation Army
Dana Bailey, Homeward Bound
Billie Cawley, Central Arizona Shelter Services
Pedro Cons, Chicanos por la Causa
Jenny Day, Basic Mission
Kathy DiNolfi, A New Leaf
Mark Dobay, A New Leaf
Esther Emadi, Southwest Behavioral Health
Charlene Flaherty, CSH
Dick Geasland, Sojourner Center
Connie Hallett, A New Leaf
Tom Hutchinson, A New Leaf
+Keisha Jones, WINR Achievers
Margaret Kilman, Department of Economic Security
Karen Kurtz, Community Bridges
Terri Leveton, NOVA Safe Haven
Jodi Liggett, Phoenix Mayor's Office
Gilbert Lopez, City of Glendale
Mattie Lord, UMOM
Suzie Martin, Homeward Bound
Sam McAllen, City of Glendale
Mary Alice McKone, The Salvation Army
Dottie O'Connell, Chicanos por la Causa
Laura Peters, LCSA
Brian Petersen, HOM Inc.
James Pierce, Recovery Innovations
Montrell Pixler, Save the Family
Mike Shore, Community Solutions
Amanda Simpson, Homebase
Rachelle Smith, House of Refuge
Nikki Stevens, Arizona Behavioral Health Corp.
Charles Sullivan, Arizona Behavioral Health Corp.

Ursula Strepans, Maricopa County Human Services Department
Laura Skotniki for Jacki Taylor, Save the Family
*Margaret Trujillo, MG Trujillo Associates
Ted Williams, Arizona Behavioral Health Corp.
Thelda Williams, Councilmember, City of Phoenix, Vice Chair
Diana Yazzie Devine, Native American Connections

Michelle Thomas, Community Information and Referral
Keith Thompson, Phoenix Shanti
Kimberly Thompson, LCSA
+Karla Trepak, Chrysalis
Craig Tribken, Central Arizona Shelter Services
Kim Van Nimwegan, Valley of the Sun United Way
John Wall, Arizona Housing, Inc.
Gene Wikle, Central Arizona Shelter Services

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

**Those members neither present nor represented by proxy.*

+Those members present by audio or videoconference.

1. Call to Order and Introductions

Councilmember Kevin Hartke, City of Chandler, Chair, called the meeting to order at 1:35 p.m. Introductions of the audience ensued.

2. Call to the Audience

Audience members were given an opportunity to address the Committee. There were no comments made.

3. Approval of the May 20, 2013, Continuum of Care Regional Committee on Homelessness Meeting Minutes

A motion was requested to approve the May 20, 2013, meeting minutes. A correction was requested by Theresa James, City of Tempe. A motion to approve the minutes was made by Mike McQuaid, Human Services Campus. The motion was seconded by Vice Chair Thelda Williams, City of Phoenix. The motion passed.

4. Welcome New Chair and Vice Chair of the Continuum of Care Committee

Chair Hartke welcomed Vice Chair Williams to the Committee.

5. Regional Coordinated Assessment Implementation Update: Assessment Tool

Chair Hartke invited Brandee Mead, MAG, to offer a report and the Regional Coordinated Assessment Implementation. Ms. Mead acknowledged everyone involved in the planning

process and proceeded with a brief overview including a review of the goals and guiding principles. Ms. Mead acknowledged the technical assistance providers, Piper Ellen and Cynthia Nagendra, and more than 80 stakeholders, who have assisted in developing an inclusive and transparent coordinated assessment process that seeks continuous improvement and aims for what is best for the client.

The working group was tasked with creating a Coordinated Assessment System Map. A map was shared with the group that reflects the process the groups envisions clients will go through. Ms. Mead provided an overview of the four main steps of the system map which include an initial screening, pre-assessment, program eligibility determination, and program referral. Ms. Mead noted the working group determined the need for working groups to work on specific pieces of development. Additional ad hoc groups were created to focus on the assessment tool, eligibility matrix, developing a screening script and drafting policies and procedures.

In June, the working group focused on reviewing two different assessment tools. The first was the National Alliance to End Homelessness (NAEH) tool, developed by Norm Suchar. The second was the Service Prioritization Decision Assistance Tool (SPDAT and F-SPDAT for families), developed by Org Code Consulting. A presentation of the SPDAT was offered by Org Code in June. Ms. Mead reported the community was very impressed with the tool.

At their meeting on August 12, 2013, the Continuum of Care Planning Subcommittee unanimously and enthusiastically voted to recommend the SPDAT and F-SPDAT tool for community-wide implementation as the pre-assessment and assessment tool. Ms. Mead advised a great deal of research and testing was conducted for developing the tool noting there are multiple communities now using it. A SPDAT Technical Abstract was included in the handouts to offer more information on development of the tool. Ms. Mead concluded her presentation.

Amy Schwabenlender, Valley of the Sun United Way, acknowledged Ms. Mead and the working group for their efforts. Chair Hartke called for a motion by the Committee. Ursula Strehans, Maricopa County Human Services Department, made a motion to approve the SPDAT and F-SPDAT assessment tool to be implemented as part of the region's coordinated assessment system. Ted Williams, Arizona Behavioral Health Corporation, seconded the motion. The motion passed.

Vice Chair Williams inquired about the implementation timeframe. Ms. Mead advised the tool will be piloted in August. She noted UMOM, Save the Family, and partners of the Human Services Campus, invited the creator of the tool to offer training for their agencies to

being implementing the assessment tool. A community-wide training will also be planned for October now that the tool has been approved by the Continuum.

Donna Bleyle, Arizona Department of Economic Security, raised a question about how individuals in emergency situations will be cared for in terms of the coordinated assessment system map. Ms. Mead advised discussions are underway about how to handle such situations. One component is a phone system that will be available 24 hours per day, seven days per week, for people to access the initial phase; also discussed, depending on funding, is an outreach component to conduct field assessments for individuals and families who cannot go to an assessment center; and hours of operation. Ms. Mead noted while there has been some discussion, a solution has not yet been determined although planning is underway.

Ms. Bleyle expressed concern about the lack of bridge housing for individuals in emergency situations. It was noted as the process is implemented and individuals move out of emergency shelters and into housing, more space will be available to assist those individuals in emergency situations. Mike McQuaid, Human Service Campus, noted the assessment tool has been tested at the Campus and was very well received by staff. He noted that outcomes will improve as the process is implemented adding that the Campus will serve as one of the assessment centers where people can be directed to. Chair Hartke inquired about the assessment center locations. Ms. Mead advised locations have not been determined but noted they will be geographically disbursed across the valley. She commented some nonprofits have expressed interest in serving as an assessment center.

Laura Skotinicki, Save the Family, noted individuals will be placed based on acuity. She raised concern over individuals calling an assessment center who do not have a high acuity and who will not be initially placed. Ms. Mead noted if there are prevention or diversion resources in the community, the thought is to be able to provide those referrals or divert those individuals to such programs. Studies are showing that 80 percent of individuals who become homeless are able to quickly remove themselves from that situation with limited services or housing.

Ms. Bleyle noted funding made available for rapid rehousing that requires only 60 percent of individuals to meet certain high acuity standards. She noted these resources are not being used and expressed concern over creating more severely homeless people if the high acuity levels are not met in order for individuals to be housed. Ms. Mead stated the goal is to be able to connect people with rapid rehousing resources currently in community and that are being developed.

Ms. Schwabenlender addressed the Committee noting the importance of the work being done. She commented on the prior lack of data or a common assessment tool adding this is

an exciting thing that everyone will finally be assessed the in the same manner and data will be available to help make informed decisions. Ms. Schwabenlender suggested over time, the process should plateau and reach a point where the right people are getting the right intervention noting more will be learned about the process at future meetings. Ms. Skotnicki added the process will also help determine which interventions are needed more than others. There was no further discussion or comments.

6. Continuum of Care Program: 2013 Application Planning

Chair Hartke invited Ms. Mead to provide an overview on planning for the 2013 Continuum of Care Program application. Ms. Mead advised that the Department of Housing and Urban Development (HUD) is distributing weekly messages called *SNAP's Weekly Focus*. The messages focus on issues HUD would like for communities to consider such as prioritizing chronically homeless in permanent supportive housing; using coordinated assessment to prioritize; leveraging mainstream services and funding; and funding options by other federal or local partners.

Ms. Mead recalled the 2012 CoC funding priority process noting the Committee's decision to use a two-tier process. The Continuum determined programs would be ranked by performance and categorized by permanent housing, transitional housing, HMIS and supportive services into Tier One. Ms. Mead advised all renewal programs, whether placed in Tier One or Tier Two were funded and that the new CoC planning funds were received. Additionally, new projects placed in Tier Two were not funded and permanent supportive bonus projects have not been funded. Ms. Mead noted that new projects created out of reallocation or repurposing were funded.

In planning for the 2013 process, the Planning Subcommittee developed a list of additional items to consider. These include performance ranking, unspent program funding trends, program capacity, community needs, compliance with federal and local requirements and repurposing and reallocation. Ms. Mead noted she has received a report from the local HUD office reporting nearly \$3 million dollars statewide in unspent program funding for the past three years. Ms. Mead will review the report to determine the regional unspent funds and report back to the Continuum at a future date. A question was raised on whether HUD has de-obligated the funds from 2010 through 2012. Karia Basta, Arizona Department of Housing, advised that de-obligating the funds allowed HUD to fund projects that were funded in their second and third announcements. She added 2012 funds have not been de-obligated as many of the contracts are still in place. Ms. Mead clarified the report received from HUD is CoC funding, and does not include Emergency Shelter Grant (ESG) funding.

Ms. Strehans advised HUD is reviewing ESG funding and grantees through IDIS, HUD's electronic system, and noted anything that was issued and has not been spent prior to the

conversion from emergency shelter to emergency solutions is being allowed to be quickly obligated. She recommended checking on available funding in this category. Ms. Skotinicki requested the unspent funding for the region also be categorized by permanent supportive and transitional housing. Ms. Mead advised additional information regarding what communities are allowed to do with repurposing and reallocation will be provided in the Notice of Funding Availability (NOFA). A question was raised on whether there would be any incentive to encourage repurposing funds. Ms. Mead advised that the Continuum could incentivize programs to repurpose funding during the local application process. On the federal level, projects that wanted to repurpose were prioritized above other projects in the awarding of grants process.

Ms. Mead noted in planning for the next application process, the Continuum will most likely be planning for reductions in funding due to sequestration. The Continuum has been advised to plan for a 3.5 to 5.0 percent reduction in funding. She stressed the importance of ensuring different data are considered when setting funding priorities. As such, the Planning Subcommittee discussed a two-part application process.

Part one would include setting funding priorities, evaluating program performance, completing the performance tool and scoring and ranking of local programs. Ms. Mead noted the Planning Subcommittee recommended that programs also score their own program. A meeting would then be held with the providers to review the scoring tool and ensure they have an understanding of how their program was scored. This would also include a scoring and ranking process for renewal programs. Ms. Mead noted in the past, only new programs were asked to offer presentations. Another recommendation made was to have not only new projects but also renewal projects offer presentation. Many programs that were funded several years ago have not had to offer a presentation and doing so would offer an opportunity to learn from them. Part two would include following-up on additional NOFA requirements, the application components in E-Snaps, funding recommendations and approval by the Continuum of Care.

Ms. Mead concluded her presentation and requested input from the Committee. Chair Hartke noted there were several groups whose applications were incomplete last year. He questioned whether the presentation time offers an opportunity for projects to provide any missing information. Ms. Mead advised the interview would allow for more in-depth information about the programs but noted incomplete applications would be considered a compliance factor that would be considered when making funding recommendations.

Darlene Newsome, UMOM, noted the process is similar to last year in that there is no monitoring tool or needs assessment. She commented about all permanent housing projects automatically going into Tier One noting that 67 percent of funding funds permanent

supportive housing projects. She raised the question about what percentage of those are serving the chronically homeless and what percentage are serving the homeless. She expressed agreement with the recommendation for all projects to offer a presentation to discuss funding, eligibility and utilization rates and added that in fairness, the Continuum should be critical of all programs that are funded.

Diana Yazzie Devine, Native American Connections, expressed concern over automatically ranking transitional housing projects below permanent supportive housing. She noted transitional housing is the right service for certain populations such as youth and agreed with the need to research which services are right for the community. She also suggested identifying those projects in construction that include HUD funding as repurposing or reallocating could have a significant impact.

Ms. Schwabenlender inquired about the performance reporting tool noting a lack of satisfaction with the tool during the prior application process. Ms. Mead advised the Planning Subcommittee has begun to discuss the performance tool and will be working to implement recommendations offered by providers.

Ms. Schwabenlender noted the HUD USICH effort to review mainstream resources and permanent housing projects to end chronic homelessness. She suggested one option may be to prioritize permanent housing projects that commit a certain percentage of their turnover to chronic homelessness. She also noted that it appears other communities are going through a pre-application process to ensure having more dialogue up front about their projects. She noted if applications keep being submitted with requests to fully fund renewal projects, it would be helpful to know the funding levels requested before the application is submitted. This would offer more opportunity to discuss the pending funding reductions and perhaps offer an opportunity to eliminate the potential of projects in Tier Two being completely eliminated. Ms. Mead advised looking at the de-obligated funds and capacity is a starting point for the conversation with providers.

Piper Ellen, HomeBase addressed the Committee regarding the potential of a larger seven to nine percent reductions in funding from HUD. She encouraged taking this into consideration as the Continuum develops their funding application. She agreed reviewing the de-obligated funds is an important factor in considering if some programs can manage with less funding than what they have been awarded.

Chair Hartke inquired if the Committee would like additional time to discuss the application process at the next meeting. A concern was raised about the timeline in terms of when the NOFA is released. Ms. Mead suggested moving forward with the local process to review performance and de-obligated funding. Ms. Ellen encouraged the Continuum to begin the

local process and added that the NOFA may be released on a later timeframe than anticipated. Mr. McQuaid made a motion to proceed with beginning the initial process. Ms. Basta, Arizona Department of Housing, seconded the motion. The motion passed.

7. Continuum of Care HEARTH Act Implementation Update: CoC Governance Structure

Ms. Mead continued to item seven offering an update of the CoC governance structure. She referred the Committee to CoC Board Membership draft document provided in the meeting materials noting the CoC Governance Structure was approved by the Committee in March. During the last meeting, the CoC recommended creating a governance working group to develop the details of the governance membership. The working group met in June and are putting forth a recommendation that membership of CoC occur in three phases 1) defining the membership categories and number of seats for each category; 2) recruitment and selection of members for CoC board seats; 3) ongoing analyses of membership.

Ms. Mead noted discussion that membership would be reviewed in accordance to HUD regulations and adjustments would be made as needed. Additionally, membership of the CoC Board and on the CoC would follow the agency within each category rather than the individual. The process would also be transparent and inclusive with a total of 13 members on the CoC Board, geographic balance, representation of homeless subpopulations, homeless or person who has experienced homelessness and different subpopulations. These are further defined in the handouts. Ms. Mead advised the next steps would include obtaining feedback on the draft and having the work group meet again to further define and recommend the process for selecting members of the Board. The final recommendation would be presented to the CoC for approval by end of calendar year 2013.

A question was raised on whether the Chair of the Board would be decided by the CoC Board or by MAG. Ms. Mead noted previous discussion that the Chair of the CoC would serve as the Chair on the Board. She noted the possibility of co-chairs or other representation but added the details have not been determined. Ms. Newsome inquired whether the second tier is limited to membership or open to all. Ms. Mead advised when the CoC met in March to review the structure, two versions were discussed including one with membership and one open to all who wanted to be a part of the group. The CoC recommended putting forth a committee with official membership. Ms. Newsome noted for service coordination, to consider all those who are funded through the Continuum to have membership at that level. Ms. Bleye asked for clarification on whether the recommendation is to restrict membership to only those who are funded. Ms. Newsome clarified those funded should be represented and membership should be open to all.

Ms. Mead reiterated that the current Committee structure includes official membership rather than a group open to all. She added that all providers in the Continuum will have many

opportunities to participate as there will be Ad Hoc groups and work group open to anyone. An inquiry was made on whether the recruitment and decision process will be transparent. Ms. Mead advised further discussion to define and finalize how members will be recruited and recommended for approval is forthcoming.

8. Update on Community Initiative

Chair Hartke invited Mr. McQuaid, Ms. Schwabenlender and Sean Price, Arizona Department of Veterans Services to offer community initiative updates.

Dedicated Opportunities to End Homelessness

Mr. McQuaid offered a presentation on an initiative between HUD and the US Interagency Council on Homelessness (USICH) to end chronic and veteran homelessness by 2015 and family homelessness by 2020. He shared an overview of the process which includes strategically targeting HUD homelessness funding and resources in 10 priority communities. Mr. McQuaid noted this region was one of ten that was selected to participate in the initiative.

An overview of HUD resources was provided including targeted and mainstream funding. Examples of each were provided. He noted the group that was formed will review all resources and determine how funding can be better purposed to serve the chronically homeless. Mr. McQuaid noted various methods of housing such as rapid rehousing, affordable housing, permanent supportive housing and homelessness prevention and asked everyone to keep in mind that when the goal to end chronic homelessness has been reached, resources will then be available to assist those individuals and families that are on the margin for becoming homeless.

An overview of next steps to address ending chronic homelessness for individuals, veterans and families was shared including working with local teams, training, and seeking a recommendation by the CoC to adopt the strategic planning guide provide by HUD and USICH as a tool.

Rapid Results Accelerated Boot Camp

Ms. Schwabenlender recalled the Rapid Results Boot camp held in Chicago, facilitated by Rapid Results Institute and 1,000 Homes campaign that tasked communities with looking at ways to accelerate the end to homelessness. She noted sixty days have passed since the boot camp. She noted a 60-day review conference call was recently held. Tony Ramirez, HUD, participated by phone and provided information on HUD's new method for communicating information notices to teach housing authorities and community planning and development staff ways to connect their resources to ending homelessness. She referenced two

communications regarding housing voucher programs and implementation and approval of owner-adopted admission encouraging everyone to read the information.

The 20 County Crusader Team members meet on a weekly basis to address the eight sub-goals. For those not participating in the meetings, Ms. Schwabenlender suggested reaching out to one of the members to stay connected and learn more about the goal and work of the team.

Ms. Schwabenlender reviewed the 100-day goal to ending chronic homelessness is to place 1,622 individuals. To meet the goal, the team needs to sustain 50-55 placements monthly through December 2015. Arizona Behavioral Health Corporation, Arizona Housing Inc, and UMOM New Day Centers, were acknowledged for housing placements for 183 total people since May 17.

Challenges faced are how to sustain the effort. Ms. Schwabenlender noted the areas of focus suggested by the HUD/USICH process include housing first, data, targeting, mainstream resources and other. It was noted the 100-day plan is about setting goals and sustaining plans to end homelessness. Ms. Schwabenlender advised that Michelle Thomas has been leading a sub-group on data driven decisions. Many changes have been made to the Homeless Management Information System to track permanent housing placements. For those not participating in the HMIS advisory board, it was recommended contacting Ms. Thomas for further information and to help improve data quality.

Ms. Schwabenlender reported on coordinated Assessment noting Ms. Mead's efforts to seek approval of a coordinated assessment tool. Noting the approval of the SPDAT, Ms. Schwabenlender report next steps are community training of the assessment tool in October 2013 and implementation of regional coordinated assessment by the end of the year.

Ms. Schwabenlender highlighted different efforts in the community in which people can participate including Arizona Street Outreach, Project Connect, Arizona Coalition to End Homelessness and Continuum of Care Meetings. Next steps were reviewed including a permanent housing focused discussion at Arizona Behavioral Health Corporation, a TH/SSO Focus discussion at MAG, a Medicaid Crosswalk and completion of a financial model. A 100-day report will be offered on September 26, 2013. Ms. Schwabenlender concluded her presentation.

Veteran's Ad Hoc Working Group

Sean Price, Arizona Department of Veteran Services, provided an update on the Veteran's Ad Hoc Working Group. He noted the group has held a few meetings primarily focused on

the efforts of coordinated assessment and how to integrate what the Veterans community is doing on a coordinated level. The working group has made recommendations and presented to the CoC on where the work of the Veterans group will align with coordinated assessment such as intake for Veterans. He noted challenges such as with transitional housing programs funded through the veteran's administration noting different requirements and criteria. Overall, the group is working well and has much community support.

Project H3: Vets

Project H3 Vets is a community initiative to end chronic veteran homelessness. The focus is on street living and transitional housing for chronically homeless veterans. The initiative started November 2011 with a three-day street and shelter survey. It is the main initiative in the community and includes 50-70 other community partners. A list of the primary partners was provided.

Mr. Price noted there here has been much recent activity to house veterans. Efforts began in January 2012 with a goal of housing 222 chronically homeless veterans. There are approximately 105 veterans left to house. He noted President Obama's visit to Phoenix and his announcement that Phoenix is on track to end chronic homelessness by June 2014. This has spurred and ignited challenges across the U.S. He noted the greatness is in getting Phoenix to the final push of housing veterans and in pushing the entire nation to reignite and establish goals to end veteran homelessness.

Ms. Serviss added that the 2013 Arizona Stand Down data indicates Phoenix is 105 veterans away from ending homelessness however, Project H3 Vets does have a funding gap. She asked the Committee to think about services and resources they currently offer and review opportunities to partner together to use existing resources. Ms. Serviss noted Mr. Price and several other partners attended the Rapid Results 100,000 Homes Veteran Boot Camp in Denver and developed 100-day goals. The goals have been met and the focus is now on creating new short term goals to meet the long-term goals. One focus is on determining what can be accomplished in the 85 days left to Veteran's Day, and how to capitalize on the media attention and competition. Ms. Serviss and Mr. Price encouraged others to contact either of them to learn more and become engaged in these efforts.

A question was raised on the amount of funding gap. Mr. Price advised there is a \$3,500 funding gap per veteran. The amount is not all cash, but includes other items such as move-in supplies. A flyer is being developed to provide additional information on the funding gap. Ms. Serviss noted overall, the community is 11.6 percent away from reaching the goal to end chronic homelessness for veterans. Chair Hartke acknowledge the great example of a community initiative. He requested others contact Ms. Mead to be scheduled time on future agendas to offer community initiative updates.

9. Announcements

An opportunity was provided for Committee members to present a brief summary of current events. The Committee is not allowed to propose, discuss, deliberate or take action at the meeting on any matter in the summary, unless the specific matter is properly noticed for legal action.

The Arizona Coalition to End Homelessness is having its 20th annual conference on October 29 and 30. Registration and additional information will be available within the week.

Project Connect was held in Glendale with more than 360 individuals serviced. The next event is scheduled for September 19, 2013, at North Hills Church in Phoenix.

10. Adjourn

The meeting was adjourned at 3:21 p.m. The next Continuum of Care Regional Committee on Homelessness is scheduled for November 18, 2013.