September Steering Committee Meeting

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AGENDA

I. Call to Order
   a) Roll Call

II. Success Story – Houston is in the 2.5% Club!

III. Approval of Minutes:
   a) August 8, 2013 CoC Steering Committee Meeting

IV. Lead Agency Report

V. Old Business
   a) 2013 CoC Grant Update – Howard Burchman
      • NOFA Registration Notice Update
      • Renewal Evaluation Process
      • Transitional Housing Recommendations
      • Next Steps
         1. Prioritization
         2. Ranking Process

VI. New Business
   a) Results of 2012 CoC Grant application – Eva Thibaudeau/Howard Burchman
   b) Transitional Housing Conversion Report – Eva Thibaudeau
   c) Healthy Community Initiative – Mandy Chapman-Semple

VII. Public Comments

VIII. Adjournment
2012-2013 CoC Action Plan

1. Create a new service delivery model that allows services to be provided in-home or in close proximity to housing throughout the Houston, Harris County and Fort Bend County region by December 2013.
2. Create 2500 Permanent Supportive Housing Units targeted to the chronically homeless and frequent users of services by December 2015.
3. Rebalance the homeless response system based on need (as determined by data analysis) primarily through the reallocation and alignment of funding resources by December 2015.
4. Create and implement a coordinated assessment and triage system to connect people experiencing or at-risk of homelessness to the most appropriate housing model based on the agreed upon definitions and target criteria by 2014.
5. Implement a Change Management Process to minimize the change impacts and avoid distractions.
CONGRATULATIONS HOUSTON!!

On behalf of the entire 100,000 Homes Campaign team, I want to extend a warm & enthusiastic welcome to the elite 2.5% club! For three months in a row now, your community has housed people at an average of 2.5% of your baseline chronic and vulnerable population. That's amazing! This is the difference between talking about ending homelessness and actually doing it! Houston's meteoric rise as a community in the 100k Homes Campaign is nothing short of astonishing. And yet...we shouldn't be surprised!

We are inspired by what is no doubt a herculean effort on your part! You join the now 45 and growing communities enrolled in the campaign that are part of the 2.5% club. We will highlight your accomplishment in our monthly published "Fully Committed List" that is distributed (and read) by our national and strategic partners, including Barbara Poppe, Assistant Secretaries at HUD and the VA, and many foundation leaders. Whenever we can, our plan is to highlight that you are in the 2.5% club, with the faith that together leaders like you will create the groundswell of momentum pointing the way to what is possible for your colleagues across the country.

Our coach and mentor, Dan Heath, advised us that one of the best things we can do is provide an opportunity for high performers to talk amongst themselves. Now that you're in the 2.5% club, we will include you on an email listserv that is for high performers ONLY. Please take advantage of this opportunity to swap ideas, ask questions and offer support to your fellow change agents.

Congratulations! We're so proud of what you're doing - we hope you are, too!

In solidarity,
Becky

Becky Kanis
100,000 Homes Campaign Director
Community Solutions
Steering Committee Meeting
August 8, 2013

Minutes

Present: Donna Herron (Consumer Rep), Marilynn Kindell (Fort Bend County), Rebecca Landes (Provider Rep), Daphne Lemelle (Harris County), Tom McCasland (Harris County Housing Authority), Dr. Laura Marsh (VA), Celene Meyer (Funders Together), Neal Rackleff (COH), Marilyn Brown (Lead Agency Staff), Eva Thibaudeau (Lead Agency Staff)

Absent: Thao Costis (Provider Rep), Barbara Dawson (MHMRA), Tory Gunsolley (Houston Housing Authority), Stephen Williams (Coalition)

The meeting of the Continuum of Care (CoC) Steering Committee was held on August 8, 2013 at Houston Area Community Services, 2150 West 18th Street, pursuant to proper notification of all Steering Committee members.

Welcome and Introductions
Vice Chairman Daphne Lemelle called the meeting to order at 3:48 pm. No quorum at 3:48 pm, but it was agreed that the committee would cover other business. Marilyn Brown conducted roll call. Neal Rackleff and Dr. Laura Marsh arrived at 4:01 pm, and a quorum was reached.

Success Stories
Brown announced that at this and all future meetings, success stories would be shared to tie in the work done by the CoC Steering Committee with "real world" results. Brown introduced Eva Thibaudeau who will be new CoC lead agency representative. Thibaudeau then presented the monthly success story.

Joe Fuentes, CEO of HACS welcomed the Steering Committee and presented information on Houston Area Community Services.

Approval of Minutes
Minutes from July 11, 2013 were presented once a quorum was reached. A motion was made (McCasland) and seconded (Kindell) to approve the minutes as presented. Motion was approved.

Lead Agency Report –Presented by Marilyn Brown

Work Group Activities
- Mayor’s Leadership Team – Presented by Mandy Chapman Semple. Mayor Parker has convened a 10 person body comprised of faith based, civic, business, and philanthropic leaders to monitor the start up and implementation of the system to end chronic homelessness.
Point in Time Count
- Coalition for the Homeless did a summer shelter count on the last Tuesday in July for a comparison with winter shelter numbers. Summer shelter count was 2739 including DV shelters compared to winter shelter count of 3398.

Other CoC Activities
- NAEH conference: The Coalition for the Homeless is hosting a Conference Debrief on Friday, August 9 from 9:00 – 11:00 am for those who attended to share information.

Informational Updates
- Brown presented the latest information on federal funding as provided by the National Alliance to End Homelessness. Rackleff pointed out that there were damaging amendments attached to the Housing bill, but stated that the Mayor’s office did a good job of working with individuals in Washington D.C. to have our voices heard.

CoC Grant
- Thibaudeau announced that Houston was awarded all three new project grants as well as the planning money, and that we were one of few CoCs that were awarded bonus money.

Old Business
- Suzanne Wagner, presenting as a HUD TA, was introduced to give an update on Coordinated Access. Wagner presented an overview of requirements per the CoC Regulations around Coordinated Access.
- Wagner then recommended that the Eligibility/Prioritization Policies (Resolution No. 8) and Housing Referral Guidance Drafts (Resolution No. 9) that were presented at the July meeting be adopted.
  - A motion was made (Rackeff) and seconded (Landes) to adopt the Eligibility/Prioritization Policies as presented. The motion was approved.
  - A motion was made (McCasland) and seconded (Kindell) to adopt the Housing Referral Guidance Draft as presented. Following a discussion, the Rapid Rehousing criteria was amended to read: If this is a person/head of household with no known serious disability that requires long-term services to manage a home, refer for Rapid Rehousing. The motion was approved as amended.
  - In response to a better understanding of potential CoC grant requirements and allowances, Wagner suggested that the earlier decision by the Steering Committee to award bonus points to agencies for voluntary conversion of Supportive Services Only grants be rescinded (Resolution No. 10). Following discussion, a motion was made (Rackeff) and seconded (Marsh) to Rescind Bonus Points for Voluntary Conversion of Supportive Services Only grants to Coordinated Access. Motion was approved.
- Wagner stated that the next steps for Coordinated Access include the drafting of business rules and the creation of a staffing plan with estimated initial costs. These will be presented to the Steering Committee at a future meeting.
New Business

- **2013 CoC Grant Update**
  - Wagner, presenting on behalf of her company, Housing Innovations which had been awarded the contract to manage the 2013 CoC Grant process, then gave an overview of the process to date. Wagner stated that Howard Burchman who is the main Housing Innovations contact for this process was unable to join today’s meeting by phone due to a travel conflict.
  - Wagner recommended that once the renewal evaluation process is completed that based on industry standard operating procedures, each agency/program be given two weeks to review and correct any erroneous data. A threshold level will be set based on HUD requirements including participation in HMIS. Agencies that do not meet the threshold should not be recommended for grant renewal.
  - Based on the action taken during Old Business to rescind the Bonus Points for voluntary conversion of SSO grants to Coordinated Access (Resolution No. 10), Wagner recommended that the Steering Committee approve the Revised Renewal Evaluation Criteria and Scoring Tool (Resolution No. 11) which eliminates the bonus points from the tool. A motion was made (McCasland) and seconded (Landes) to approve the Revised Renewal Evaluation and Scoring Tool (Resolution No. 11). Motion was approved.
  - Wagner then reviewed the NOFA Timeline. There are indications from HUD that the 2013 NOFA will be released in mid-September.
  - The first indicator that the grant period is approaching is the Grant Inventory Worksheet Process. This is the tool which lists all grants that are up for renewal during the 2013 grant year. It will be used to determine how much money each CoC will be eligible to receive. Once this is announced, a strategy for reallocation of funds will be presented for discussion and approval.

Public Comments

- There were no public comments.
- Brown announced that on September 5, a strategic planning meeting will be held for the Steering Committee to look at a 2013 – 2014 action plan (location TBD). Brown also congratulated the committee on its first anniversary, and announced that the Steering Committee meeting will be back at the Neighborhood Resource Center in September.

Adjournment

A motion to adjourn was made (Kindell) and seconded (Landes). Upon approval, the meeting was adjourned.
Lead Agency Report  
September 12, 2013

A. Work Group Activities
   a. Networks, Initiatives and Affinity Groups
      i. Homeless Services Coordinating Council
         1. Met on September 4, 2013 – Panel discussed employment connections
      ii. Consumer Advisory Council
         1. Met August 23, 2013 – Hosted student group from UH Bauer School of Business
      iii. Coordinated Access Planning
         1. See HMIS activities
      iv. Housing Houston’s Heroes
         1. Met August 30, 2013
         2. 140 a Month Committee met August 21, 28 and September 4, 11, 2013
      v. HMIS Support Committee
         1. Met September 11, 2013

B. CoC Grant
   a. Grant Inventory Worksheet (GIW) completed and sent to HUD local September 10, 2013
   b. Meet with HUD local to review GIW September 12, 2013
   c. Weekly conference calls with Housing Innovations regarding timeline, scoring, next steps
   d. Weekly communication sent to CoC provider members via email re: grant process
   e. NOFA updates presented during Coordinating Council meeting September 4, 2013
   f. Due to award of CoC Planning money in the 2012 Grant cycle, application fees for CoC grants will not be collected

C. HMIS
   a. Received test and live modules from Client Track to build platform in order to conduct client and housing referral match in the HMIS system as part of Coordinated Access.

D. Other CoC Activities
   a. 100,000 Homes Campaign
      i. Houston welcomed into the 2.5% Club for housing an average of 2.5% of our most vulnerable population for three consecutive months! (see attached flier with welcome from the Director of 100,000 Homes Campaign)
   b. CoC Steering Committee 2013-2014 Planning Meeting
      i. Four hour planning session held September 5, 2013 to update the Action Plan
      ii. Highlighted areas of 2013-2014 focus will be Rapid Re-Housing as part of right-sizing the system based on client and community needs and Performance Measurement (by program and system-wide)
E. Informational Updates

- Federal Funding Update
  - With the end of the fiscal year approaching, neither the Senate nor House of Representatives have passed spending bills for affordable housing and homelessness programs that have in the past received bipartisan support. McKinney-Vento homeless programs in particular have proven to be cost-effective to taxpayers and provide quality services to thousands of our most vulnerable neighbors. I urge both chambers of Congress to pass spending bills when they return from recess in September that allows programs like McKinney-Vento to continue to serve the neediest among us and to continue the progress that has been made in recent years. Help for our neighbors in our communities and within our state is on the line, it is time for Congress to come together and achieve a compromise on such critical funding. (Advocacy Alert sent by Corporation for Supportive Housing, Sept. 10, 2013)

- Violence Against Women Act Update
  - The Department of Housing and Urban Development (HUD) issued a notice in the Federal Register on August 6, to provide information on how the reauthorization of the Violence Against Women Act 2013 (VAWA 2013) will apply to HUD programs. Enacted on March 7, 2013, VAWA 2013 was designed to protect both adult and child victims of domestic violence, dating violence, sexual assault, and stalking. VAWA 2013 expands its original applicability beyond public housing and Section 8 programs, as well as changes language to make itself more inclusive. HUD is inviting public comments until October 7.
Coordinated Access Housing Referral Guidance
Approved August 2013

PSH

☑ Households with:
  ▪ Multiple or long term episodes of homelessness
  ▪ Long term and/or multiple disabilities that require services to maintain a home
  ▪ Histories of institutional/inpatient care – e.g., prison, hospitalization, detox, child welfare involvement
  ▪ Multiple barriers to housing stability – e.g., multiple moves/evictions, hoarding

☑ Review inventory of Permanent Supportive Housing to determine:
  ▪ Is there an available vacancy for this household?
  ▪ Can the needs of the household be met by this permanent housing?

Transitional Housing

☑ Households with:
  ▪ Life stage transition: Young adult under 25, people interested in recovery, households with children under 5, pregnant HoH, DV cause of current homeless episode, recent change in household composition
  ▪ Repeat homeless episodes
  ▪ Multiple barriers in rental housing history
  ▪ Minimal or no income or employment history
  ▪ Criminal justice histories

☑ Review inventory of Transitional Housing providers to determine:
  ▪ Is there an available vacancy for this household?
  ▪ Do the services provided meet the needs of this household?
☑ If yes, refer to Transitional Housing Program.

Rapid Rehousing

☑ If this is a person/head of household with no known serious disability that requires long-term services to manage a home, refer for Rapid Rehousing.
  ▪ Diverted households
  ▪ First time homeless or homelessness caused by recent change in financial situation
  ▪ Has income or work history

☑ Assess for barriers to housing stability and create housing support plan
☑ Refer to RR
FOR INFORMATION ONLY

SUBJECT: CONTINUUM OF CARE 2012 GRANT COMPETITION SCORE
DATE: 9/11/13

This Memorandum is to inform the Houston/Harris County Continuum of Care Steering Committee of the score that we received for our 2012 CoC Grant application. The score determines the amount of money each CoC receives.

Background

The local HUD field office emailed notification of the 2012 Continuum of Care (CoC) Competition score to the CoC lead agency. The 2012 grant was the first competition under the CoC Program interim rule and the application process reflected these changes. The minimum score to be eligible to receive funding for new projects was “97.” The Houston/Harris County CoC received funding for all renewals, for three (3) new Permanent Supportive Housing projects, as well as the requested CoC Planning funds. The below chart indicates the maximum amount of points available for each scoring category and the actual score this CoC received.

<table>
<thead>
<tr>
<th>Scoring Category</th>
<th>Maximum Score (Points)</th>
<th>CoC Score (Points)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CoC Housing, Services and Structure</strong></td>
<td>14</td>
<td>13.5</td>
</tr>
<tr>
<td><strong>Homeless Management Information System</strong></td>
<td>13</td>
<td>6.8</td>
</tr>
<tr>
<td><strong>Point-in-Time</strong></td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td><strong>CoC Strategic Planning</strong></td>
<td>55</td>
<td>50.75</td>
</tr>
<tr>
<td><strong>CoC Performance</strong></td>
<td>34</td>
<td>25.25</td>
</tr>
<tr>
<td><strong>Leveraging</strong></td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td><strong>CoC Application Score</strong></td>
<td>130</td>
<td>107.3</td>
</tr>
<tr>
<td><strong>Bonus Points</strong></td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total CoC Score with Bonus Points</strong></td>
<td>134</td>
<td>107.3</td>
</tr>
</tbody>
</table>

Discussion of Lower-Score Domains

Lead Agency staff watched the HUD-sponsored webinar which provided debrief information about general score trends throughout the nation. Based on that global feedback and discussions with Housing Innovations, the following information is presented as preliminary understandings of the CoC 2012 Grant Score:

HMIS:
- At the time of the application the governance agreement between the CoC and the Coalition for the Homeless was not finalized. We do not expect this to be an issue this competition since the CoC Steering Committee approved the MOU designating the Coalition for the Homeless of Houston/Harris County to act as the lead agency as cited in the CoC Charter. Housing Innovations is further analyzing the
documents and will notify us if any amendment language needs to be voted on in order to satisfy this HUD requirement.

CoC Performance:
- With the exception of one domain, all of the performance thresholds were met or exceeded. The overall percentage of program participants obtaining employment in our CoC (per APR reports) was 19%. The threshold set by HUD was 20% or higher.
- Our contract grant support team, Housing Innovations, is looking closer at the narrative submitted last year and providing feedback for ways in which to strengthen this section in order to increase the points awarded.

Leveraging:
- While points were awarded for proving leverage amounts of 200% of the project on the Project Ranking Tool utilized during the 2012 competition, many agencies were unable to provide that amount resulting in a lower score in this area.
Houston TH Analysis Quick Update – September 3, 2013

CSH conducted an analysis of 17 HUD funded transitional housing (TH) programs to understand a program’s potential to transform or improve their model. The primary purpose of the analysis is to provide organizational and systemic advice on the best use of TH stock in a community. It provides data-driven direction for changes that support efforts to end and reduce homelessness in the larger homeless assistance system. Options for transforming transitional housing include converting to Permanent Supportive Housing (PSH); Rapid Rehousing (RRH); or Transitional Housing. Recommendations may also include areas for improvement if the program is not suited for conversion to ensure compliance with HEARTH outcomes.

Six key categories inform the analysis:

Houston Analysis
CSH conducted an initial analysis of 17 HUD funded TH programs by reviewing HUD APRs; a questionnaire; and program rules and eligibility criteria. Please note the review was done remotely and does not take into account an agency’s mission or history; physical plant; or financials.

In reviewing only APR data for 17 programs, we found that about half of the programs could convert to rapid rehousing, just based on their data and outcomes. This may be due to the population they served; their ability to quickly rehouse clients in their current program; or their housing placement outcomes. Three programs, according to their APR data, looked like good candidates to convert to supportive housing. The six remaining programs need further analysis to determine what might be the best model for them, as the data alone didn’t provide a clear answer. For agencies that would like to change or convert their programs to another model, the method of doing so is called reallocation and happens through the annual HUD NOFA process.

Next Steps
This analysis was another part of the overall system mapping for Houston under HUD TA. We have submitted a HUD TA workplan that includes on-site analysis, conversations with agencies, and technical assistance to change or strengthen the programs, which when approved, will be available to TH agencies. This analysis would include reports for the Steering Committee to understand and consider any impacts on future HUD funding policies.
**Category Descriptions**

**Organizational Commitment and Mission**
A commitment to moving from transitional housing to rapid re-housing or permanent supportive housing is required at multiple levels within the organization. The openness and willingness of the organization to explore the possibilities of conversion, or at a minimum, an analysis of the project is essential.

**Program Orientation**
The service model should support a conversion to RRH or PSH. A review of the level and type of staffing and services will inform the organizational capacity to change (or remain TH).

**Population**
For a conversion to PSH, unlike TH, eligible participants in PSH must be homeless and disabled. For homeless families, the head of household must be disabled to qualify for assistance – though this may change under HEARTH. Consideration of a shift to RRH does not necessarily require a change in population – as long as the household is homeless.

**Structure/Physical Plant**
The analysis looks at single and scattered site, but this component is most important for single site facilities, converting TH to PSH or RRH requires that individuals are able to live as tenants with leases. Essentially, in addition to having a lease, this means that tenants are able to have a key, and their own entrance and exit to their unit. Ideally, units have kitchens/kitchenettes and bathrooms. However, HUD regulations do not require this, and shared facilities are allowable. For families, these units need to contain an appropriate amount of space to accommodate the household’s needs.

**Financials**
While the overall financial health of an organization is a key consideration, for this analysis, only project/program level funding is reviewed – including capital, operating, and services funding. The reason for this is that these leveraged funds may have contradictory requirements that prevent a project from moving toward conversion, to either RRH or PSH.

**Performance Measures**
The APR provides useful performance data, such as participant length of stay, exits, turnovers, and placement after program exit, all of which offer more insight into the success of a particular transitional housing program and opportunities to convert. Additionally, once complete, the overall analysis will provide guidance on which TH programs need support to meet HEARTH outcomes.

**Data Sources**
CSH uses the following data and information to fill in the Analysis Tool. Site Visits are optional, but they provide the best opportunities to see how projects operate.

- Annual Progress Reports (APR’s)
- Program documents
  - leases or participant agreements
  - program rules
  - mission and organizational background
- Basic finance reports and any covenants on the property (as applicable)
- On-site tours, photos and/or property descriptions
- Interviews with key staff