CoC Bi-Monthly Meeting
July 31, 2018 10:00AM to 12:00PM
1 Smithfield St
Pittsburgh, PA 15212

Purpose: The Homeless Advisory Board (HAB) is a public/private partnership formed to assist and recommend to Allegheny County, the City of Pittsburgh, the City of McKeesport and the Municipality of Penn Hills on public policy, programs, activities, data and all other efforts that will eliminate homelessness and improve the wellbeing of persons and families who are homeless.

HAB Members[1]

Frank Aggazio (P)
Meg Balsamico (P)
Caster Binion
Jerry Cafardi (P)
Cassa Collinge
Tom Cummings
Sean DeYoung (P)

Jane Downing (P)
Laura Drogowski
Amber Farr
Marlon Ferguson
Pete Giacalone (P)
Abigail Horn (P)
Anna Kudrav (P)

Joe Lagana (P)
John Lovelace (P)
Lenny Prewitt (P)
Richard Rapp (P)
Chris Roach (P)
Bethany Wingerson (P)

Guest Attendees

Carla Adams, WCS
Andrea Bustos, DHS
Jody Davin, City of Pgh
Rob Eamigh, DHS
Melissa Ferraro, Sisters Place
Garletta Germany, DHS
Andy Halfhill, DHS
Kate Holko, DHS
Megan Highland, Allies
Taylor Kennedy, WCS
Terri Laver, DHS
Jessica McKown, DHS
Felicia Nolan, Chartiers

Mary Parks, Sisters Place
Janice Palucis, DHS
Christy Pietryga, VLP
Mary Frances Pilarski, VHA
Emil Pyptyk, DHS
Trish Romano, CHS
Kelly Russell, City of Pgh
Karen Snair, AVAC
Sally Stadelman, City of Pgh
Valerie Stallworth, ACHA
Chelsea Stone, DHS
Kellie Wild, EECM
Caroline Woodward, Bethlehem Haven

Minutes

1. **Welcome & Review of Meeting Minutes—John Lovelace**
   - May 2018 Meeting Minutes were approved.

2. **Committee Updates**
   CoC Analysis and Planning Committee—Pete Giacalone
   - The Committee's recent work has included: revising the quarterly score card to align with HUD requirements; reviewing the System Performance Measure report submitted to HUD in May; and reviewing the bonus points adding by the Review Committee for the 2018 NOFA application project ranking list.
   - The upcoming focus of the Committee will include: Reviewing the final report on the satisfaction survey pilot and discussing the utilization of the survey within future review and ranking score tools; reviewing the results of the first scorecard since it was revised; and discussing performance metrics and processes across funding sources.

---

[1] (P) indicates HAB members who were present for the meeting.

HOCC—Chris Roach
- The HOCC is working on developing purpose statements for each of its initiative areas.
- As part of the Outskirt Communities initiative, a training has been scheduled in September in Mon Valley for providers regarding homeless services. This event will kick-off the effort to get a collaborative of providers to the table and making sure they understand the system and how we can work together to ensure support for everyone who is entering the system.
- The summer Point-in-time Count is being help on July 31, 2018. Volunteers are asked to report to any one of seven locations, to conduct a single night of street canvassing, which will involve asking anyone encountered if they know someone who is experiencing homelessness. The street canvassing effort provides an opportunity to not only identify those who are living on the street, but also inform others on how they can help people experiencing homelessness.
- Mr. Roach announced that he will be leaving Mercy by the end of August, but is looking to continue volunteering with street outreach teams and participating in the HOCC.

Communication and Education Committee—Sean DeYoung
- The Committee's recent efforts have included: Table at Open Streets, including information regarding the Walk on By homeless art exhibit, BigBurgh and Storyburgh; signing an MOU with Storyburgh; partnering with student ethnographers from Point Park University to collaborate with people experiencing street homelessness; and continuing to establish the content on onedayaway.info, which includes a question and answer platform.
- Moving forward, the Committee is working on plans for the Awareness Walk, which will again lead up to the annual vigil in December.

3. **Provider Committee Operating Procedures—John Lovelace**
   In November 2017, the HAB voted to approve the establishment of a Provider Committee and the ability for the election of a Provider Representative to serve on the HAB. Prior to establishing that update in the Governance Charter, the Committee was asked to develop and document its structure and operations. Over the course of multiple meetings, the Committee developed a proposal outlining the Committee's roles and responsibilities, definition of participating organizations process of leadership selection, definition of quorum and majority, and operating rules (e.g., how votes are taken, rotation of HAB representative). The document was shared for review and public comment and no comments were received.

   The HAB voted to approve the Provider Committee Operating Procedures.

4. **Infrastructure Organization Update—Abby Horn**
   Ms. Horn noted that the CoC will be seeking evaluators to participate in a review of proposals for Home4Good funding. Federal Home Loan Bank of Pittsburgh (FHLBank Pittsburgh) and Pennsylvania Housing Finance Agency (PHFA) have come together around a collaborative initiative called Home4Good. Home4Good will provide 12-month grants to projects aiming to address systemic gaps in support and services and help make homelessness in the Commonwealth rare, brief and non-recurring. In order to support a selection of projects that respond best to the needs of the local community, FHLBank and PHFA have asked the local Continuum of Care (CoC) to initially receive all proposals from within the CoC and rank them based on local priorities. All proposals received will then be submitted to PHFA, with explanation of the ranking. FHLBank and PHFA will make final award selections and contract directly with the service providers.

Ms. Horn then went on to present some key take-aways and planning area considerations from the National Conference on Ending Homelessness:

- USICH has a new report that replaces Opening Doors and is centered around four objectives centered on sustaining a system that makes homelessness rare, brief and non-recurring.
- Based on the current position of the CoC, and the national goals and experiences, Ms. Horn identified key opportunities for the CoC:
  - Continuing to implement the HAB Strategic Plan;
  - Improving on two key performance metrics (length of time homeless; exits to permanent housing); and
  - Realigning non-HUD resources to better meet the needs of the most vulnerable

In considering the CoC's performance across the two key indicators, Ms. Horn shared insights as to why performance is struggling, as well as solution routes.

- Why is our Length of Time Homeless too long?
  - Households are not eligible for RRH or PSH but need more help to move on.
  - Households are eligible and simply wait for RRH or PSH space to open. Don't pursue other options.
  - Once enrolled in RRH, it can take a long time to identify a unit.
- Why are our Exits to Permanent Housing low?
  - It includes exits from Shelter: missing data, leaving for temporary options
  - RRH and PSH – in general doing well
- Some responses already in progress:
  - Housing Navigator should help recruit more landlords to help with the supply of affordable housing and train case managers on how to be HOUSING SPECIALISTS
  - We have developed a clearer process for how a client can move from RRH to PSH if demonstrated need and eligible (allowing for progressive engagement)
  - We have started a pilot Move On effort with 3 PSH providers – hoping it will prove effective at moving people out of PSH into other subsidized housing because they no longer need the intensive supports
- Potential responses to further plan:
  - Move resources into supporting Rapid Exits from Shelter
    - Provide resources (e.g. first month rent and security deposit) to help households that we can't serve in RRH move into housing
    - Increase supports to homeless households overcome the barriers they may face to accessing housing
  - Improve Diversion at Coordinated Entry and Shelter
    - One model that several CoCs are using is having a "Creative Conversation" with everyone about their housing options prior to any assessment. Offer staff time and minimal financial help to pursue options instead of entering shelter. (Tacoma, WA; Cleveland, OH; Durham, NC)

5. **Community Strategic Plan—Jane Downing**
   To both celebrate the progress that has been made and to continue to inform the ongoing planning for the CoC, Jane Downing reported on the HAB's desire to capture updates since the implementation of the Strategic Plan. A draft progress update was shared in advance of the meeting, however the draft is just a starting point, centered on much of the work happening through DHS. Moving forward, HAB and CoC members, Committee and collaborating groups, and providers will be asked to share their achievements over the past year. As an additional next step,

the HAB may consider reconvening a Planning Committee to review and assess the recommendations from USICH, review the best practice recommendations developed during the strategic planning process, celebrate and evaluate the successes of the past year, and explore priorities for the coming year.

In considering service responses, Richard Rapp identified a roommate matching system as potentially easy and effective opportunity.

6. **Overview, Challenges and Successes of Coordinated Entry—Andrea Bustos**
Andrea Bustos, Program Manager for the Allegheny Link, provided information on coordinated entry, including discussion of the role and purpose of coordinated entry, the implementation and on-going improvement process for CoC's coordinated entry system, the challenges of implementing a coordinated entry process both locally and nationally, and planning areas for coordinated entry moving forward. *The slides presented can be found in Appendix A.*

7. **Group Spotlight: Employment and Training Advisory Board—Peter Harvey, Jack Lyden**
The Employment and Training Advisory Board (ETAB)works to breakdown silos between housing and employment. The group meets bi-monthly. Peter Harvey and Jack Lyden presented information on some initiatives the group has worked on, including a Neighborhood Employment Center Scan and Service Forums, and efforts the group is engaged in moving forward, including a human centered design project aimed at improvement employment outcomes for people experiencing homelessness, and an employer roundtable to connect homeless service providers with employers and enhance understanding of needs and barriers across the two arenas.

The human centered designed project is focused on how might we find connections that most effectively link participants in RRH to employment support, including supporting RRH staff in knowing about available resources and how to communicate those resources. In response, Ms. Downing suggested coordination with BigBurgh.

During the presentation, Mr. Rapp also identified experiences of trainings that did not connect to employment opportunities and referenced the significant barriers people experiencing homelessness face in maintaining stable employment, citing that often the immediate crisis requires efforts to get funds as quickly as possible rather than being positioned to seek planful, long-term employment avenues. Mr. Lovelace echoed that employment considerations for those experiencing homelessness needs to consider both getting employment and the supports needed to sustain employment.

The slides presented can be found in Appendix B.

8. **Public Comment**
   - DHS has a new, public facing dashboard to display homeless system data. The dashboard can be found on the Allegheny County Analytic website and displays data from January 2, 2014 through December 31, 2017.
   - John Lovelace thanked Sister Mary Parks for her long-standing and dedicated service in the CoC. Sr. Mary was elected to the Leadership Team for the Sisters of St. Joseph.

<u>Next CoC Meeting</u>
Tuesday, September 25, 2018—10:00 AM to 12:00 PM
Human Services Building One Smithfield Street, Pittsburgh

Overview, Challenges & Successes of Coordinated Entry

Andrea Bustos, Program Manager
Allegheny Link

Why do we do Coordinated Entry for Homeless Services?

- Provides equal, easy access
  - No more calling 17 places
  - Removed the need for Case Management relationships
- Provides system accountability
  - Removed program barriers to entry
  - All denials must be approved by Bureau of Homeless Services
- Provides system data on the need side
  - Demand always outweighs supply
  - Now we have information about the need
  - Right-size the system

And… because it is mandated by HUD!

Coordinated Entry (CE) Timeline

- **March 2015**: Coordinated Entry began! Used HUD's full definition of homelessness
  - Did not provide people an opportunity to self-resolve
  - Led to unmanageable waitlists
  - Not the true intent of a crisis response system

- **July 2015**: The CoC moved to use literal street homelessness as the criteria for entry into the system
  - Slowed down on those being added to the waitlist
  - First come, first serve
    - The most vulnerable were still not being served

More CE timeline...

- **January 2016**: We began utilizing the VI-SPDAT for assessment of vulnerability and adopted HUD's priorities. We also implemented the Field Service Coordinator positions for mobile assessments.
  - Began to serve the most vulnerable
  - Removed barriers to access

- **August 2016**: We implemented a waitlist management process to keep the waitlist as fresh as possible
  - Those who do not reach out to the Allegheny Link to update their housing situation and are not in shelter or a street outreach program will be removed from the waiting list after 90 days

- **May 2017**: Homeless Resource Coordinator position fully integrated
  - Getting people to programs in a more timely way
  - Re-screening for eligibility to ensure the best referral possible

We are definitely NOT ALONE!

Access
- ✓ More people seeking assistance than have resources to assist
- ✓ Highest need people not getting assistance

Assessment
- ✓ Process too long and time consuming
- ✓ Information quickly becomes out of date
- ✓ Assessment doesn't directly lead to assistance or housing plan

Prioritization
- ✓ Priority list is static
- ✓ Stakeholders lack confidence in score
- ✓ List is too long

Referral
- ✓ Prioritized people not document ready
- ✓ Prioritized people not eligible
- ✓ High priority people rejected by programs
- ✓ Referral process is too slow and cumbersome

Management
- ✓ Lack of CE process documentation
- ✓ Roles unclear
- ✓ Inconsistent oversight/enforcement of procedures

Data
- • HMIS or other data systems not leveraged
- • Information sharing not standardized

Strategies for CE Continuous Quality Improvement

Access
- ✓ System-wide problem solving
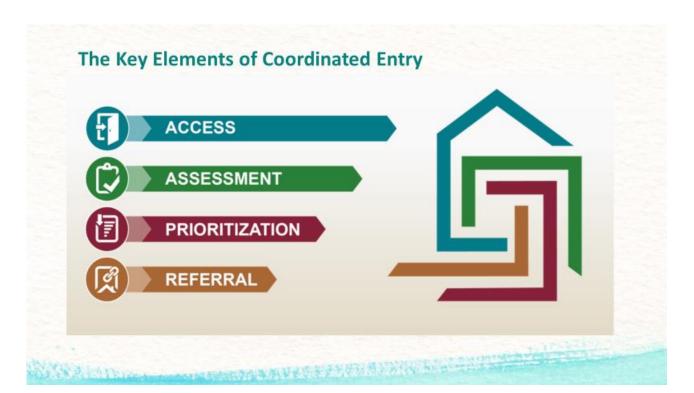- ✓ Access through mobile outreach

Assessment
- ✓ Phased assessment
- ✓ Everyone gets a housing plan

Prioritization
- ✓ *Dynamic prioritization*
- ✓ Case conferencing
- ✓ Limit priority pool to resources available

Referral
- ✓ Use navigators for highest priority
- ✓ Presumptive eligibility
- ✓ Reduce housing barriers
- ✓ Track performance measures

The Key Elements of Coordinated Entry

ACCESS

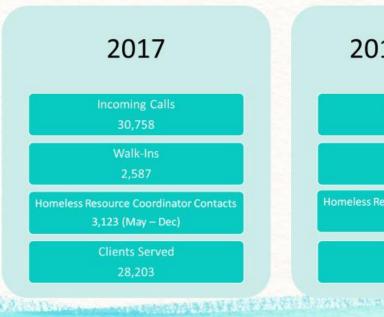**ASSESSMENT**

PRIORITIZATION

REFERRAL

What does ACCESS to CE look like?

Allegheny Link Staff

- 3 Supervisors
  - Family Placement Lead
  - Prevention & Diversion Lead
  - Coordinated Entry/Home Visiting Lead

- 22 Service Coordinators
  - 20 in office
  - 2 in the field

- Homeless Resource Coordinator
  - Shared position with Bureau of Homeless Services

Allegheny Link Statistics

2017

Incoming Calls
30,758

Walk-Ins
2,587

Homeless Resource Coordinator Contacts
3,123 (May – Dec)

Clients Served
28,203

2018 so far…

Incoming Calls
17,196

Walk-Ins
1,304

Homeless Resource Coordinator Contacts
1,805

Clients Served
17,954

ASSESSMENT Utilizing the VI-SPDAT

Things to know about the Vulnerability Index – Service Prioritization Decision Assistance Tool:

- It is based upon extensive research and testing.

- The language comes from people with lived experience for almost all questions.

- It was independently reviewed from the perspective of trauma, domestic violence, and anti-oppression.

- It is used to determine vulnerability and housing instability. It shows frequency, but not intensity.
  - Risks: Emergency services usage, interactions with law enforcement, harm on the street and to self
  - Socialization & Daily Functioning: Owing money to other people, taking care of basic needs, cause of homelessness due to unhealthy or abusive relationships
  - Wellness: Chronic Health Conditions, physical disabilities, substance use, mental health

- There are also additional questions in our CE assessment to help with program eligibility and beginning to build the CH timeline (if applicable).

PRIORITIZATION

- HUD Chronically Homeless
- Vulnerability (the VI-SPDAT Score)
- Length of Time Homeless
- Also taken into consideration:
  - Veteran Status
  - Youth
  - Fleeing DV

- Case Conferencing: This is also happening frequently to address those clients that may have difficulty accessing the system OR have accessed the system, but not assessed at their true vulnerability.
  - Street Outreach Case Conferencing (Weekly)
  - Veteran Case Conferencing (Bi-Weekly)
  - Youth Case Conferencing (Bi-Weekly)

Allegheny County CoC Master List

At the beginning of July the breakdown of those waiting on our Master List were:

	Household Counts
Total Count	**595**
Chronic Homeless Count	100
Domestic Violence Count	95
Unaccompanied Youth Count	31
Veteran Count	34

CE Referral to Enrollment

Referral Conversion Rate	2015	2016	2017
Enrollment into RRH	19%	39%	60%
Enrollment into PSH	11%	20%	27%

Data is getting better… we are serving the right people!

Clients enrolling in RRH/PSH:	2014	2015	2016	2017	Jan - June 2018
Reporting ES as their prior living arrangement	14%	20%	34%	52%	64%
Reporting place not meant for human habitation as their prior living arrangement	5%	9%	15%	18%	19%
Reporting they have a disabling condition	20%	26%	33%	41%	49%
Reporting being HUD Chronically Homeless	☹	5%	6%	9%	14%

Moving forward…

- Continuing to work to ensure that the most vulnerable persons are prioritized and housed quickly

- Crisis resolution for everyone through a system wide orientation of Housing Focused Problem Solving – CREATIVE DIVERSION across the system!

- Maximizing community and mainstream resources to lower the number coming into the system and exit people faster from the system

Improving our ability as a system to get the right resources to the right people at the right time. We need to continue to have a strong, vibrant and flexible system that meets the needs of the clients we are serving.

Questions?

- The Allegheny Link can be accessed Monday – Friday 8A – 7P:
  - By Phone: **1-866-730-2368**
  - Email: AlleghenyLink@AlleghenyCounty.US
  - In person: 1 Smithfield Street, 2nd Floor Pittsburgh, PA 15222
  - In the field: Link Field Service Coordinators in the community

Allegheny Link

What We've Done

Homeless and Employment Services Forums

- Organized forums in 2016 and 2017 to increase collaboration between homeless services and workforce development providers
- Emphasis Areas
- Registrations "Maxed Out" each year and feedback confirms value added

What We're Working on

Improving Homeless Employment Outcomes

- Human Centered Design Project
- Targeted 13 Rapid Rehousing Programs
  - Interviewed to establish Empathy and collect insights
  - Synthesized Findings – Common Themes and Challenges
  - Crafted and prioritized "How Might We..." Questions
  - Now Prototyping solution
    - Storyboard
    - Rapid Prototyping
  - Next Steps – Get Feedback on Prototype, Integrate, Iterate

What We're Working on

Employer Roundtable Sept. 6

- **Participants:** Employers, Homeless Services Provider, Training and Education Providers
- **Purpose:** For homeless providers to understand what employers want in order to better serve their clients.
- For employers to understand the challenges of those experiencing homeless as well as supports they receive.

What we want to know:

- What strategies for people with no work experience?
- How can I improve the odds of you hiring my client?
- What employee behaviors are most likely to ensure success? Lead to termination?
- Does your company allow job coaches on site?
- Do you have special onboarding/orientation programs for the hard to serve employees?

What's Next?

- **Human Centered Design Implementation**
- **Employer roundtable follow up –**
  - How to practice what was learned
  - Job fair
- **Further Collaboration**

For more information about ETAB:

Peter Harvey, peter.Harvey@alleghenycounty.us

Jack Lyden, john.lyden@va.gov