Continuum of Care Board of Directors Meeting Minutes
Meeting on 8/23/2017, at West Allis City Hall

Attending: Tim Baack, Luke Radomski, Steve Mahan, Ah Ong Cha, Claire Shanahan, Andi Elliott, Dan McCarthy, John Stibal, Amy Lorenz, Claire Johnson, Shannon Reed, Clifton Crump, Jim Mathy, Emily Kenney, Rafael Acevedo,

Absent: Rachel Kumferman, David Pifer, Greg Schramka, Gregory Williams, Gwat Yong-Lie, Jim Eigenberger, Jose Perez, Lt. Cassandra Libal, Mark Hilton, Marynel Regan, Mike Hafemann, Nancy Esteves, Peggy West, Pooja Dhaliwal, Ted Matkom

Board members Tim Baack, Andi Elliott, Jim Mathy and Emily Kenney abstained from voting on NOFA ranking due to employment with HUD-funded agencies, thus having a conflict of interest.
John began with introductions. Meeting minutes from last Board of Directors meeting on June 15th were distributed via e-mail but not put to vote during this meeting due to time constraints.

NOFA FY17 Presentations: Project presentation forms with full descriptions were distributed to the board to accompany presentations.

- **Community Advocates**: Matt Raymond presented. The average length of stay is 6 months in Autumn West Safe Haven, serving those with severe and persistent mental illness. Autumn West Safe Haven has a turnover rate of one opening every 8 ½ days. Project Bridge is a Housing First sponsor-based permanent housing program with master leasing, allowing for quick transition into permanent housing. Project Bridge is able to house people within a 1 to 2 week period through Coordinated Entry. Community Advocates offers payee services for those receiving Social Security benefits, allowing for independence and housing stability. The average length of stay in Project Bridge is 4.8 years.
- **Outreach Community Health Centers (ORCHC)**: Angela Bailey presented regarding ORCHC's Rapid Re-Housing for families program. This project serves families coming from the street or shelters. Participants pay 30% of their rent to landlords, and ORCHC covers 70% of the rent payment. Provides life skills development. The program term ranges from 3 to 18 months. A board member asked how they abide by the Housing First paradigm. Angela stated they are non-judgmental. ORCHC does not prevent access to the program due to criminal history or evictions, qualifying them as Housing First. ORCHC has been taking referrals for the program from Coordinated Entry.
- **Milwaukee County Special Needs Housing Division**: Jessica Shriver presented for 6 different permanent supportive housing projects. All projects are CoC rent assistance projects. Milwaukee County interacts with Coordinated Entry in a Housing First approach. Milwaukee County's biggest grant is the Milwaukee County Shelter + Care program, which serves 519 individuals. Tenant

based rent assistance projects include the My Home program. 2 rent assistance projects provide tenant choice. Tenant choice represents the majority of all zip codes in Milwaukee. Milwaukee County funds 12 units of supportive housing with Heartland Alliance and 30 units of supportive housing with Mercy Housing. Milwaukee County has project based units at Project Restore. The majority of projects are dedicated for Chronically Homeless, but Milwaukee County is moving to have some units be Dedicated Plus. Dedicated Plus is a concept introduced by HUD this year to allow for more flexibility in admission to permanent supportive housing, expanding on the definition of chronic homelessness. The biggest grant for My Home has 97% housing stability over a year. Milwaukee County original grant shelter + Care is currently at capacity and thus not accepting referrals at this time Jim added that tax levy support contributes to what is accounted for in administrative costs.

- **Hope House**: Wendy Weckler presented regarding Hope House's Joint TH-Rapid Re-Housing component project for families. This is a project reallocated from standard Rapid Re-Housing. Wendy noted the urgency of housing needs for literally homeless families. Wendy stated the new Joint TH-Rapid Re-Housing project category will allow families to stabilize as they look for housing. Families can go into the project if they are running out of time in shelter. This allows for more consistency in spending down funds. Families would not be charged rent while in temporary housing.
- **Walker's Point Youth and Family Center**: Audra O'Connell presented the Walker's Point Rapid Re-Housing Program for youth and families. This project will not be scored. Walker's Point increased the age limit from 21 to 25, based on the Runaway and Homeless Youth Act. The project has 30 units. The project serves single young adults, and families with a head of household that is a youth. This is the only CoC program that currently serves youth. Audra pointed out that early intervention in serving youth experiencing homelessness prevents returns to homelessness or further need for supportive services.
- **Mercy Housing**: Clarissa Cameron presented on behalf of Mercy Housing. Mercy Housing has a mission of providing safe and affordable housing. St. Catherine's provides permanent supportive services. Clients achieve housing stability, access all services needed and increase income with assistance from supportive services staff that identify all appropriate resources for clients. Outcomes of St. Catherine's include 88% remaining permanently housed for 12 months, and 88% of those without income at program entry will increase their income. Mercy Housing partners with Hope House to provide supportive services on site. Service plans are reviewed every 6 months, which identify residents' goals. Rent is income-based. Mercy Housing uses operating dollars to subsidize the rent. It was asked how many clients have increased their income in the last year. Emily stated she knew from a case manager at Johnston Center that they have had success in applying for benefits and accessing the SOAR program. Clients are required to volunteer and increase their income as part of their case plan. Tim pointed out that there was

variance in grant amounts from the project presentation sheet and the Grants Inventory Worksheet.

- **Friends of Housing**: Anissia Robinson presented on behalf of Friends of Housing. Anissia stated that they are housing providers; they do not locate the homeless or provide supportive services. Friends of Housing has a permanent supportive housing renewal project for chronically homeless families. Friends of Housing is in the process of rehabbing a lot of the units which will improve housing quality for tenants. Anissia stated they have started re-habbing their properties on Maple Street and 35th Street
- **Guest House of Milwaukee**: Phil Connelly presented on behalf of the Guest House. The Guest House of Milwaukee's CoC-funded projects include the Homelinc III and Homelinc V permanent supportive housing programs. The Homelinc III program has expanded rapidly. Homelinc III added 5 units in past grant year, currently providing 90 units for singles, 10 units for families. Homelinc III has consistently strong outcomes, with 97% remaining permanently housed in the last grant year. Homelinc III accepts permanent housing referrals from Safe Haven and Pathways. All participants in the Homelinc V program meet the chronic homeless definition and are the most challenging population to serve. The Guest House's projects are Housing First. For Homelinc V, chronic homelessness, disability, and need for service is the only criteria for program entry. The primary goal of Homelinc V is to maintain permanent housing or transition into other permanent housing should there be a need. Services provided include case management, recovery support, and benefits acquisition. Recently the Rental Coordinator position was created, providing mediation, rent collection, and HQS inspections. The Guest House integrates its CCS program into both Homelinc programs, providing treatment and psychosocial rehabilitation programs. Homelinc program outcomes include a total income increase of 83%. Jim asked, since leasing costs are covered by CoC , how many clients would end up back on the street if Homelinc III ends up in Tier 2.
- **Salvation Army**: Jenny von Helms presented on behalf of the Salvation Army. ROOTS is a permanent supportive housing program located near 32nd and Wisconsin avenue, which serves men and women. Roots is at staff capacity. The Salvation Army has increased units to improve spend down of CoC funds. Clients benefit from different wraparound services available through the Salvation Army, including food pantry and payee case management. The property owner Ogden is onsite and assists with maintenance in the building. An on-site Case Manager through Salvation Army can act as liaison to Ogden, providing mediation services. Most referrals for ROOTS come from Salvation Army's Emergency Lodge. Jenny stated that their expectation was that referrals to ROOTS would come in quickly due to Coordinated Entry.
- **IMPACT**: Emily Kenney presented on behalf of IMPACT. IMPACT is applying for the Supportive Services only project, for its second year. The goal is to have a mobile screener out in the community, providing community-based assessments. IMPACT staff have completed 295

assessments in the community since April, and their goal was to assess 300 by the end of the year. The project helps realize goals of maximizing diversion. IMPACT staff provide support to residents in Milwaukee Rescue Mission, and integrate the street outreach process into the Coordinated Entry process by IMPACT staff partnering with street outreach teams. IMPACT's mobile screener Regina does more in depth assessment, and verifies length of time homeless.

- **Center for Veterans Issues**: Lieutenant Bob Cocroft presented on behalf of the Center for Veterans Issues (CVI). Bob acknowledged steady improvement year after year in housing homeless veterans. Milwaukee is close to being "in the sustainment mode". Milwaukee must have a sustaining effort to ensure assets are in place to support veterans. CVI has a 33 bed scattered site permanent supportive housing project, Veterans Gardens, which helps veterans overcome barriers. Veterans Gardens was a bonus project. CVI took on buildings from the City that were in foreclosure, and renovated them with support from HUD. CVI serves Veterans who are single, and Veterans with families. CVI's permanent supportive housing projects are usually at 100% capacity, with very little turnover. CVI clients are supported by an employment and income liaison. Bob presented a new bonus project to be brought on, a transitional housing in conjunction with Rapid Re-Housing project. CVI tried to reallocate their transitional housing project to Rapid Re-Housing last year and this reallocation was not approved. Bob emphasized that CVI provides the largest number of transitional housing beds in Milwaukee County. Bob stated that we need to have base funding for transitional housing in order to make the whole system work. Jim asked if any money go towards leasing and rent assistance for Veterans Gardens? Rent assistance is covered by HUD dollars, approximately $281,000 is budgeted for leasing and rent assistance. CVI applied for $200,000 for a joint transitional housing and Rapid Re-Housing component project.
- **Pathfinders**: Tim Baack presented on behalf of Pathfinders for the CoC's bonus project. The project would be Rapid Re-Housing for youth. Pathfinders is partnering with Milwaukee County for the bonus project. This project builds on Pathfinders's long tradition of providing housing to runaway and homeless youth. Tim stated that they intend to serve up to 46 youth annually. The project includes 2 components in a service model, being Housing First, and Employment first. Pathfinders provides trauma-informed services. Pathfinders will also serve the 46 youth's family members, providing case management and supportive services. The data is clear for youth homelessness. Rapid Re-Housing works for youth, with housing support and case management provided. Pathfinders's existing portfolio includes the QBLOCK permanent supportive housing program. Tim stated caseloads for the bonus project would be 10 -12 young adults per case manager per best practices. Brighter Future dollars and the Bader foundation provides supplemental funding for Pathfinders programs. 16 young people will be involved in another new initiative, the PATHS supportive housing program, serving youth aging out of foster care. The data is pretty bleak for youth exiting foster care: 1 in 3 youth leaving foster care end up in adult shelter

a year after leaving the foster care system. Though currently a scattered-site program, Pathfinders is developing a tiny homes community for the PATHS program participants.

CoC FY2017 Project Ranking Discussion: Rafael proposed a vote on Tier 1 and Tier 2 rankings. Board members who are also grantees were able to stay in the room for the discussion but not vote. The NOFA workgroup has been meeting every other week consistently, for the last year, following the CoC priority to prepare for the NOFA and evaluate performance year-round. The group has taken responsibility for analyzing data system-wide and by individual projects. Attendees present today who are involved in the NOFA workgroup include Emily, Rafael, Claire Shanahan, Andi, Tim, and Luke. The NOFA workgroup met last week to finalize data points and rankings, pulling data from 10/1/15 to 9/30/16 in order to calculate scores. This year the NOFA workgroup created a template of how CoC projects will be scored. Rafael distributed a spreadsheet of a final project listing. N/A indicates new projects, or projects that are never ranked such as Coordinated Entry and Homeless Management Information Services (HMIS).
This year, the total $715,968 for the Permanent Housing bonus is ranked at the bottom of Tier 2. The CoC had to drop some of the Tier 1 organizations into Tier 2 last year. The CoC will have to include a total of $1,322,230.00 in Tier 2. The Guest House's Homelinc III project is listed twice, partially funded in Tier 1 and in Tier 2. Last year the Guest House straddled Tier 1 and 2 and was funded for both.
Emily pointed out that the Bonus project funding applied for cannot exceed $715,968. The total amount applied for between CVI and Pathfinders for the bonus is $915,968. We cannot apply for both.
The CoC funding is staggered. We are working with a year of appropriation that has already been appropriated. CoC funding was cut $600,000. For the first year ever, HUD recognized that some jurisdictions were cut disproportionately. We had a reallocation of funds to RRH last year for Veterans which was still cut. Last year we added to some of the RRH groups, added to 17-18 overage to hit populations that have not been cut. We still ranked high last year. We have no outlier projects performing very poorly this year.

Tim stated that the NOFA workgroup approved scoring and ranking of projects. Scoring categories were carefully considered and driven by HUD's directives. In seeing scores, there is a noticeable difference in performance, or a very large point spread. We are at a point where we are going to lose something important in this process. Andi stated that the intent of the NOFA workgroup is to improve the overall performance evaluation process of CoC, if we improve outcomes we get projects funded and the bonus. The group has identified where improvement is needed, including better access to supportive employment. Steve stated that last year St. Catherine's was in Tier 2, and they are now ranked second overall, due to their internal review of data. They recognized that their data needed to improve.
Steve acknowledged that he still needs to determine how to proceed with Veterans Gardens because it is a City project. If it does lose CoC funding due to low ranking this year, the City will have to assess what to do with it rather than the CoC. Steve pointed to an issue in case management due to outcomes of the project. Steve stated Veterans Gardens will have to be prioritized with other funds. Luke stated that Veterans Gardens is not funded by VASH, and thought that it was a low-income housing tax credit project without a deep subsidy. Friends of Housing's permanent housing project is primarily rent assistance. Jim

asked the Board to consider what we would do with all of the clients becoming homeless due to losing Tier 2 projects. Jim asked that HACM be approached to assist with this issue. Jurisdiction boundaries limit the West Allis Housing Authority's ability to support to a point.

John asked the board to entertain a motion to adopt the community recommendation of the spread sheet as listed for Tier 1.

1st: Dan 2nd: Shannon Motion carried by unanimous vote

The board discussed the permanent housing bonus project proposals. Options include fully funding Pathfinders Rapid Re-Housing for youth, or funding the Pathfinders project with $515,968 and $200,000 for CVI's joint transitional housing-Rapid Re-Housing program. A board member stated that HUD's priority to serve veterans is more rhetoric than action. HUD is indicating more of a focus on prioritizing homeless youth. Multiple sources of funding can be going into one bed for a Veteran. It was acknowledged that nothing on listing apart from Walker's Point is a project focused on youth. A board member asked for a breakdown of leasing and services from program budgets to be included in the project description forms next year. The board reached a consensus to consider the Pathfinders project in order to support the CoC's efforts to stably house youth experiencing homelessness.

John asked the board to make a motion in regards to selecting the Milwaukee County and Pathfinders partnership Youth Rapid Re-Housing program as the bonus project.

1st Dan 2nd: Claire Johnson Motion carried by unanimous vote.

John asked the board to make a motion in regards to the ranking of Tier 2 projects. Tier 2 includes 3 permanent supportive housing projects with the Guest House of Milwaukee, Friends of Housing, and the Center for Veterans Issues, or $606,262 total CoC funds.

1st: Luke 2nd: Amy Motion carried by unanimous vote.

We are unsure how many of the Tier 2 projects will be funded. The bonus project does not get scored, but gets ranked. This body recommends where the bonus is ranked. Last year the top two scoring projects in Tier 2 were funded. This year the NOFA workgroup agreed to rank the bonus in Tier 2, but did not dictate placement in deference to the Board. Last year $729,000 was funded in Tier 2. Last year Capuchin ranked in Tier 2 and was ultimately subsidized by other funds. Jim thought it was preferable to lose the bonus project we do not have yet instead of losing an existing project. Emily expressed a concern about about how we are going to work at ending youth homelessness with the money we have available to serve homeless youth. Emily stated that Coordinated Entry feels different for Veterans, because there is not an issue of resource scarcity. Veterans Gardens bonus project is likely mostly funding staff. Veterans Gardens is a City investment Steve will figure out how to support along with John. Homelinc III

and Friends of Housing contain leasing dollars and losing those projects would be more impactful to the CoC. Steve called for buy-in from other funding sources in supporting projects at risk of losing CoC funding. The bonus can't go into Tier 1 without bringing Homelinc III into Tier 2. Moving the bonus up in Tier 2 ranking is no more of a gamble than ranking it last in Tier 2.

John asked the board to make a motion on ranking the bonus project last in Tier 2.

1st: Dan 2nd: Claire Johnson Motion carried by unanimous vote.

Coordinated Entry Domestic Violence policy: Emily presented a policy required by HUD for how the needs of survivors of domestic violence would be addressed in Coordinated Entry assessment and prioritization. Sojourner has been training all CoC members on how to assess for domestic violence and human trafficking. The policy would change the way folks get into shelter. Coordinated Entry prioritizes survivors of domestic violence right under people who are staying outside, they get extra points in vulnerability scoring for being involved in a domestic violence situation. Domestic violence service providers fill out the same assessment for housing as other providers, with an alias for the client and omission of identifying information and a locked client profile in the HMIS database. IMPACT is partnering with the Benedict Center for serving victims of human trafficking.

John asked the board to make a motion on the Coordinated Entry Domestic Violence policy.

1st: Tim 2nd: Dan Motion carried by unanimous vote.

September 21st is the date of the next Board meeting. Rafael stated that Board members are welcome to participate in the NOFA workgroup, which meets every other Monday morning.

Meeting Adjourned.