# January 2015 Steering Committee Meeting

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AGENDA

I. Call to Order – Tory Gunsolley
   a) Roll Call – Celene Meyer

II. Approval of Minutes – Tory Gunsolley
    a) November 13, 2014 CoC Steering Committee Meeting

III. CoC Highlight – HUD newsletter “Evidence Matters”

IV. Lead Agency Report – Eva Thibaudeau

V. HMIS Administrator Report – Eva Thibaudeau

VI. Old Business
    a) Transitional Housing Update report – Eva Thibaudeau
    b) Rapid Re-Housing CMI Update – Eva Thibaudeau
    c) 2015 Action Plan Update – Eva Thibaudeau
    d) Steering Committee Recognition – Eva Thibaudeau

VII. New Business
    a) Nominating Committee Recommendations – Daphne Lemelle
    b) 2015 The Way Home – Eva Thibaudeau
    c) United Healthcare – Eva Thibaudeau
    d) TDHCA ESG – Eva Thibaudeau

VIII. Public Comments

IX. Adjournment
Steering Committee Meeting

November 13, 2014

Minutes

Present: Thao Costis (SEARCH Homeless Services-Homeless Services Rep), Barbara Dawson (MHMRA rep), Tory Gunsolley (Houston Housing Authority), Donna Herron (Consumer Rep), Clay Kibler (Consumer Rep), Marilynn Kindell (Fort Bend County ESG), Dr. Laura Marsh (VA), Tom McCasland (Harris County Housing Authority), Celene Meyer (Episcopal Health Foundation-Private Funder Rep), Eva Thibaudeau (Lead Agency Staff)

Absent: Melissa Carroll (Pasadena ESG), Rebecca Landes (Northwest Assistance Ministries - Provider Rep), Daphne Lemelle (Harris County Community Services Dept.), Neal Rackleff (COH), Mike Temple (H-GAC/Workforce Solutions)

The meeting of the Continuum of Care (CoC) Steering Committee was held on November 13, 2014 at the Neighborhood Resource Center, 815 Crosby St., pursuant to proper notification of all Steering Committee members.

Welcome and Introductions
Chair Tory Gunsolley called the meeting to order at 3:38 pm. Secretary Celene Meyer conducted roll call and Gunsolley noted that there was a quorum.

Approval of Minutes
The minutes from the October CoC Steering Committee meeting were presented. Gunsolley called for a motion to approve the October minutes as presented. Meyer motioned, Dawson seconded. The minutes were approved.

Lead Agency Report –Presented by Eva Thibaudeau
- The COC Provider Forum fourth quarterly meeting will be held on Tuesday, November 25, 2014 from 9:00 am to 10:30 am at the NRC.
- The Provider Representative Nominations process will be opened at the meeting for the 2015-2017
- Point in Time – will be held January 22, 2015, contingency date is January 29, 2015.
HMIS Administrator Report – Presented by Eva Thibaudeau

- HMIS – Major upgrade October 1, 2014
- Implemented Phase 2 of Coordinated Access in ClientTrack.
- Hosted the 3rd Quarter HMIS Quarterly Forum

Old Business

**FY2014 NOFA Debrief**
- 1.6 million re-allocated to expanding PSH
- Harmony House bonus project could add 100 beds for chronically homeless
- Intent to renew- CoC 101 Training will be implemented.

**Provider Representative and Consumer Representative updates/process**
- One Consumer Seat set to expire in 2014, nominations will be accepted following the Consumer Input Forum in December 2014. Target-People who are residing in permanent housing.

**RRH Update (CMI RFQ) for the minutes**
- City of Houston due to release the RFQ before the end of 2014. Updates will be available in 2015 regarding selection and case management vendor process.

**Nominating Committee**
- Barbara Dawson, Daphne Lemelle, Celene Meyer – Kibler motioned, Herron seconded.

New Business

**Certification of Consistency Preview**
- A review of the CoC to approve a standard and objective tool for use by funders and programs to show alignment with The Way Home system. Criteria may change as related to system change. Discussion ensued regarding creating a “Way Home Certification.” Further discussion put off until 2015.

Public Comments
- There were no public comments.
Adjournment

Upon approval, the meeting was adjourned at 4:11 pm.

Respectfully Submitted,                              Approved,

________________________  ___________________________
Celene Meyer, Secretary                             Tory Gunsolley, Chairman

_____________________
Date
Food insecurity is among the many vulnerabilities faced by youth experiencing homelessness. One local organization implementing the USICH’s data strategy is the Coalition for the Homeless of Houston/Harris County. The Coalition — a private, nonprofit organization founded in 1982 — is the lead agency in the area’s continuum of care (CoC), the group of service providers that provide a full range of housing and supportive services for people experiencing homelessness. The Coalition manages a Homeless Management Information System, which tracks where youth are accessing homeless response services and examines the characteristics of homeless youth, and leads the CoC’s annual PIT count. In 2013, the Coalition participated in Youth Count! to obtain a more accurate estimate of youth in the PIT count, and its community was one of the nine sites evaluated in an Urban Institute study of the initiative.

Youth experiencing homelessness are notoriously difficult to count. The differing definitions of homelessness among federal and community agencies and organizations, the difficulty of locating youth in a wide range of housing situations such as couch surfing or doubling up, the ethical and legal questions involved in engaging with minors, and the reluctance of youth to self-identify as homeless complicate efforts to obtain an accurate estimate. Among the challenges specific to Houston, according to Gary Grier, a Coalition project manager, are the city’s lack of youth shelters and large geographic area. Youth Count! addresses some of these challenges by fostering collaboration among the involved federal and local parties including academics and grassroots volunteers. Youth Count! also employs youth-specific methods such as identifying “homeless hotspots” where otherwise hidden youth might gather, using nontraditional tools such as social media, employing respondent-driven sampling — using information from respondents to identify additional youth — and deploying specialized outreach teams composed of veteran service providers and current or former homeless youth.

For the 2013 PIT and its added youth component, the Coalition partnered with the University of Texas at Houston’s School of Public Health, which developed a 17-question, youth-specific survey. To encourage participation, respondents received a $5 fast food gift card. The Coalition worked with an LGBTQ-focused service center to better reach LGBTQ youth and targeted other hard-to-count youth such as those doubling up or couch surfing. Coalition
staff trained a team of volunteers from the school of public health, local homeless and youth organizations, and an area youth shelter for 18- to 21-year-olds, Covenant House Texas, to carry out the survey. Altogether, more than 30 state and local agencies participated in the planning and execution of the count. Past and present residents of Covenant House helped special outreach teams identify and survey areas that they knew to be common destinations for unaccompanied homeless youth. Alongside these efforts, schools with high numbers of at-risk students conducted a more limited survey.

The findings from the 2013 count support the general statistics regarding high-risk groups. Among the youth surveyed, 2 out of every 5 had aged out of foster care, 1 in 5 identified as gay or bisexual, 17 percent of females were pregnant, 1 in 3 had been in the correctional system during the past year, and 11 of 160 identified as transgender. Three-quarters of those surveyed had not worked in the previous week. Along with the data gathered, some lessons learned from the pilot include the need for peer participation in planning and administering surveys, youth-centric language, respondent-driven sampling, and a data collection period that is longer than the standard 6 hours for PIT counts. The Coalition also hopes to improve the school-based survey, which was of limited value because of restrictions on the information surveyors were allowed to collect.

Grier says that the improved count will help the Coalition and youth homeless service providers to better understand the nature of the problem they face. He adds that data that go beyond the scope of the PIT and CoC needs assessments — such as information about other kinds of housing instability among youth as well as the needs and wants of respondents — will help stakeholders develop systems that youth will want to access. Finally, says Grier, more accurate data are essential for establishing a baseline from which to measure progress and evaluate the efficacy of intervention models.
A. Work/Affinity Group Activities
   a. Networks, Initiatives and Affinity Groups
      i. CoC Provider Forum
         1. The fourth quarterly meeting was conducted on Tuesday, November 25, 2014 from 9am to 10:30am at the NRC. The Provider Representative Nominations were opened. Four candidates submitted applications. Voting by CoC membership was completed on December 9, 2014. Charly Weldon, Executive Director of the BEACON was selected as the Crisis Response System Representative for the 2015-2016 term.
      ii. HMIS Forum
           1. The Forum was conducted on December 11, 2014 with specific information regarding the 2015 PIT Shelter Count. Additionally, performance measurement dashboards were presented.
      iii. CoC Consumer Forum
           1. The Consumer Forum was conducted on Wednesday December 3, from 1-2:30 at Northline SRO with twenty- two consumers participating from a variety of service and housing providers. The forum was divided into 4 smaller focus groups and input was received on unmet needs, case management and services evaluation, and open input from consumers. Nominations for Consumer Representative were opened four applications were submitted by December 8, 2014. Carl Wiley was selected as Consumer Representative for the 2015-2016 term.
      iv. Housing Houston's Heroes
           1. HHH met on November 14th from 9-10:30am at the NRC. Discussion focused on achieving and maintaining steady state and outreach. 2015 Point in Time information was provided.
           2. SSVF workgroup met weekly in December on Thursdays from 11-12:30pm. Coordination with VASH proceeded on clients requiring PSH based on additional criteria for prioritizing clients who may not meet chronic definition.
      v. Youth/Young Adult Affinity Group
           1. LGBTQ Homeless Youth Prevention Initiative “NEST” implementation plan was presented at Provider Input Forum on November 25th offered by Dr. Ann Robison of Montrose Center.
           2. OVT Youth workgroup met on December 5, 2014 and reviewed the draft policy agenda for the 84th legislative session and the draft Harris County Collaborative Plan.
      vi. One Voice Texas Affinity Group
           1. OVT Housing workgroup meetings will resume in January 2015.
           2. Children/Young Adults Workgroup meeting was held on December 5, 2014 from 1:30 to 3:30pm at the United Way.
      vii. RRH Workgroup
           1. RRH Pilot workgroup sub-committee meeting with overview of RRH system roll out was conducted January 6, 2015.
           2. RRH Funders workgroup met January 7, 2015 to review system tools.
3. Case Management Intermediary Request For Qualifications (RFQ) was posted December 8 and a corresponding pre-bid meeting was conducted on December 10. Responses to the RFQ are due January 8, 2015.

viii. **Coordinated Access Workgroup**

1. 1115 team meetings conducted weekly from 2-3 on Wednesdays.

B. **Other CoC Items**

   a. “Building Better Services with Medicaid” training was delivered to CoC case management leads, agency leadership, and supervisors on December 17, 2014. This is the first step in a series to coordinate Medicaid and ACA managed care providers with CoC providers.

   b. The 2015 In Memoriam was observed December 21, 2015 at the BEACON at 2pm with a memorial for those who have passed in 2014.

   c. The 2015 Point in Time Count is scheduled for Thursday January 22, 2015 from 5:30pm to 11:30pm with a contingency date of January 29th. Volunteer Orientation scheduled for January 15 from 5:30 to 7:00pm at ten community staging areas. Five hundred volunteers will be involved.

   d. Houston presented its 2014 PIT methodology as a best practice on the Texas Homeless Network’s Bloc Talk Webinar December 16th from 2-3pm. The presentation is archived and available on YouTube.

   e. An information sharing conference call was arranged on January 7 with Charlotte, North Carolina at their request on best practices to conduct a youth count during the PIT.
HMIS Lead Agency Report

A. Work Group Activities
   a. Networks, Initiatives and Affinity Groups
      i. Attended the 25 Cities HMIS Affinity Group conference call regarding Coordinated Access challenges to implementation

B. Reporting
   a. Continued data analysis and support of the U.S. Veteran Affairs Supportive Services of Veteran Families program

C. Other CoC Activities
   a. Submitted AHAR into HDX on December 19, 2014 ahead of deadline
   b. Hosted the 4th Quarter HMIS Quarterly Forum
   c. Participated in RRH planning and HMIS implementation
   d. Continue to develop new and update current HMIS Policies and Procedures

D. Support
   a. Site Visits
      
      | Agency               | Visits |
      |----------------------|--------|
      | YWCA                 |        |
      | SA Social Services   |        |
      | The Women’s Home     |        |
   b. IssueTrak
      
      | Date Range                             | Count |
      |----------------------------------------|-------|
      |Opened Before December 1, 2014          | 10    |
      |Opened in Period                        | 65    |
      |Closed in Period                        | 54    |
      |Left Open On December 31, 2014          | 21    |
   c. Training
      
      | Category   | Count |
      |------------|-------|
      | New User   | 12    |
      | Refresher  | 1     |
      | Reports    | 2     |
      | Data Explorer | 0   |
   d. Participating Agencies
      
      | Category | Count |
      |----------|-------|
      | Active   | 61    |
      | New      | 0     |
   e. Users
      
      | Category      | Count |
      |---------------|-------|
      | Active        | 547   |
      | New           | 12    |
   f. Clients
      
      | Category                  | Count |
      |---------------------------|-------|
      | Enroll at any point       | 25,229|
      | New Enrollments           | 1,346 |
Crisis Response Provider Representative: Charly Weldon (as voted for by the Provider Members)

Consumer Representative: Carl Wiley (as recommended by committee)

New Committee Chair: Daphne Lemelle (formerly Vice Chair 2012-2014)

New Committee Vice-Chair: Tom McCasland (Committee rep for Harris Co HA)
CHARLY HUBENAK WELDON

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HIGHLIGHTS

- More than eighteen years experience in non-profit management, fundraising, operations, development and major event productions
- Experience in staff leadership, board development, resource development, major gifts, capital campaigns, corporate giving, and grant writing
- Proficiency in non-profit fiscal management
- Community development, collaborative leadership and strategic planning experience

PROFESSIONAL EXPERIENCE

Executive Director                                      7/2011 - present

THE BEACON (www.BECONhomeless.org)

THE BEACON is a 501(c)(3) nonprofit organization established by Christ Church Cathedral to provide various social and health services to homeless men, women and children living on the streets of downtown Houston.

Current programs include:

- The Beacon Day Center: a multi-service day shelter for Houston’s homeless
- Cathedral Justice Project at The Beacon: a pro-bono legal program, serving the homeless
- Cathedral Clinic at The Beacon: a standing clinic providing primary and mental health services, also to the homeless
- Brigid’s Hope at The Beacon: a transitional living program for women exiting the Texas criminal justice system

Direct oversight and management of the organization and its 2.2 million dollar budget. Responsible for implementation of strategic goals and objectives. Direct oversight of fund development and the four service programs, including all operations and administration, staff (both paid & volunteers), budgets, board relationships, community collaborations, sustainability and growth, program development and all other executive responsibilities.

Under leadership program capacity grew over 60% and funding raising efforts by 30%.

Social Solutions (www.socialsolutions.com)

Highlights:

- Non profit consultant in outcomes measurement and systems controls

Executive Director                                      1/2006-9/2007
Assosiate Executive Director                             5/2004 – 1/2006
Juvenile Diabetes Research Foundation (www.jdrf.org)

Highlights:

- Support and maintain the vision, mission, priorities, and guiding principles of JDRF, managing the functioning of the Chapter’s daily operations.
- Oversaw two large walks, gala, golf tournament and numerous family functions
- Formulate, implement, and lead the strategic direction of the Chapter and conform to stated strategies and business needs by developing timelines, budgets, and overall chapter goals in partnership with the National Office/Regional Director, to ensure that tasks are completed on time and within budget.
- Manage 3M budget and control expenses effectively.
- Directly support the chapter’s board nominating process and provide direct support and leadership in partnership with the chapter’s volunteers for board development.
- Direct and manage the Chapter’s resources including its 9 full time staff and volunteers. Supervise, coach and evaluate staff members.
- Develop and implement a chapter annual operational/fundraising plan to ensure that the successful achievement of Chapter financial goals and growth.
• Work directly with the Chapter Board of Directors, providing leadership, support, materials, reports and assistance in building and implementing their annual plans and in ensuring the on-going development of a strong chapter board.

• Oversee, manage and support the Chapter Committees: Board of Directors, Fundraising, Communications, Strategic Planning, Major Gift Committee, Planned Giving Committee, Nominating Committee, Government Relations Committee and Outreach Committee

**National Operations Coordinator, Operations and Marketing**
Camden Property Trust [www.camdenliving.com]

**Highlights**
• Marketing and Operations coordinator for national multi-living facilities.

**Senior Director, Special Events**
Houston Livestock Show & Rodeo [www.rodeohto.com]

**Highlights**
• Worked with high-profile executives such as city official and other prominent corporate leaders
• Organized and supervised the work of more than 2,500 committee volunteers
• Worked directly with members of the Board of Directors
• Assisted in booking and monitoring the live entertainment in The Hideout and assisted in the daily operations
• Assisted in developing department budgets, vendor contract and requests for proposals
• Supervised numerous banquets and seminar, including the yearly Scholarship Banquet with over 1000 attendees
• Supervised the receptionist and oversaw the hiring and scheduling of operators during busy peak times
• Assisted in the development of bid requests and subsequent contracts for caterers and restaurant suppliers
• Assisted and oversaw daily catering operations
• Managed and controlled scheduling of all events for calendar of more than 2,500 annual events

**Marketing Assistant/Administrative Assistant**
Texas Association for Home Care, Austin, TX
1992 – 1994

**Membership Assistant/Administrative Assistant**
International Association of Hospitality Accountants, Austin, TX
1990 – 1992

**EDUCATION**
- MBA, Management
- B.B.A., Management
- Cum Laude Honor Student
- Texas A&M Commerce (2015 estimated completion)
- University of Houston, Downtown
- Northbrook High School

**ADDITIONAL PROFESSIONAL / VOLUNTEER EXPERIENCE**
- Episcopal Health Charities, Collaborative for Leadership Academy, 2013/2014
- Grant Writers' of Greater Houston, Board Chairman (2010-2011)
- Grant Writers' of Greater Houston, Member (2006-2011)
- Association of Fundraising Professionals, Member (2005-current)
- Completed 9 Marathons
### The Way Home

#### 2011
- **May:** Initiated “100 in 100” initiative to house 100 homeless veterans in 100 days, resulting in the creation of the **Housing Houston’s Heroes** workgroup.

#### 2012
- **August:** 450 community stakeholders engage in a **charrette process** to map system changes and priorities resulting in a strategic plan of action for 2012-2013 and a roadmap through 2015.

#### 2013
- **January:** CoC is selected by HUD as one of 9 communities to conduct **Youth Count! pilot**, as part of the annual Point-In-Time count. The Urban Institute creates best practice report for counting youth based on the pilot.

#### 2014
- **May:** CoC completes Registry Week of 100,000 Homes Campaign and compiles 847 unique records prioritized by the vulnerability index for CoA. Mayor Annise Parker convenes leadership team, and Houston achieves elite “2.5% club status” as part of 100,000 homes.
- **January:** CA begins as a system-wide, targeted roll-out with operations out of 5 regional hubs.

#### 2015
- **September:** CoC Workgroups convene to recommend policies regarding Coordinated Access, Performance Measurement, Housing Models, and ESG.
- **Community Trainings** regarding evidence-based practices such as Critical Time Intervention, Housing First, Harm Reduction, Fair Housing Laws, and HUD’s Equal Access Rule and Permanent Supportive Housing.
- New Permanent Housing and supportive services are identified and aligned via the Medicaid 1115 Waiver, the Harris Co. Mental Health Jail Diversion project, Managed Care Health Providers, new CoC-funded projects, and education efforts aimed at private landlords.
- Publish performance dashboards quarterly demonstrating measurements towards HEARTH Act and Opening Doors mandated performance goals.

### What’s Next?
- **System-wide Rapid Re-housing** begins its roll-out phase in 2015, with initial focus on targeting families experiencing homelessness.
- To end chronic homelessness and maintain a steady-state system for homeless veterans.
- Analysis of and recommendations regarding the homeless ecosystem to influence service placement and methods of delivery decisions to include outer-loop needs.
- Conduct a system-wide homeless youth planning process to address youth-specific prevention (building on the work of NEST), housing models, mentoring, and supportive employment
- Explore and expand new types of low-barrier permanent housing that currently meets the needs of low and fixed-wage workers.
- Convene an employment workgroup to determine innovative ways to utilize mainstream resources to meet the needs of homeless transition age youth, adult formerly incarcerated, and other disconnected homeless individuals.
This Memorandum is to inform the Continuum of Care Steering Committee about opportunities with managed care organization to increase mainstream benefit usage for clients and create new opportunities within our service system.

Background

Texas did not elect to receive federal expanded Medicaid dollars under the Affordable Care Act (ACA). This leaves our CoC at a disadvantage since other Continuum’s are able to leverage Medicaid service packages as part of their permanent supportive housing services. One of our system goals is to find ways to innovatively utilize the power of Medicaid funds and state contracted health insurance agencies. One way of doing this has been through the Medicaid “1115” Waivers granted us through the federal government. The City of Houston Department of Health has led this effort in the homeless community by sponsoring two projects directly related to chronically homeless who are frequent utilizers of the emergency rooms. So far, more than 150 households have been housed in that effort. Our CoC providers are reaching benchmarks and receiving payments through the Medicaid waiver for their efforts.

In addition, HUD mandates that CoC’s connect homeless households/individuals with mainstream benefits such as health insurance. In an effort to proactively engage Medicaid healthcare companies that serve our area (United Healthcare-UHC and Amerigroup), we are piloting a project with UHC to cross-match their Medicaid assignments and our HMIS data to find out if any of our chronically/vulnerable homeless individuals are also enrolled in Medicaid with UHC. **It is possible that vulnerable individuals have Medicaid but are not aware that they have this benefit. This means that these individuals may be using emergency services at a great cost to our local system and are not improving their health conditions through stable healthcare.** The Medicaid benefits vary by provider but go beyond basic healthcare payments to include things such as care coordination and wellness management.

The Lead Agency has been in communication with United Healthcare, the Austin, TX CoC Lead, and subject matter experts for several months to try to find a way to utilize all of our resources to end homelessness and connect disabled homeless individuals to mainstream benefits. Given this goal, the CoC Lead Agency (with HMIS) has worked with UHC to pilot a project designed to develop a relationship that will benefit disabled homeless individuals in our CoC. If in fact there is a large overlap between Medicaid recipients who are not connected with non-emergency healthcare and homeless individuals, we may have the opportunity to leverage funds in our community to help house our homeless (i.e., through the barrier buster fund).
This Memorandum is to inform the Continuum of Care Steering Committee about a pilot with Texas Department of Housing and Community Affairs (TDHCA) to allow the local CoC to conduct the competition and project selection beginning in 2015.

**Background**

In December 2014 the Texas Department of Housing and Community Affairs (TDHCA) announced their intention to allow our local Continuum of Care to administer a local competition to select Emergency Shelter Grant (ESG) recipients for our area. This decision will allow us to make local decisions regarding how funds are used for prevention, rapid re-housing, street outreach and emergency shelter functions.

The limited information that we have received indicates that we will have a local competition and provide the projects selected to TDHCA by the end of March 2015. Next steps include convening a grant strategy committee, announcing the competition and deadlines and making the final selection.