



City of Madison
Agenda - Approved

City of Madison
Madison, WI 53703
www.cityofmadison.com

**Homeless Services Consortium Board of Directors
Meeting**

Friday, July 24, 2015

11:00 a.m.

United Way Dane County
Board Room A

If you need an interpreter, translator, materials in alternate formats or other accommodations to access this service, activity or program, please call the phone number below at least three business days prior to the meeting.

Si necesita un intérprete, un traductor, materiales en formatos alternativos u otros arreglos para acceder a este servicio, actividad o programa, comuníquese al número de teléfono que figura a continuación tres días hábiles como mínimo antes de la reunión.

Yog hais tias koj xav tau ib tug neeg txhais lus, ib tug neeg txhais ntawv, cov ntawv ua lwm hom ntawv los sis lwm cov kev pab kom siv tau cov kev pab, cov kev ua ub no (activity) los sis qhov kev pab cuam, thov hu rau tus xov tooj hauv qab yam tsawg peb hnuv ua hauj lwm ua ntej yuav tuaj sib tham.

Sue Wallinger – 266-6520

CALL TO ORDER / ROLL CALL

PUBLIC COMMENT

DISCLOSURES AND RECUSALS

Members of the body should make any required disclosures or recusals under the City's Ethics Code.

APPROVAL OF MINUTES

Approval of 5/29/2015 Meeting Minutes

NEW BUSINESS ITEMS

- 1) Presentation from Performance Review Committee and CoC Application Committee on Project Prioritization Efforts
 - i) Karla Jameson, Chair Performance Review Committee
- 2) Approve Membership of Homeless Services Consortium in Wisconsin Coalition Against Homelessness and discussion of Board efforts to encourage agency and individual membership in WCAH
 - i) Joe Volk, WCAH Staff
- 3) Presentation on Corporation for Supportive Housing (CSH) Recommendations on Dane County Housing Gap
 - i) Linette Rhodes, City staff

MINUTES FROM THE HOMELESS SERVICES CONSORTIUM BOARD MEETING
May 29, 2015

PRESENT: Karen Andro, Darcia Bell Roosevelt, Martha Cranley, Rob Dicke, Jani Koester, Garrett Lee, Torrie Kopp Mueller, Glenn Ruiz, Scot Sorensen, Brenda Walton

ABSENT: Maggie Carden, Kristina Dux

GUESTS: Nicole Bahena, Casey Becker, Karla Jameson, Brenda Konkel, Sarah Lim, Melissa Menning, Georgie Nazos, Kristin Rucinski, Josh Schmidt, Steve Schooler, Abbie Steinbach, Libby Tucci

City CDBG Staff: Anne Kenny, Jim O'Keefe, Sue Wallinger

CALL TO ORDER/ROLL CALL

Cranley called the meeting to order at 10:33 a.m.

PUBLIC COMMENT

There was no public comment.

DISCLOSURES AND RECUSALS

There were no disclosures or recusals.

APPROVAL OF MINUTES

Approval of minutes was deferred until later in the meeting.

NEW BUSINESS ITEMS

1) Presentation on HSC System Map

The members of the group went around the table and introduced themselves.

Bahena of the Corporation for Supportive Housing (CSH) introduced herself and said she has a background in continuum of care. She said that today she would provide information about everything CSH has worked on and leave the group with a lot of tools. She said she would walk the group through the memo she passed out.

Bahena said the memo describes the four phases of work that CSH did. Phase 1 of the work dealt with the Housing First training for providers. She read the definition provided by the United States Interagency Council on Homelessness (USICH), which states, "Housing First is a whole-system orientation, and not a 'program,' that offers permanent, affordable housing as quickly as possible for individuals and families experiencing homelessness, and then provides the supportive services and connections to the community-based supports people need to keep their housing and avoid returning to homelessness."

Through the training, CSH found that the Consortium is doing a lot of good things related to Housing First. They also heard a lot about landlords being the primary barrier to being able to

implement a successful Housing First program. This is the perceived barrier among the Consortium, but there are some agencies finding success in dealing with landlords. There's some truth that the landlord culture in Madison is tough, but it can be overcome. Another barrier to Housing First is that some people don't think it can work because they don't believe some clients are ready to move directly into housing.

Bahena said one of her recommendations to continue to expand the Housing First philosophy is to get other funders on board to require Housing First. Another recommendation is to undertake a collective landlord engagement campaign to find additional units so that is no longer a barrier.

Discussion highlights:

- Kopp-Mueller said that the Zero 2016 folks were meeting specifically about chronically homeless and veterans, but she didn't know what the status of that was.
- Konkel said they did a survey of landlords asking whether or not they would rent to veterans. Many said they would, but some said they weren't able to due to limited vacancies.
- The group discussed which entity should be responsible for Housing First implementation and the quality of implementation. Kopp-Mueller said it's difficult to say who it should be, but maybe the HSC Board of Directors because they approve the funding. Rucinski said funders and agencies could be responsible.
- Konkel said it's unclear whether the community has bought into the philosophy of Housing First.
- Schooler said money is the issue. Housing subsidies are required for Housing First and need a huge influx of money unless the number of people served is reduced.
- Schooler said Medicaid funding could be used for case management, but that's not available in Wisconsin. He said that Housing First doesn't work without extensive case management services.
- Wallinger said the Rethke project has a model that will include five staff people for services at a cost of between \$275,000 and \$320,000 per year. It is based heavily on being able to bill CCS and on the fact that Rethke has project-based Section 8 vouchers.
- Dicke said that if they had money to pay for the vouchers, it would go a long way to implementing Housing First.
- Cranley said Housing First is the HSC Board's responsibility because they approve ESG money and the CoC application.

Bahena said that in Phase 2, the CSH held a day-long community meeting. They focused on Housing First during the morning, but the goal was to create program standards. She went over the Program Models Standards chart, which helps communities figure out how to operate systems in a more coordinated manner. The goal for the day was to figure out what the program models should look like in Madison so that standards could be written down and submitted to HUD. They spent the whole day discussing what the various models looked like, including transitional housing, permanent supportive housing, emergency shelter, and rapid re-housing. The other thing the community did was to determine which elements should be required in the various models. The goal of the chart is to create a system with which the entire community can comply.

Kopp-Mueller said there is a draft of the written standards for permanent supportive housing and rapid re-housing. They're still working on transitional housing and Housing First. Bahena said that the goal would be to write the standards, have the community agree on them, and update

and revise the Program Models Standards chart so that funders can decide what to put in their RFPs and contracts.

Bahena gave background to Phase 3, System Flow and Gaps Analysis. She walked everyone through the Dane County Homeless System Map for Singles and the map for Families. The two documents are living documents, which should be updated regularly. One of the first things they do in this process is to take data from the community's Homeless Management Information System (HMIS) database required by HUD.

Bahena said they pull data out of the database and create a flow chart to show the paths people experience when they have a housing crisis. She explained the flow chart, starting with the Singles side first. She went over the numbers and percentages, which indicate that people are cycling through the system. All the data is self-reported through the HMIS database. She went over the data in the permanent supportive housing section.

Bahena went over the Homeless System Map for Families. The last time she brought this chart, people thought perhaps the Warming House was skewing the numbers, so they took out the Warming House numbers and saw a decrease in Exit to Other and an increase in Exit to Don't Know/Refused. The number of Exit from Emergency Shelter to Permanent Housing actually went up from 25% to 41%.

Bahena went over the document detailing Madison/Dane County Projections. There isn't a definitive answer to say that longer stay in shelter leads to better outcome. Bahena said that Madison's shelter system looks very different from other communities' systems. Shelters are like programs here, whereas in other communities, shelters are shelters. Shelters here operate almost like transitional housing programs in other communities.

Bahena said they used some data from the maps and made some assumptions from the data, which are detailed on page 2 of the Projections document. To determine how many units of each type of housing is needed in the city, they started with an annualized count. Over the course of a year, 2,600 people were experiencing homelessness, most of whom are non-chronic. The number of chronic homeless was 181, which indicates that Madison could end chronic homelessness if it had 181 vouchers.

Bahena said that once they have annualized data, they move on to Step 2 where they look at the system map and data to make assumptions about ideal interventions for groups of people. She went over the assumptions in the Projections document under Step 2. In some communities that are operating rapid re-housing programs, a lot of the resources are reallocated from transitional housing resources to rapid re-housing.

Bahena asked the group to come up with three or four metrics that people need to overcome in transitional housing and emergency shelter in order to be able to access permanent housing. The group suggested several barriers to overcome including income, housing history, addiction, debt, and domestic violence.

Bahena went over the rest of the assumptions under Step 2 of the Projections and then moved on to Step 3, Apply(ing) Assumptions to Existing Stock to Create Projections for Units, Beds, and Slots. In the chart called Need for Permanent Housing under Step 3, the number of Annualized Units/Beds Over/Under column indicates there's a deficit of permanent housing in most housing intervention categories and that more of just about everything is needed.

Bahena said the table called Need for Temporary Stay indicates that the city doesn't need more emergency shelter and that new resources should be invested in other models.

Behana said that Step 4, Calculat(ing) the Number of Units in Community Necessary for Rapid Re-Housing was not part of the original contract, and the numbers in the report should be taken with a grain of salt. The numbers basically indicate that the community needs more units for rapid re-housing. There is enough existing housing stock, but landlords may not be willing to rent to the homeless population.

APPROVAL OF MINUTES

Sorensen moved to approve the minutes from April 17, 2015. Walton seconded. The motion passed unanimously.

Bahena gave a quick overview of the Transitional Housing Analysis. She said there should be more in depth discussion at some point. This tool assigns numerical values to a set of criteria that CSH thinks are appropriate to determine readiness to convert a transitional housing program into either permanent supportive housing, rapid re-housing, or a retooled, higher performing transitional housing program.

Bahena reviewed the Executive Summary of Recommendations, which gives a brief summary of the recommendations for each agency's programs. She said it is really difficult to convert a program according to HUD without there being a gap in funding due to the administrative process of issuing a new grant agreement. CSH recommends using the tool as part of an overall strategy to shift homeless assistance resources to more effectively end homelessness in their community.

2) Other Business or Announcements

There was no other business.

Adjournment

Dicke moved to adjourn at 12:40 p.m. Sorensen seconded. The motion passed unanimously.

Anne Kenny, recorder

- 4) Approve City's request to use 2014 HUD Planning money to contract with CSH to Implement a Public Planning Process to Update the *Community Plan to Prevent and End Homelessness in Dane County*
 - i) Sue Wallinger, City Staff
- 5) Recommend process to select members for Community Plan Steering Committee per CSH Proposal
 - i) Sue Wallinger, City Staff
- 6) Approve Changes to Point In Time Questionnaire
 - i) Linette Rhodes, Chair Data Committee
- 7) Discussion of Homeless Services Consortium Facebook page
 - i) Karen Andro, Chair of HSC Membership

Other Business or Announcements

ADJOURNMENT



Department of Planning & Community & Economic Development

Community Development Division

Madison Municipal Building, Suite 225
215 Martin Luther King, Jr. Boulevard
P.O. Box 2627
Madison, Wisconsin 53701-2627
Phone: (608) 266-6520
Fax: (608) 261-9626
www.cityofmadison.com

Child Care
Community Resources
Community Development Block Grant
Madison Senior Center

TO: HSC Board of Directors
FROM: Sue Wallinger
DATE: July 20, 2015
RE: Steering Committee for Community Plan to Prevent and End Homelessness Process

In 2014, the City of Madison, as the collaborative applicant, applied for planning dollars as part of the Continuum of Care application process. In January 2015, HUD announced that the City would be receiving \$38,739 to use for planning activities. Following discussion of the CoC Application Committee, it is recommended that the planning funds be used to update the Community Plan to Prevent and End Homelessness in Dane County. Corporation for Supportive Housing (CSH) was asked to submit a proposal for the proposed work.

The proposal included services that will occur between September 2015 and February 2016 with a proposed Charrette Week occurring in January. A Steering Committee of 6-12 individuals representing local staff and stakeholders will work with CSH over 3-4 months to identify 6 key issues related to homelessness. The steering committee will explore appropriate issue area experts and create a list of local panelists.

The steering committee should include persons who are representative of the Homeless Services Consortium members – service and housing providers, funders, advocates, community members and homeless/formerly homeless persons.

Timeline is Common Council approves entering into a contract with CSH for services related to a Community Plan (City Finance Department staff approved sole source status for CSH for these activities) on September 1st with a contract for services executed by September 4th.