

The Journey Home Board Meeting

Tuesday, October 28, 2014

3:00-5:00pm

Baltimore Housing

Attendees: Paul Graziano, Mark Furst, Adrienne Breidenstine, Kevin Lindamood, Jason Perkins-Cohen, Damien Haussling, Amy Kleine, Yngvlid Olsen, Bill McLennan, Jeff Hettleman, Joseph Wood, Luciene Parsley, F.T. Burden, Olivia Farrow, Dominique Moore, Bernard McBride, Aaron Merki, Lt. Colonel Russell, David Clements, Tina Hike-Hubbard. Michael Seipp, Antonia Fasanellie, Sister Helen Amos, Bill McCarthy, Karen Webber-Ndour, Andrea Jackson, Sandi Timmins, Traci Kodek, Allison Buchalter

Absent: Diane Bell McKoy, Cindy Williams, Molly McGrath-Tierney, John O'Brein

I. Approve Minutes from July Journey Home Board meeting

The Board approved the minutes from the July 22 Board meeting.

II. Executive Director's Report

Annual Benefit: An Evening of Unexpected Delights

The Journey Home's annual benefit, An Evening of Unexpected Delights, was held on October 25 at the Baltimore Convention Center. Many Board members were present and the mission of the work resonated well in the evening's theme. The benefit attracted over 60 sponsors, 15% of which were new. Many large sponsors were sustained. Over 800 persons registered to attend and we closed the registration a week early because we could not accommodate more people. Allison Buchalter expressed that she believes we could have had 900 people attend and it might be worth expanding next year.

The event featured a text-to-donate technology, which raised over \$35,000 for move-in kits for individuals and families. The auction raised \$37,000. The event netted approximately \$573,000. Centerplate is still committed to sponsoring the event for next year. The new Executive Director at Centerplate, Chris Verros, confirmed his commitment and his enthusiasm.

Adrienne reminded the Board that the annual benefit is the primary private sector fundraiser for The Journey Home. The money raised provides us with flexibility for things federal, state, or local dollars cannot be used for, like the Housing Stability Flex Fund, which pays for move-in kits, security deposits, and other things that people need when moving into housing.

FY 2014 Continuum of Care (CoC) Program Notice of Funding Availability (NOFA)

The Mayor's Office of Human Services submitted its FY 2014 CoC Program NOFA on October 28, two days before it was due to HUD. HUD gave communities 45 days to complete the application. The application included a permanent supportive housing bonus project funding opportunity, which Baltimore applied for, and also required communities to shift 2% of funding from the budget.

Coordinated Access and Assessment

HUD now requires all communities to develop a coordinated intake system to assess, prioritize, and refer people experiencing homelessness to housing and support services. Baltimore launched its Coordinated Access system, which will streamline access to housing and support services for people experiencing homelessness, in June and since then has experienced many challenges with implementation.

Homeless services providers have been using a common assessment tool called the BDAT (Baltimore Decision Assistance Tool). This locally developed tool ensures that people seeking assistance are assessed the same way and are prioritized for permanent housing. Right now, the system is just being tested for permanent housing (and not transitional and emergency shelter). Providers have assessed nearly 1,200 people since June.

No household has been placed into housing through this system yet. This does NOT mean that no one has been placed into housing since June. It just means that no one has been placed through Coordinated Access. As we move to the next phase of implementation of this system, we will focus more intently in working out the system kinks and educating more providers and mainstream systems about Coordinated Access. The Board can expect to get an update on Coordinated Access at every meeting from now on.

III. Journey Home Performance Measurements

Currently, there is not a performance management strategy for tracking and evaluating progress on *The Journey Home*, which creates challenges with measuring The Plan's impact on making homelessness in Baltimore rare and brief. The Journey Home Board Data & Evaluation Workgroup developed a performance management plan to systematically track and evaluate progress on *The Journey Home*. This performance plan will help to increase transparency and accountability as it relates to The Plan, as well as allow the Board and the community to identify areas of progress and areas in need of more focus and improvement.

Joe Wood provided a presentation on the proposed Journey Home performance measures. The development of the Journey Home Performance Management Plan was overseen by the Journey Home Board Data & Evaluation Workgroup. The workgroup included homeless service providers, advocates, a representative from Baltimore City Public School Systems, academic experts, and staff from the Mayor's Office of Human Services. The workgroup focused on three goals: 1) define "rare and brief," 2) identify clear metrics to measure progress, and 3) determine which metrics show collective impact. Throughout the process to develop this plan, the workgroup consulted external academic experts from SHARP (Stop Homelessness and Reduce Poverty) and the Mayor's CitiStat Office.

This plan reflects the reality that our ability to accurately track the nature and extent of homelessness is limited and as with any performance management approach, there are

challenges with data collection and data quality. The measures were developed using three criteria: measureable, meaningful, and useful.

The workgroup proposes six system level metrics and suggests tracking them across five populations and in aggregated form. ClientTrack is able to capture data. Today, the Board just needs to review these metrics and approve them. The next phase of performance measures development will include, establishing benchmarks for these metrics and start monitoring. Board members will have access and there will be reports semi-annually.

Board members overwhelmingly felt that these measures were an appropriate starting point to begin tracking and evaluating progress on implementation of The Journey Home. As our data improves and circumstances change, new measures may be added in the future.

The Board voted to approve the Journey Home Performance Management Plan with no changes.

IV. Report from Journey Home Housing Development Workgroup

The Housing Development Workgroup chair, Dan McCarthy, Executive Director of Episcopal Housing, provided an update on workgroup activities. This workgroup has been focused on developing strategies for producing new permanent supportive housing (PSH) units. Mr. McCarthy presented the workgroup's proposal for determining how many PSH units are needed to address homelessness in Baltimore. The workgroup is considering engaging with Corporation for Supportive Housing to conduct an analysis of Baltimore's current PSH stock to determine how much and what kind of housing is needed to address homelessness. The CSH proposal would cost approximately \$5,000. Mr. McCarthy's goal is to have each workgroup entity contribute to the cost of this analysis work. The Board agreed that was a good way to proceed.

Mr. McCarthy also presented about a 12-unit pilot PSH project that Episcopal Housing Corporation is pursuing with several other community stakeholders. The proposed Permanent Supportive Housing project uses modular buildings to produce a 12 unit building on a 10,000 square foot vacant lot. This replicable plan uses modular units that are 40' x 17' and divided equally to produce two 340 sq/ft. efficiency apartments. This proposed design would group 6 modular buildings (2 efficiency units per building), creating 12 units in a U-shaped site plan with an additional building for property management and resident service delivery. It is estimated that the total development cost for this project is \$1.2 million, or approximately \$100,000 per unit.

The proposed modular permanent supportive housing project is more cost-efficient than constructing or renovating a traditional row home, and allows for a quick construction time because the buildings are prefabricated. This project is relatively small and the exterior can be designed and built to fit within the fabric of many neighborhoods. If this project is not funded, the City will continue to have a shortage of affordable permanent housing for homeless persons.

The modular homes would be targeted to individuals experiencing homelessness that are vulnerable, some of whom would be chronically homeless. These units could also be designed to serve families by making one modular building into one apartment rather than two.

The Board expressed interested in remaining informed of the progress of this project.

V. Updates and Announcements

Health Care Workgroup: Kevin Lindamood reported that HHS released two documents regarding using Medicaid to finance services in supportive housing, [*A Primer on Using Medicaid for People Experiencing Chronic Homelessness and Tenants of Permanent Supportive Housing*](#), along with the companion document, [*Medicaid and Permanent Supportive Housing for Chronically Homeless Individuals: Emerging Practices from the Field*](#).

Income and Employment: Jason Perkins-Cohen reported that the Incomes and Employment Workgroup set 5 action goals: employment, family supporting wage, public benefits access, financial services and management, ID issue, professional development. The workgroup is also drafting a data sharing agreement between DHR and MOHS that would allow MOHS to see how many HMIS clients are accessing benefits, like food stamps.

Prevention- Michael Seipp reported that the Prevention Workgroup has been working on eviction as its primary focus. In Baltimore, 400-500 evictions occur each year that end with a family becoming homeless. Through looking at literature and the court system (rent court), the group is exploring how to get landlords engaged to help prevent evictions.

Damien Haussling announced that Word on the Street, a local newspaper written and edited by people experiencing homelessness, would host an Art Auction on Nov 14. On November 19, the Faces of Homelessness Speakers Bureau is hosting a Night of Monologues event. All Board members are invited to attend.

The next Journey Home Board meeting is tentatively scheduled for Tuesday, December 9, 2014 from 3:00-5:00pm.