



Continuum of Care Board of Directors Meeting
Thursday, February 25, 2021
3:00 – 5:00PM

The following agenda items may not necessarily be considered in the order they appear.

1. Call to Order

- President Powell called the meeting to order at 3:04pm.

2. Present: Leilah Powell, Lori Stinson, Greg Zlotnick, Phil Beckett, Salena Santibanez, Melody Woosley, Kameron Rhys, Craig Hopkins, Annie Erickson

Absent: Estella Garza, Greg Matula, William McManus, Javier Salazar, Leslie Komet, Jo Estrada

Guests: Katherine Dillard Gonzalez, Molly Biglari, Kenny Wilson, Latonya Richard

Proxy: Patrick Steck (on behalf of Melody Woosley)

Staff: Katie Vela, Chelsey Viger, Madeline Carrola, Dr. Azza Kamal, Richard Huron, Nina Gribben, Alondra Saucedo, Jerry Guillen, Eboni Jett, Virginia Woodard

3. Review Public Comment(s)

There was no public comment.

SARAH NONPROFIT BUSINESS

4. Board Member Recognition

President Powell recognized Jo Estrada's amazing work during the winter storm. She also recognized Melody Woosley and Patrick Steck's high level of coordination and support during the winter storm. Thereafter, President Powell acknowledged Billy Mahone and Katie Vela's work sharing resources and also noted the incredible street outreach coordination. President Powell recognized Kenny Wilson, Molly Biglari, and the rest of Haven for Hope's staff, many of whom stayed on site the previous week during challenging conditions.



Patrick Steck recognized everyone's work the previous week, particularly Haven for Hope staff and partners who assisted clients in the snow.

Katie Vela recognized President Powell for dropping off food for some of the Youth Action Board (YAB) members.

5. Homelessness Updates Roundtable

Molly Biglari opined that the silver lining in the winter storm is that that many of the 125 clients who presented to Haven for Hope for cold weather sleeping had never been in the homeless system.

6. Consent Items

- Minutes from December 17, 2020 Board of Directors Meeting  (p. 5-9)
- December 2020 Financial Reports  - Richard Huron (p.10-14)

Motion Phil Beckett Second Lori Stinson Abstain none Passed yes

7. CoC Board Equity Ad Hoc Committee – Leilah Powell

President Powell noted that part of the work on SARAH's identity, mission, and values would include developing a Diversity, Equity, Inclusion, and Justice (DEIJ) statement. In that vein, Board members can expect to see an email from President Powell regarding a demographic survey aimed at getting a better sense of the Board itself. Thereafter, a plan will be developed to address representation. Some Board members have already volunteered to serve on that group and work on adopting statements to center the work in equity. Those interested in serving on that kind of ad hoc committee can reach out to President Powell.

8. Employee Handbook Approval – Katie Vela (p. 15)

Katie Vela reported that the entire SARAH team had a chance to review and provide feedback on the SARAH Employee Handbook.

President Powell entertained a motion to approve the Employee Handbook allowing for non-substantive revision.

Motion Greg Zlotnick Second Craig Hopkins Abstain none Passed yes

9. Executive Director Report – Katie Vela

- Introduce New Staff
 - Katie Vela introduced SARAH's newest staff members, listed below.
 - Billy Mahone, Director of Community Engagement
 - Nina Gribben, Prevention Coordinator
 - Jerry Guillen, Outreach and Access Coordinator
 - Alondra Saucedo, Referral System Coordinator
 - Virginia Woodard, Office Manager and Accounting Support
- Encampment and Winter Weather Updates / Media Coverage
 - Katie Vela reported that SARAH wrote an official statement during the week of the encampment cleanup under I-37, which was disbursed to SARAH's media contacts and posted on SARAH's social media platforms. She acknowledged the ongoing work that needs to be done and the progress on bringing more



awareness to SARAH's role in the community. Katie Vela further reported that SARAH continues to highlight Street Outreach heroes by sharing their stories and work to connect people to housing and services. SARAH, in coordination with President Powell and LISC, also discussed the need for additional permanent supportive housing as part of an encampment solution. Internally, SARAH hosted an all staff meeting to debrief the cleanup and discuss opportunities for improvement. Relatedly, SARAH will be taking recommendations to the next Coordinated Entry Advisory Committee meeting regarding serving unsheltered individuals with high acuity needs.

- In response to Annie Erickson's question about coordinating the Street Outreach standards, Katie Vela affirmed that the Street Outreach standards were developed in coordination with the City of San Antonio (COSA) and other key partners.
- Regarding the previous week's winter storm, Katie Vela shared that there was wide agreement during the debrief that collaboration among partners had set an all-time high. Other sentiments included communication and willingness to jump in and help others. Katie Vela emphasized the community's high performance during the winter storm; the U.S. Department of Housing and Urban Development was similarly impressed with San Antonio's response and the fact that there was no loss of life among those experiencing homelessness.
- Katie Vela shared other updates about the winter storm coordination, including a joint press release between SARAH, the COSA, Haven for Hope, and The Salvation Army to communicate shelter availability. Presently, the community is working on how to continue engaging individuals who had not access the homeless system prior to the winter storm. Katie Vela added that SARAH had found its niche in being a communication point, particularly for the broader community to share updates of warming center locations and volunteer needs of the partners. Specially, SARAH's Facebook page became the main resource for that information and was shared through the COSA's and Bexar County's channels. SARAH will continue to be part of meetings to plan for disaster responses in the future.
- Katie Vela referenced the local YouTube star who gave kudos to SARAH's work along with a \$1,000 donation. SARAH reached out to its partner agencies and offered to help cover costs incurred as a result of the winter storm. SARAH was in local and national news and participated in Texas Public Radio's "The Source" and The Texas Tribune.
- Legislative Priorities
 - Katie Vela noted SARAH's historic coordination with the Texas Homeless Network (THN), the CoC Lead Agency for the Balance of State. THN has three priority areas to strengthen Texas' homeless crisis response systems. On February 10th, 2021, SARAH, THN, and COSA's Department of Human Services (DHS) shared those legislative priorities with the COSA's Intergovernmental Relations Committee.



- Katie Vela announced that there will be a virtual Homeless Awareness Day on Wednesday, April 7th, 2021. Additional information is forthcoming. Katie Vela will send out a copy of the legislative bills to watch, particularly source of income protection,
- 2021 Focus Areas
 - Katie Vela noted that the focus areas include the Coordinated Community Plan to end Youth and Young Adult (YYA) Homelessness and implement the goals that were developed in the stakeholder process. Other focus areas include improvements to Homelink and specifically centering clients feedback; improving data utilization with an equity lens; strategically allocating funding and maximizing opportunities for increased funding; reducing the inflow into the homeless response system through upstream and prevention coordination; and reducing unsheltered homelessness, which is aligned with the COSA's homeless strategic plan. The SARAH team also developed strategic anchors as far as how big decisions are made, as listed below:
 - Is it leading to a sustainable system change?
 - Is it driving measurable impact?
 - Is it nurturing meaningful and inclusive collaboration?
- YHDP Drop-in Center Update
 - Katie Vela explained that the Youth Homelessness Demonstration Program (YHDP) Drop-in Center application was delayed as a result of the winter storm. SARAH still has the \$1.5 million grant (over two years) available to develop a YYA Drop-in Center.
- Word Cloud Exercise
 - Katie Vela coordinated an exercise with the Board of Directors to solicit comments about SARAH's culture and values. Among others, responses included "respect," "collaboration," "welcoming," and "compassionate."
- SARAH Identity Playbook
 - Katie Vela shared SARAH's identity playbook, as listed below.
 - Inclusion: We embrace differences, recognize the inherent value of diverse perspectives, and create spaces for authentic collaboration. We are inclusive collaborators.
 - Empowerment: We see the potential in people, lead with trust, and elevate each other's strengths. We are empowering partners.
 - Diligence: We are rigorous in our analysis, strategic with our solutions, and disciplined with our implementation and continuous refinement. We are diligent problem solvers.
 - Learning: We are students of impact, strive to be subject matter experts, and recognize setbacks as opportunities for growth. We are relentless learners.
 - System Leadership: We nurture the health of the whole by catalyzing and supporting the process of systems-level change to collaboratively build the vision for our Continuum of Care. We are system leaders.



CONTINUUM OF CARE BUSINESS

10. Membership Council Report – Annie Erickson

Annie Erickson presented the Membership Council report, noting the following.

- SARA to hold elections for the Chair and Service Director at-Large, respectively
- Housing Strategies Workgroup Co-Chair Vacancy
- Items for the CoC Board's Consideration
 - Requested continued review of CE assessment tools, including RSS

11. Membership Council Application – Prospera Housing Community Services (p. 16-19)

Motion Craig Hopkins Second Melody Woosley Abstain none Passed yes

12. Membership Council Application – Broken Warriors Angels (p. 20-23)

After discussion, the Board did not vote on this item. It will be considered at a later date.

13. Homeless Outreach Standards & Outreach Grid Update – Melody Woosley

- Outreach Standards Development & Progress
 - On behalf of Melody Woosley, Patrick Steck described the Outreach Standards development process, which included working with ICF (HUD technical assistance) and Homebase and soliciting input from service providers. The Standards address service delivery, consistent documentation, data collection, and the governance system through which coordination will take place. Patrick Steck will provide the revised draft before the next Board meeting in April 2021.
 - Patrick Steck also reported that the COSA's Outreach Team is hiring one street outreach worker for each of the ten San Antonio City Council districts and an additional street outreach worker for the downtown area. Half of the team will be credentialed at the MSW or clinical social worker level. The other half will be specialists with a bachelor's degree and prior experience. Mary Jo Rodriguez, the manager, has been hired along with four other staff. Recruitment for the remaining positions is ongoing.
- Expanding CE Advisory Committee to CE & Outreach
 - On behalf of Melody Woosley, Patrick Steck expressed a desire to include Street Outreach in the Coordinated Entry Advisory Committee.
- Recommending Outreach Workgroup to Membership Council
- Outreach Grid Update and SARA's proposed role
 - On behalf of Melody Woosley, Patrick Steck reported that Outreach Grid is up and running. Different providers and DHS staff have been using it. Patrick Steck is seeking Board approval of Outreach Grid's interaction with HMIS.
 - Katie Vela clarified that the Standards include creating a strategy-level committee and a workgroup for day-to-day coordination, which would be chaired by COSA's

Street Outreach Manager for the first year. The Outreach Grid MoU, also for consideration, includes defined roles for SARAHA.

- Plan to Review & Approve Over E-Mail
 - Katie Vela added that the Outreach Standards will be sent out for review once the document is ready.

14. CoC and ESG Written Standards Update – Chelsey Viger (p. 24)

Chelsey Viger presented the proposed changes to the CoC and ESG Written Standards, as noted below:

- Using ESG funds for Street Outreach transportation.
- Using ESG-CV funds for Street Outreach and Emergency Shelter operations for installing and maintaining particular hygiene facilities.
- Preventing the duplication of benefits with ESG CARES funding.

Katie Vela emphasized the significant coordination with the COSA and Bexar County in developing the Standards.

Motion Greg Zlotnick Second Lori Stinson Abstain none Passed yes

15. Operations Report – SARAHA Team

- Workgroup 2021 Goals
 - Madeline Carrola noted that the 2021 Workgroup goals and intentions are posted on the calendar invitation for those interested in reviewing that information.

16. Research & Evaluation Report – Azza Kamal

- Grant from the University of Notre Dame’s Wilson Sheehan Lab for Economic Opportunities (LEO)
 - Dr. Kamal is partnering with the Notre Dame University’s LEO to look at SARAHA’s prioritization process and how clients are added to the waitlist to pilot a revamp of the VI-SPDAT.
- SARAHA’s representation in SAHA 2025 Housing Symposium
 - Dr. Kamal discussed her participation in SAHA’s symposium for their 2025 strategic plan. They discussed access to sufficient affordable housing.
- Updates on income-source discrimination ordinance that SARAHA supported
 - Dr. Kamal emphasized SARAHA’s support for the income-source discrimination ordinance. A supporting letter will be sent to San Antonio’s City Council.

17. Youth Action Board Report (YAB) Report – Kameron Rhys & Salena Santibáñez

Salena Santibanez reported that the YAB had a training session on authentic leadership through praxis and another on LinkedIn. Data supporting the outcomes of those trainings will be shared. If anyone receives a LinkedIn request to connect from YAB members, please accept that request.

Kameron Rhys provided updates from the YAB meetings, one of which was a visioning session. The YAB's goals for 2021 are to set a clear message for the Movement to House All Youth, attend three San Antonio City Council sessions, recruit three new YAB members by the end of March 2021, focus on de-stigmatizing homelessness, giving a community presentation on housing youth, and holding at least one food drive. During another YAB meeting, COSA's Homelessness Administrator discussed homeless ordinances and related policies.

18. HMIS Memorandum of Understanding Approval  - Phil Beckett (p. 25-38)

Phil Beckett reported that the current HMIS MoU between SARA and Haven for Hope is expired. Proposed changes include Attachment A, which lists the 2021 Priorities. The other proposed revision regards the timing of reviewing and recommending changes to the MOU.

Motion Leilah Powell Second Craig Hopkins Abstain none Passed yes

19. Approve HMIS Advisory Committee Bylaws  – Phil Beckett (p. 39-41)

Phil Beckett noted that adding the YHDP seat would provide for 13 seats.

Motion Greg Zlotnick Second Patrick Steck (for Melody Woosley) Abstain none
Passed yes

20. Homeless Management Information System (HMIS) Advisory Committee Report – Phil Beckett

Phil Beckett reported that the HMIS Advisory Committee has been working on data quality and has put together some draft proposals. The Committee has recently engaged in ice-breaker activities to solicit feedback from its members about the Committee's direction. Committee seats are expiring, and the co-chair position remains open.

21. Coordinated Entry (CE) Advisory Committee Report – Melody Woosley

a. Prevention Screening Tool  (p. 42-43)

Patrick Steck, on behalf of Melody Woosley, explained that the Prevention Screening Tool is a tool for screening clients for eligibility. It was approved at the Coordinated Entry Advisory Committee meeting.

Eboni Jett added that the tool includes factors like Area Median Income, zip codes, and education levels to understand who is being helped. The Prevention Subcommittee is still developing how referrals will occur.

Motion Craig Hopkins Second Greg Zlotnick Abstain none Passed yes

b. Referral Solution Score Threshold Change  (p. 44)



Patrick Steck, on behalf of Melody Woosley, explained that lowering the Referral Solution Score will allow more folks onto the waitlist and make them eligible for programs.

Motion Phil Beckett Second Leilah Powell Abstain none Passed yes

22. Point-in-Time Count Committee Report – Greg Zlotnick

Greg Zlotnick reported that the Committee had shared ideas and feedback on the Street Outreach Heroes Appreciation event in January. The Committee did not meet in February. In lieu of the February meeting, the chair, co-chair, and SARA met to plan for the year ahead and the March 2021 PIT Count Committee meeting, including when the PIT Count would resume traditional operations, trauma-informed care and accurate data collection, the youth count, and more. Minor changes to the bylaws can be expected during the April 2021 Board meeting. Applications for the PIT Count Committee will be released in April 2021 for the Board meeting in June 2021.

23. Upcoming SARA Meetings and Events

| Next CoC Board Meeting | Next CoC Membership Council Meeting |
|--|--|
| April 29, 2021 3:00 – 5:00 PM Virtual | March 25, 2021 2:30 – 4:00 PM Virtual |

Committee Meetings & Working Groups

| Title | Point of Contact | Event Details* |
|---------------------------------------|---|---------------------------------|
| Youth Homelessness Workgroup | Tyler Shoesmith, North East Independent School District tshoes@neisd.net | March 19, 2021, 9:30 – 10:30AM |
| Veteran Workgroup | Marc Wonder, COSA-DHS Marc.Wonder@sanantonio.gov | March 2, 2021, 1:00 – 3:00PM |
| Chronic Homelessness Workgroup | Naomi Nussbaum, SAMM nnussbaum@samm.org | March 11, 2021, 2:00 – 3:00PM |
| Housing Strategies Workgroup | Sara Wamsley, NHSD Sara.Wamsley@sanantonio.gov | March 12, 2021, 1:00 – 2:00PM |
| Family Homelessness Workgroup | Heather Pullen, SA Hope Center hpullen@sahopecenter.org | March 16, 2021, 3:30 – 4:30PM |
| HMIS Advisory Committee | Chelsey Viger ChelseyViger@SARAHomeless.org | March 31, 2021, 10:30 – 11:15AM |



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|---|---|----------------------------------|
| Coordinated Entry Advisory Committee | Eboni Jett Ebonijett@SARAHomeless.org | March 3, 2021, 10:30 – 11:30AM |
| Point-in-Time Count Committee | Chelsey Viger ChelseyViger@SARAHomeless.org | March 11, 2021, 10:00 – 11:00AM |
| Youth Action Board | Suyapa Munoz suyapamunoz@SARAHomeless.org | February 27, 2021, 1:00 – 2:30PM |

**All meetings are currently being held virtually. Please email madelinecarrola@sarahomeless.org to be added to a meeting distribution list.*

24. Topics for April Board Meeting

- City of San Antonio: Neighborhood and Housing Services Department’s Program
- Social determinants of Health

25. Announcements

- a. Board of Directors Demographic Survey

26. Adjournment

- a. President Powell adjourned that meeting at 5:01pm.