The Way Home

September 12, 2019 Steering Committee

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AGENDA

I. Call to Order – Mike Temple
   Please Sign "Sign In" Sheet

II. Approval of Minutes – Mike Temple (Attached, Pages 4-5)
   A. July 11, 2019 CoC Steering Committee Meeting

III. Election of New Members of Steering Committee (Daphne Lemelle) (Attached, Page 6)
   A. Scott Rule (The Harris Center)
   B. Karen Tseng (Harris Health)
   C. Barbie Bradshear (Representing Victim Services)
   D. Jennifer Herring (Representing Criminal Justice Re-entry)
   E. Dr. Sara McArthur (Representing Veterans Administration)
   F. Further Discussion on Steering Committee members representing Faith Leadership, Lived Experience, Texas Medical Center, Additional Service Providers

IV. CoC Success Stories
   A. Filling Funding Gap for NOFA opportunities (Don Titcombe)

V. CFTH Operating Model Redesign (Mike Nichols) (Attached, Pages 7-13)

VI. The Way Home Steering Committee Retreat Report (Attached, Pages 14-20)
   A. Discussion and Review
      1. Next Steps on Dashboard Changes (Ana Rausch)
      2. Next Steps for 5-Year Plan (Mike Nichols, Jessica Preheim) (Attached, Page 21)
         i. Timeline
         ii. RFP For Plan Consultant (Concetta Scerbo)
         iii. Workgroups on 5 Year Plan

VII. NOFA Update (Concetta Scerbo)
   A. New Project Voting/Ranking Workgroup
   B. Open Issues

VIII. Funders' Committees
   A. ESG Funders Committee (Concetta Scerbo)
      1. Loss of TDHCA ESG Funding and Implication of loss funds and discussion of replacement funding
   B. Reengaging Funders for The Way Home (Don Titcombe)
   C. CFTH Development (Mike Nichols/Sara Martinez)
IX. Project Updates
   A. H3 / Encampment Project (Ana Rausch)
      1. Staffing
      2. Potential Barriers
         i. Vulnerability Assessment
         ii. Adequate Affordable Units
   B. Rapid Re-Housing Update Discussion (Ana Rausch/James Gonzales)
   C. Navigation Center Update (Mike Nichols)
   D. Dashboards (Ana Rausch)

X. Public Advocacy (Sara Martinez)
   A. The Way Home Proposed Changes to HUD's Equal Access Rule (Attached, Page 22)
   B. TDHCA QAP (Tax Incentives/ PSH Definition)
   C. TDHCA ESG Grant Process
   D. Potential Harris County Task Force (Mike Nichols)
   E. Potential Mayor Turner's 3 Year Plan (Mike Nichols)

XI. Public Comment

XII. Adjournment
   A. CoC Steering Committee FY20 Calendar (Attached, Page 23)

Next Meeting Potential Topics
- Orientations for New Members Prior to Regular Meeting
- Review and Approval of Charter
- Introduction of 5 Year Plan Consultant
- Update on High Acuity Clients and Macro Solutions (Kelly Pruitt)
- CoC Role on Medical Respite Needs
- Collaboration of CoH and Harris County on Homelessness Solutions
- Housing Supply/Pipeline Needs
   o Estimate Unit Requirements for PSH (Ana Rausch)
   o New and Scattered Sites Goals
     - How does Region encourage more PSH Development
- Harris County Update and Opportunities (Daphne Lemelle)
- City of Houston Update and Opportunities (Tom McCasland)
  o Multi-Family Supportive Housing (3rd Quarter 2019, $30 million)
- Where does CoC need additional Consulting Expertise
- Adding Galveston County to CoC
Steering Committee Meeting

July 11, 2019

Minutes

Present:

Marilynn Kindell (Ft Bend County Community Development), Preston Witt (Provider Representative), Mike Nichols (Lead Agency Staff), Melissa Quijano (City of Pasadena), Laura Marsh (Michael E. DeBakey, VA Medical Center), Tom McCasland (City of Houston Housing and Community Development Department), Sharon Zachary (Provider Representative), Tony Gunsolley (Houston Housing Authority), Kim Kornmayer (The Harris Center), Daphne Lemelle (Harris County Community Services Dept.), Don Titcombe (Rockwell Fund Inc.).

Absent:

Deiko Taylor (Consumer Representative), Horace Allison (Harris County Housing Authority), Mike Temple (Houston Galveston Area Council), Joanne Ducharme (Montgomery County Community Development).

The meeting of the Continuum of Care (CoC) Steering Committee was held on July 9, 2019 at 2000 Crawford St., Suite 700, pursuant to proper notification of all Steering Committee members.

Welcome and Introductions

Kornmayer called the meeting to order at 3:32 p.m. Kindell conducted roll call and noted there was a quorum.

Approval of Minutes

The minutes from the June CoC Steering Committee meeting were presented. Lemelle motioned, Titcombe seconded, for the June minutes.

The minutes were approved.

Lead Agency Report

The Lead Agency Report was presented by Nichols and added to the official minutes.

Program Updates

- **New Programs**: H3/Triage Program funded through Houston Community foundation and downtown management district PPH effort to house approximately 150 chronic from encampments. 2.5 million funded by Qatar. We are hoping to at some points to roll those over on housing choice vouchers. We have funding for Case Management, Units and staff. We are going to take a similar approach to this housing program like when Wheeler was closed. Outreach will be going out and talking to clients in the encampments, from this we will try to identify a roster of the clients we are trying to house. These funds will be for a year and housing will be immediate. An RFP will be sent out to a vendor to help house these indvidual, and a separate RFP will be made for navigators. After the housing process begins, we are hoping for this area to be fenced off, so people will not be able to return.

- **Navigation Center**: Extreme low barrier shelter. This will be a safe place for clients to stay, while they are waiting for housing. It will not be a walk-up facility; it will be used only for HOT team drop offs. These people
can stay here and do not have to leave. They will be fed and provided services. RRH is going to be a in depth program review.

New Business

- **NOFA Update**- Due September 30th, hoping to submit one week in advance. APRs will be pulled on Wednesday, July 24th before noon. We need to up our narrative to help score more than last year.

- **Discussion regarding Resolution #2 to process to develop 5-year plan**- Kindell made a motion and Quijano seconded it. Why now? CoC Steering Committee approved a charge to the Lead Agency to move forward on Action Planning with CoC stakeholder input during February 2019 meeting. This reinforces that charge to include any HUD-funded guidance and technical assistance. What is different now in the homelessness environment as compared to 2012? In 2018 USICH announced the new federal plan, Home, Together. The Way Home responded by hosting a community state of homelessness breakfast for stakeholders in May 2018 with USICH regional representative, Bob Pulster. Talked about Fall Community Conversation in November 2018 with USICH ED, Matthew Doherty and Bob Pulster, along with NAEH CEO/President, Nan Roman to seek stakeholder input for 2020 and beyond planning. CoC Steering Committee voted in Feb 2019 that we would move on creating a framework for 5-year action-oriented plan. Ensure the steering committee gets a plan from the lead agency when it is completed. Motion Gunsonley and 2nd Kindell.

- **Continuum of Care 5-Year Plan**- RFP for Consultant (6-Month Planning Process) Funding has been secured to come in and help with the 5-year plan by looking at the data. Looking at how many units do we need. Are we over populated or under populated. We do need someone who is familiar with all the regulations Coc, homeless, ESG, etc….. August 2 Retreat will be more of a planning meeting for the Coc members and a few staff extras.

- **Discussion of Additional at Large Members**- Recommendations for members (e.g. Harris Health, Criminal Justice System, Faith based Representation, Victim Service Provider, Substance Use Disorder Treatment System, Academic/University/Education System, Child Welfare). Three seats have been filled, and they are currently seeking to fill four more. There has been contact made with three of the four. Invite them to the retreat to be able to attend before being added.

Announcements

- Next meeting Retreat on August 2nd from 12:00pm-5:00pm.
- September 12th, 2019 is the next scheduled CoC Steering Committee Meeting

Adjournment

Upon approval, the meeting was adjourned at 5:26 pm.

Respectfully Submitted,  
Marilynn Kindell, Secretary

Approved,  
Mike Temple, Chairman

Date
<table>
<thead>
<tr>
<th>SC Member Name</th>
<th>Organization</th>
<th>Title</th>
<th>CoC Seat</th>
<th>Email</th>
<th>Phone</th>
<th>Physical Address</th>
</tr>
</thead>
<tbody>
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<td>713-970-7455</td>
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**NOMINEES**

| Karen Tseng     | Harris Health System | SVP for Population Health Transformation | Harris Health | ktseng@rice.edu | 602-518-5245 |
| Sara McArthur   | Michael E. DeBakey VA Medical Center | Veterans Administration | Veterans Administration | sara.allison@va.gov | 713-202-1503 |
| Barbara Brashear | Victim Services | 2113 Crockett St Houston, TX 77007 |
| Jennifer Herren | Criminal Justice Re-entry | Jennifer.Herren@ymail.com | 9130 Harborside Dr, Houston, TX 77054 |
| Scott Rule      | The Harris Center | Mental Health Authority System | Scott.Rule@hmshealth.org | 713-970-7455 | 9403 Southwest Freeway Houston, TX 77074 |
CFTH Interim CEO Priorities in Next 90 days

In order to take full advantage of current opportunities and for CFTH to meet its goals, the CEO will have the following priorities during the next 90 days:

- Raise funds from foundations, corporations and individuals for CFTH and for The Way Home;
- Implement the Operating Model Redesign including selecting, hiring, and developing qualified leaders and subject matter experts so that CFTH is able to operate, plan, collaborate, and influence more effectively;
- Continue to strengthen relationships with CoC Steering Committee, government funders, service providers, landlords and developers using workgroups to drive solutions;
- Influence the CoC Steering Committee to accept accountability for the System Plan and System progress, including development of 5 Year Plan;
- Continue to build engagement and effectiveness of CFTH Board;
- Communicate clear priorities;
- Monitor system performance and recommend course corrections; and
- Proactively anticipate and resolve issues.
CFTH Operating Model Redesign Update

September 2019
We share one mission and ambition, but each organization must play a different role

**Mission**
*Why do we exist?*

Prevent and solve homelessness in the Houston region, making it rare, brief and non-reoccurring

**Ambition**
*Where do we want to be in 3-5 years?*

Keep veteran homelessness at "operational zero"
Solve chronic, family, & youth homelessness
Set a path to solve all homelessness

**Board Role**
*What is the board accountable for?*

Finance & Stability of CFTH
Coalition Progress against the Mission

**Strategic Plan & Activities**
*What to we need to do?*

Regional strategy:
- process facilitation
- Excellent HMIS data analytics
- Etc.

Examples / not exhaustive:

Regional strategy:
- decision on what goals are
- Accountability for progress against goals
- Etc.

System Progress against the Mission

Note: From 2020 Plan; pending updates from CoC 5Y planning; CTFH board
We started with a **capabilities diagnostic** to understand where we are today.

**HISTORIC STRENGTHS**
- Partnerships & Collaboration
- Go to Market (e.g. Housing First, coordinated access)

**THRESHOLD FOCUS AREAS**
- Finance & Development
- Regulatory Management & Compliance
- Data Analytics

**GAP FOCUS AREAS**
- Program Strategy & Priorities
- Operational Impact & Results
- Sourcing (e.g. unit & service dollar supply chain)
- Talent Management & Culture
We drafted a **strategy outline** so that we could be informed by where we want to go

### MISSION
Prevent and solve homelessness in the Houston region, making it rare, brief and non-reoccurring

### 2025 AMBITION (pending CoC input / strategic planning)
- Keep veteran homelessness at “operational zero”
- Solve chronic homelessness
- Solve family and youth homelessness
- Set a path to solve all homelessness
- Influence adjacent systems (e.g., jail, health, etc.) to prevent homelessness & returns to homelessness

### WHERE TO PLAY

<table>
<thead>
<tr>
<th>WHERE TO PLAY</th>
<th>HOW TO WIN</th>
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<tbody>
<tr>
<td>Sustain &amp; strengthen the system that houses and supports the homeless under Housing First, coordinated access &amp; efficiency principles</td>
<td>Facilitate strong CoC SteerCo with long-term regional strategy, planning and frequent evaluation &amp; course correction</td>
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<tr>
<td>Coordinate, source, grow the supply of housing units &amp; service dollars to support ending homelessness</td>
<td>Drive CoC collaboration and alignment on regional goals with strong partner relationship management</td>
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<tr>
<td>Advocate for city, state &amp; federal policies and funding to end &amp; prevent homelessness (e.g., mental health, affordable housing, etc.)</td>
<td>“Raise the game” of service providers by offering excellent program management focused on efficacy and continuous improvement</td>
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<tr>
<td>Collaborate with adjacent local systems (e.g., mental health, justice, foster care, etc.) to prevent homelessness and returns to homelessness</td>
<td>Be the regional go-to expert on homelessness for the public, media &amp; potential partners</td>
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### ENABLERS
- Fiscal and compliance excellence with transparent, timely reporting
- Strong board governance and membership
- Robust development capability including attractive funder value proposition
- A self-funded financially sustainable agency
- Effective organization with performance culture and efficient operating model
- Talent development at leadership & staff levels
- Excellent data analytics to support timely decision-making and program management

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**WHERE TO PLAY**

**HOW TO WIN**

**Enablers**
Based on diagnostic & strategy, we set **design principles** to define what new org must do

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<th>DESIGN PRINCIPLE</th>
<th>DESCRIPTION</th>
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<td>Leverage backbone role: Long-term strategic view</td>
<td>• Regional <strong>strategy &amp; 5 year plan</strong> with long view&lt;br&gt;• Strong, well-facilitated CoC <strong>SteerCo</strong>&lt;br&gt;• <strong>Clear priorities, frequent progress evaluation and course correction</strong></td>
</tr>
<tr>
<td>Leverage backbone role: Advance the cause</td>
<td>• <strong>Effective public affairs</strong>&lt;br&gt;• <strong>Go-to expert</strong> on homelessness for public, media, and potential partners&lt;br&gt;• <strong>Policy levers</strong> to advance the cause incl. <strong>funding long-term solution</strong></td>
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<tr>
<td>Raise the game of provider partners</td>
<td>• Effective <strong>program operations &amp; project management</strong> driving results &amp; continuous improv.&lt;br&gt;• Internal <strong>expertise &amp; technical assistance</strong>&lt;br&gt;• Excellent <strong>data analytics</strong></td>
</tr>
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<td>Collaborate effectively with provider partners</td>
<td>• Alignment <strong>100+ CoC partners &amp; stakeholders</strong> to the regional strategy&lt;br&gt;• <strong>Partner relationship management</strong> to earn buy-in to strategy, trust in CoC efforts</td>
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<td>Drive fiscal &amp; compliance excellence</td>
<td>• <strong>Transparent, timely financial reporting</strong>&lt;br&gt;• Collaborative, robust <strong>compliance processes &amp; expertise</strong> that achieve excellent compliance</td>
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<td>Build a development engine</td>
<td>• <strong>Development strategy</strong> with right level of effort based on results expected&lt;br&gt;• <strong>Packaged value propositions</strong> to attract public and private funders&lt;br&gt;• <strong>Self-funding, self-sustaining agency</strong> as a contribution the community</td>
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<td>Become a high-performance organization</td>
<td>• <strong>Efficient operating model</strong> with effective decision-making&lt;br&gt;• Success metrics by role and clear <strong>career paths</strong>&lt;br&gt;• <strong>Core commitments</strong></td>
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## High-level “hardware” recommendation

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<tr>
<th>Program Operations</th>
<th>Strategic Planning &amp; Public Affairs</th>
<th>Development</th>
<th>Internal Operations</th>
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<tr>
<td>Accountable for program execution &amp; results</td>
<td>Accountable for stakeholder engagement including CoC and outside CoC</td>
<td>Accountable to ensure Coalition is self-sustaining agency</td>
<td>Accountable for fiscal &amp; compliance excellence incl. both public &amp; private compliance</td>
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<tr>
<td>Focus on operational excellence &amp; continuous improvement without distractions of day-to-day stakeholder mgmt.</td>
<td>Focus on strategic planning &amp; partnerships (e.g. DV, youth, etc.)</td>
<td>Focus on fundraising, without the distractions of day-to-day comms</td>
<td>Focus on annual plan &amp; budget, grant spend down, quarterly P&amp;L review</td>
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<td>Close collaboration with CoC SteerCo</td>
<td>With CEO, leads collaboration with CoC SteerCo</td>
<td>Close collaboration with Coalition board</td>
<td>Develop public funds (incl. NOFA, city, etc.)</td>
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<td>Analytics &amp; evaluation a key tool to drive results</td>
<td>Communications a key tool to drive results</td>
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<td>Design &amp; implement talent mgmt strategy</td>
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<td>With CEO, leads collaboration with Coalition Board</td>
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I. Introduction

On August 2, 2019 the Steering Committee of The Way Home (the TX-700 Continuum of Care (CoC) met for a facilitated retreat designed to identify its priorities and next steps as it moves toward the design and implementation of a new five-year plan. The Way Home Steering Committee has several new members who were not part of the groundbreaking work that led to an end to Veteran homelessness in this community. Therefore, the purpose of the retreat was also to level-set for new and future members of the Steering Committee so that this group can move forward in a cohesive and thoughtful manner.

List of participants: Preston Witt, Daphne Lemelle, Tory Gunsolley, Mike Temple, Laura Marsh, Horace Allison, Tom McCasland, Sharon Zachary, Don Titcombe, Mike Nichols, Ana Rausch, Sara Martinez, Gary Grier, Concetta Scerbo, Lindsey Grubbs, Kelly Pruitt, Katy Bacon, Barbie Brashear, Sarah Macbeth, Jennifer Herring, Jessica Preheim.

The facilitator was Ann Oliva, Senior Policy Advisor at the Corporation for Supportive Housing.

The session began with each participant introducing themselves, and answering two questions: who do you represent at this table, and why do you do this work? Allowing time for this kind of introduction provided an opportunity for Steering Committee members and lead agency staff to get to know each other and set the tone for trust and collaboration needed through the rest of the day.

II. Set Ground Rules

The group was asked to identify ground rules to guide participation throughout the day. Specifically, they were asked to respond to three questions: How should we participate today? How should we treat ourselves and others in this space? What are our expectations for the discussion?

Following are the ground rules set by the Steering Committee.

- Respect each other
- Limit interruptions
- Be participatory but also listen
- Be open and vulnerable/ask questions when needed
- Don’t shy away from weaknesses
- Be mindful of the past without getting stuck there
- All input and ideas are valuable
- Limit electronics

III. CoC Background and Context

In designing the retreat, the facilitator was asked to provide background for the Steering Committee on homelessness generally, the statutory and regulatory underpinnings of the Continuum of Care, and the use of data for system-level planning. In addition, level-setting in this way provided an opportunity for long-standing Steering Committee members to provide insight into what has been successful in the past and how the Steering Committee operated when it was at its best. Following are the components of this section of the agenda and relevant notes.

- Why Continuum of Care: Overview of the McKinney-Vento Homeless Assistance Act and homelessness from the national perspective.
The Way Home Steering Committee Retreat
August 2, 2019
Final Report

- **What is Our Responsibility**: Review of CoC Board's Statutory/Regulatory Responsibilities.
- **How Do We Know if What We are Doing is Working**: Review of System-Level Performance and Metrics, including The Way Home system dashboards.
- **How Has Our CoC Worked When it Was at its Best?** Reflections from longer-serving Steering Committee Members. Tom, Daphne, Tory, Laura offered the following insights:
  - There was a common sense of urgency that drove the work in a positive direction.
  - The community and Steering Committee agreed about the need for change.
  - We had clear targets we were working toward, and also strong support from CSH, CFTH, and other providers. This time, we also want to consider how we develop additional homegrown/local support.
  - Community participants and leaders were consistently giving 100% towards the stated goals; however, that level of effort is hard to sustain beyond the surge.
  - Many things that were in effect, we stopped doing over time.
  - We were able to set goals and work out operational issues later.
  - Note that Funders Together was disbanded because they had faith in The Way Home; however, those conversations/processes to align were not continued.
  - We need to re-establish what our goals are and where we need to get.
- Retreat participants also reviewed the current official version of The Way Home's governance structure, as depicted below.

The group expressed general consensus that this is no longer how the Steering Committee operates. Following were themes identified through the discussion:
- Not all of the groups identified in the chart still exist.
- There was a general sense that the Steering Committee is not driving an agenda that is carried out by these groups, but that groups are doing what they can in the absence of a clear plan and leadership from the Steering Committee.
- The Steering Committee should be accountable for making sure system reaches the results.
- The scoring on HUD NOFA tells us how we are doing, and the Steering Committee need to evaluate the Coalition's performance as the Lead Agency.
The steering committee should develop/implement a structure that can more quickly get the community back on track if things go awry (rather than taking 3 years).

A good structure includes consistent and quality data as well as transparency.

The group specifically requested that getting clarity on this structure be a follow up item for the steering committee.

IV. Discuss The Way Home Mission Statement (45 Minutes)

The next component of the agenda was to review the current mission statement for The Way Home. The retreat participants were broken into four groups, and were asked to review the following statement with regards to two questions: How does this reflect what the steering committee should be doing? Identify possible changes to the mission statement to better reflect what the SC should be doing?

*The purpose of the Houston/Harris County Continuum of Care is to create a collaborative, inclusive, community-based process and approach to planning for and managing homeless assistance resources and programs effectively and efficiently to end homelessness in the jurisdiction as specified in Department of Housing and Urban Development, 24 CFR Part 578, Homeless Emergency Assistance and Rapid Transition to Housing: Continuum of Care Program.*

Following is the report-out from each of the four groups.

**Group 1:** The Way Home Continuum of Care oversees a dynamic, collaborative and inclusive system that develops and sets system level goals, plans and policies; distributes and influences allocation of resources, and monitors the system’s progress so as to ensure homelessness is rare, brief and non-recurring.

**Group 2:** The mission of The Way Home Continuum of Care is to plan, implement, and maintain a collaborative process to prevent and end homelessness.

**Group 3:** The CoC is the community leader responsible for ending homelessness in our region by managing, coordinating, leveraging, and aligning resources.

**Group 4:** The mission of The Way Home Continuum of care is leading and advancing collaboration to end homelessness in our region.

Themes Identified:

- Leadership
- Planning and coordinating
- Ending homelessness
- Leveraging and aligning
- This should work in concert with the vision statement previously drafted.
- It may need to be a shorter statement with a longer “we accomplish this by” statement.

The group requested another draft by the facilitator to include common themes expressed through the read-out. See below.
The mission of The Way Home is to lead the design and implementation of a high-quality and collaborative system to prevent and end homelessness in Houston/Harris County.

We will accomplish this by setting system-level goals, aligning policy and resources to those goals, monitoring and measuring progress through robust data collection and analysis, and maintaining a collaborative process with all stakeholders.

V. Goal Setting Exercise

The retreat participants were broken again into four groups and asked to identify goals the Way Home should attempt to accomplish in 1, 3 and 5 years. They were asked to identify 5-Year goals first, then work backwards to 3- and 1-year goals.

Below is an accounting of potential goals identified. Items in red are outcome measures (rather than process measures or outputs) that the group may want to consider as it refines the list to inform the development of the next 5-year plan.

Five Year Goals:

- Define targeted goals for rare, brief and non-recurring (create actions and metrics for this standard).
- No one will be homeless for more than 45 days.
- Decrease new episodes of homelessness by X%.
- Have sustainable funding that both keeps people housed and increases housing supply.
- Zero encampments.
- Create a sustainable process, including integrated cross-system collaboration.
- 100% of people fleeing domestic violence receive PH immediately (are diverted).
- Client centered approach.
- Development goal: (12,000 units of affordable housing and 2,000 units of Permanent Supportive Housing).
- Create pay for performance and diversify the funding stream.
- End chronic homelessness.
- End youth homelessness.
- Functional zero type goal for returns to homelessness (no more than XX% of people exiting to permanent housing will return to homelessness).
- Single non-chronic – identify options/income-related metrics for this population.
- Functional zero for all populations.

Three Year Goals:

- All discharges from institutions or emergency shelter have a permanent housing plan.
- Decrease wait time by X% on PSH wait list.
- Decrease wait time for DV survivors to access RRH and PSH.
- Create a collaborative DV intake system.
- Reduce returns to homeless (incremental towards 5-year goals).
- Reducing length of homelessness (incremental towards 5-year goals).
- End chronic homelessness.
- Incremental goal for single non-chronic.
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- Formal implementation of diversion/prevention upstream interventions (Behavioral health, vets, LGBTQ and Corrections).
- Homelessness prevention screening tool implemented (prevention and eviction prevention built to scale).
- Identify options for aging population.
- Full funding for supportive services.
- Families and youth aging out of foster care at functional zero.
- 4000 units of affordable housing/1000 units of PSH (incremental towards 5-year goals).
- Best in class reporting from HMIS (can be used by stakeholders).

One Year Goals:

- Define rare, brief and non-recurring.
- Build a communications/awareness/marketing campaign.
- Improve data collection for true understanding of the need (create dashboards).
- Identify gaps/services/units for all populations.
- System Performance Measures – clarify and set goals for these.
- Create a low-barrier shelter to address encampments.
- Develop formal agreements with other systems around discharge planning – identify potential funding sources.
- Identify data needs for all goals.
- Identify best practices for single non-chronic population.
- Create a medical respite for men and women.
- Audit (independent) of HMIS and Coordinated Access to ensure quality and use.
- 1,400 new affordable units/400 PSH (incremental towards 3- and 5-year goals).
- Chronic homelessness at functional zero.
- Identify and begin using racial equity data.
- Develop and analysis of needs and costs.

VI. What Resources Do We Have/Need to Accomplish Our Goals?

The final substantive component of the retreat agenda was to conduct an analysis of the community’s ability to meet desired goals and outcomes by identifying strengths, weaknesses, opportunities and threats. The items identified through this process can help to inform what actions need to take place and key areas of support for identified goals.

1. Strengths: What skills, strengths, services or resources do we have?
   - Subject matter experts
   - Unused subsidies
   - Previous collaboration experience
   - Functioning HMIS and Coordinated Access
   - Large CoC grant
   - Provider/agency capacity creates a strong backbone
   - Partnership with Housing Authorities
   - Disaster recovery resources (upcoming)
   - Integration with public workforce (data sharing and coordination)
   - Good relationships with city and county elected officials
   - Reached federal benchmark on veterans
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- Relatively inexpensive real estate (naturally occurring affordable housing)
- Compared to others we have funding
- Houston has a can-do attitude

2. Weaknesses: What can we do better?
   - Not enough/no diversity of service dollars
   - Tired/not the same level of energy as when we were pursuing end to Veteran homelessness
   - Lack of strong messaging in community
   - Ending homelessness not a community value
   - We are not unified on housing first with philanthropic community
   - Philanthropic community not engaged
   - Unregulated mental health and addiction facilities
   - Lack of and inconsistent enforcement of performance
   - Geographic gaps in affordable housing stock
   - Public concerns regarding safety/NIMBY (state law reinforces this)
   - State and local discrimination in Housing Choice Voucher and other subsidies
   - No cohesive legislative agenda
   - We have no plan
   - Scarcity mentality
   - Need medical partners for disability claims
   - No diverse group of housing developers
   - Vocational rehab needs improvement
   - Lost shelter resources
   - Lack of medical respite care options

3. Opportunities: What is on the horizon help us move forward?
   - Collaborative community
   - City planning
   - Lift up more lived experience voices
   - Harris county is interested in social services
   - Engage with Managed Care Organizations
   - State and local political agenda
   - Engage with public to support our work
   - First large city to end homelessness

4. Threats: What forces, policies, issues limit our ability to meet our goals?
   - Vast/spread out geography
   - Lack of funding
   - No Medicaid expansion
   - Kush problem
   - Discrimination
   - Public transit
   - Natural disasters
   - Potential for bad publicity (public visual experience does not align with reality)
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- A rise in encampments  
- Service providers are at capacity  
- Federal funding is at risk with success  
- Racism  
- Lack of wage growth  
- Development/Construction costs increasing  
- Aging population  
- Affordable housing in the flood plain  
- Short term political pressure versus long term planning and uncertainty with elections

VII. Next Steps

Throughout the session, retreat participants identified questions or follow up items that were included in a “parking lot” list and spent the last few minutes of the session identifying next steps. The following list reflects both items, with the highest priority issues for follow up highlighted in red (names of individuals who are responsible for specific items in parentheses).

- Refine 1/3/5-year goals to inform the plan – schedule follow up to retreat  
- Revisit charter and governance structure to gain role clarity  
- Settle on a mission statement  
- Identify skill sets and authority needed for open steering committee seats  
- Schedule meeting to decide the Steering Committee position on internal succession planning  
- Identify metrics this groups want to look at monthly (for SC and public facing)  
- Identify schedule/estimated timeline (Jess)  
- Review MOU between Lead agency and SC  
- Start/identify HMIS audit process (identify an RFP process)  
- Succession planning for CoC leadership – need to coordinate with Lead Agency board/negotiate with lead agency board (Tom and Tory)  
- Select consultant for plan  
- Reengage funders for The Way Home (Don)

Parking Lot Items for Further Discussion:

- Identify additional dashboards  
- What operational meetings do we need?  
- How does steering Committee hold the coalition accountable? What are other inputs that can assist?  
- Identify actions to carry out mission (work plan)  
- Use of word/term “CoC”  
- Upstream systems vs. downstream work
Next Steps

- Refine 1/3/5-year goals to inform the plan – schedule follow up to retreat
- Revisit charter and governance structure to gain role clarity
- Settle on a mission statement
- Identify skill sets and authority needed for open steering committee seats
- Schedule meeting to decide the Steering Committee position on internal succession planning
- Identify metrics this groups want to look at monthly (for SC and public facing)
- Identify schedule/estimated timeline (Jessica Preheim)
- Review MOU between Lead agency and SC
- Start/identify HMIS audit process (identify an RFP process)
- Succession planning for CoC leadership – need to coordinate with Lead Agency board/negotiate with lead agency board (Tom McCasland and Tory Gunsolley)
- Select consultant for Plan
- Reengage funders for The Way Home (Don Titcombe)
The Way Home

FOR INFORMATION ONLY

Subject: Proposed Changes to HUD’s Equal Access Rule

Date: August 27, 2019

This memorandum is to inform The Way Home Steering Committee about the US Department of Housing & Urban Development’s (HUD) proposed changes to the Equal Access Rule (FR-6152)

Background:

In 2012, HUD established its first Equal Access rule with the goal of ensuring that HUD’s housing programs would be open to all eligible individuals and families regardless of sexual orientation, gender identity, or marital status. In 2016, the department issued its Final Rule which included information about how transgender and gender non-conforming individuals should be accommodated in temporary and emergency shelters. Both of these rules were intended to prevent discrimination in programs funded under HUD’s Office of Planning and Community Development and ensure equal access to programing in accordance with an individual’s gender identity.

This Spring, HUD proposed a change to its equal access rule and the Coalition for the Homeless of Houston/Harris County is concerned that this proposed change would undermine the ability for transgender and gender non-conforming people to have equal access to services.

The rule with its proposed changes could negatively impact the LGBTQ homeless population since it would allow single-sex facilities and programs funded by HUD CPD to create a policy(s) consistent with state and local laws that would consider someone’s sex to determine whether or not they could seek admission into a facility or program. The proposed rule change also allows single-sex programs and facilities to consider religious beliefs, a person’s sex on a government document and the very vague “practical concerns” when drafting their admissions policy(s).

The Coalition has been monitoring the proposed changes to this rule. There has not been the opportunity to offer public comment and it is unclear if there ever will be, as the changes have been categorized as non-major. The Coalition is aware that other CoCs are working to enact local Equal Access protections to protect individuals and families from discrimination based on sexual orientation, gender identity, and marital status and plans to make a recommendation to The Way Home Steering Committee on how to take similar steps.
The Way Home

FY20 CONTINUUM OF CARE STEERING COMMITTEE CALENDAR

Meetings are Held on the 2nd Thursday/Monthly

(*Packet Materials Due 1 Week Prior to Meeting Date)

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*Materials are due 1 week prior to the meeting date. Materials should be emailed to mnichols@homelesshouston.org and cc: cspencer@homelesshouston.org.