



Continuum of Care Board of Directors Meeting  
Thursday, October 26, 2023  
3:00 – 5:00 PM

*The following agenda items may only sometimes be considered in the order they appear.*

## 1. Call to Order

Vice President La Juana Chambers Lawson called the meeting to order at 3:02 pm.

## 2. Attendance

**Present:** Leilah Powell, Abe Capetillo, Phil Beckett, Roy Fletcher, Melody Woosley, Bobby Blanton, Kameron Rhys, Jack Tsai, Robert Reyna, Tyler Shoemith, Greg Zlotnick, Cristina Noriega, La Juana Chambers Lawson, Benjamin Franklin, Cacie Madrid

**Absent:** Edward Johnson

**Guests:** Nina Lockwood, Kim Jeffries, Dr. Katherine Dillard Gonzales, Nina Gall

**Staff:** Katie Wilson, Azhalia Ramirez, Katie Givens, Richard Huron, Stephanie Escobedo

## 3. Public Comment

There was no public comment.

## 4. Board Member Recognition

Vice President La Juana Chambers Lawson recognized Leilah Powell for her appointment to the Opportunity Home board, commending her as a valuable addition. She also expressed gratitude to Christina Noriega for her assistance with the rebranding efforts. Furthermore, she thanked all the board members who participated in the discussion about the skilled nursing pilot, particularly those who stayed late for the conversation. Special thanks were extended to Phil Beckett and Jack Tsai for their roles in the HMIS Lead Monitoring. Vice President La Juana also recognized all board members who donated to the "Big Give" and for everyone's contributions. Additionally, she recognized all contributions to the Kendra Scott fundraiser. Vice President La Juana thanked the board members who provided feedback on the consolidated application and recognized the board agencies that represented the Independent Review Team.

## 5. Homelessness Updates Roundtable

- DC Legislative Updates – Cacie Madrid



- Cacie Madrid provided an update on the housing legislative team's activities. She introduced Deborah Guerrero as the new chair of the team and mentioned that they received a legislative proposal related to affordable housing for military families. Cacie also shared the groups that were represented on the housing team last year and expressed a desire to identify any gaps in representation. She encouraged the group to provide feedback and suggest additional groups or individuals that should be included in their efforts.
- Houston Debrief – Katie Wilson
  - Katie Wilson provided an update on the recent Houston trip. She explained that in conversations with the mayor's office and other sources, she noted that Houston's primary approach is focused on housing development. Katie also highlighted the significant emphasis on landlord engagement during the trip. She mentioned that various Continuums of Care (CoCs) have established teams to recruit landlords and offer incentives, indicating that this approach might be a growing need. She pointed out that creating a community-wide strategy for engaging landlords is one of the priorities of the Housing Commission, with the expectation of approval in the upcoming month. Katie Wilson proposed that in future meetings, they would need to address Close to Home's role in landlord engagement, particularly concerning homeless service providers, and discuss the broader strategy. She cited an example involving the city's housing tool, "housing base," which has housing units available throughout the community but lacks real-time updates and regular management. Katie saw potential in aligning resources to keep the system updated, benefitting not only the homeless response system but the broader community in need of housing information, especially those with broken leases or criminal histories.
  - The board members discussed the distinct approach of another community, potentially Houston, which demonstrated a strong emphasis



on a singular focus on people. This approach differs from their current situation but could offer valuable insights. The discussion also touched on the topic of encampments, which require housing solutions. The board members noted the unique circumstances in Houston, which included substantial funding from HUD and significant resources for affordable housing development due to factors like disasters and zoning incentives. The board members highlighted the potential for using resources more effectively and aligning programs with overarching goals. They discussed the importance of maintaining a unified plan to prevent bottlenecks in the shelter system while prioritizing unsheltered individuals. The goal was to align resources for various populations and scenarios, whether for moving people out of shelters or decommissioning encampments.

- Marc Whyte Editorial – Katie Wilson
  - Katie Wilson provided an update on the collaborative efforts to draft an op-ed involving several partners. They had received feedback and were in the process of revising it, shortening it as necessary. Mark White, another participant, had also made adjustments to his part. The plan was to circulate the revised op-ed one more time before sending it out. The op-ed's primary message emphasized the importance of community support in developing housing for the homeless response system to continue its success. Katie also mentioned an upcoming development on the housing side that could be highly beneficial. She referred to a council consideration request from Districts One, Five, and Ten, which called for the development services department of the city to create a transit-oriented plan in alignment with VIA's plans to expand their east-to-west and north-to-south transit lines.
  - Katie Wilson discussed using a scorecard that they could maintain. She stressed the need for clarity when making comparisons with other Continuums of Care (CoCs). A simple scorecard could help communicate their accomplishments to the community and facilitate comparisons with other CoCs, demonstrating their performance.



- LISC Listening Session – Netanya Jamieson
  - Netanya Jamieson shared her experiences from a three-month listening tour in San Antonio, where she met with over 30 individuals in the community, including executive directors, direct service workers, mental health professionals, and representatives from the city of Austin and DHS. She presented her findings to the community, which were recorded and could be shared as a video along with the slides. Netanya mentioned that while the San Antonio homeless response system is on the right track, there are areas that need more collaboration and coordination to avoid working in silos. Some of the responses to her questions during the tour revealed areas where the community's understanding of certain aspects, like permanent supportive housing (PSH) and mental health services, could be improved. She emphasized the need for a more collaborative approach, a unified plan, and fewer duplications of work.
- Haven for Hope Update – Kim Jefferies
  - Kim Jefferies expressed her gratitude to the CoC for their efforts to address the family homelessness issue in San Antonio. She shared that they are dealing with high levels of family homelessness, with no signs of it decreasing. In response, they have come up with a campaign to house 90 families in 90 days, which will be launched during Homeless and Hunger Awareness Week. The campaign aims to bring together various players in the homeless response system, eliminate barriers to housing, and focus on diversion strategies.
- Bexar County Update – Robert Reyna
  - Robert Reyna provided an update on the allocation of funds for affordable housing initiatives in Bexar County. In August 2022, Bexar County allocated \$20 million for these initiatives, with \$5 million designated for single-family housing, \$8 million for multifamily housing, and \$7 million for permanent supportive housing. Proposals related to permanent supportive housing and emergency shelter are expected to be brought forward. Additionally, \$1 million will be allocated for home health extended capacity



and \$110,000 for a street outreach program in Leon Valley. Collaboration between various entities, including the city of San Antonio, Leon Valley, and Close to Home, is crucial for the success of these initiatives.

- New Bexar County Dashboard – Greg Zlotnick
  - Greg Zlotnick shared news of a new dashboard on evictions in Bexar County created by the Texas Low-Income Housing Information Service. This dashboard can provide valuable information about the areas where evictions are most likely to occur and centralize data that may be challenging to access. It could be a useful tool for those interested in understanding eviction trends in the county.

*This is an opportunity to share your updates on housing and homelessness*

## **Close To Home NONPROFIT BUSINESS**

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### **6. Consent Items**

- Minutes from August 31, 2023, Board of Directors Meeting📎 (p. 5-14)  
Motion Robert Reyna Second Benjamin Franklin Abstain None Passed Yes
- September Financial Reports📎 (p. 15-20)  
Motion Benjamin Franklin Second Cacie Madrid Abstain None Passed Yes



## 7. Close To Home 2022 Single Audit – Richard Huron (p. 21-49)

Richard Huron discussed the single audit report, focusing on the most important part, which is the summary of opinions. He mentioned that the auditors issued an unmodified report for the financial statements, indicating a clean opinion. There were no material weaknesses or significant deficiencies related to federal awards. The auditor's report on federal awards was unmodified. Additionally, there were no findings on financial statement findings or federal award findings. Richard also mentioned a new accounting standard, FASB 842, which required the recognition of lease liabilities in the financial statements. While this change didn't significantly impact the financial statements' overall picture, it affected the current ratio. The current ratio was at 4.9 due to the inclusion of lease liabilities, which were still above the benchmark of one.

Motion Robert Reyna Second Benjamin Franklin Abstain None Passed Yes

## 8. Board Member Re-election (2<sup>nd</sup> Term): Tyler Shoemith

Motion Benjamin Franklin Second Robert Reyna Abstain None Passed Yes

## 9. Close to Home 2024 Strategic Compass Draft – Katie Wilson

Katie Wilson discussed the preliminary plans for the upcoming year, emphasizing that they are entering the third year of their 2021 strategic plan. While the planning process is ongoing, the intention is to undertake a more comprehensive strategic planning process in the coming year, collaborating with the Homeless Strategic Plan Advisory Board, which includes various stakeholders such as the city, county, and state. The team aims to make some adjustments to their core values, focusing on meeting individuals where they are in their journey toward addressing homelessness. Katie introduced a new core value, "We are all in," signifying the dedication to achieving their mission collaboratively. Key priorities include leading a community-wide Homeless Strategic Plan process, launching a learning management system for training community partners, improving facilitation skills, ensuring successful unsheltered



programs, enhancing connections, and improving messaging to highlight progress. She explained the intention to train outreach staff, support permanent supportive housing development, reduce family homelessness, and pilot programs for youth and adults. Furthermore, they plan to leverage data to drive systems improvement, review vitals regularly, create a community dashboard for funders, analyze HomeLink pilot results, assess preparedness to become a unified funding agency, and align the State of Homelessness event with the Alliance's Strategic Plan goals, highlighting their commitment to improving the homeless response system.

Katie Wilson acknowledged the extensive list of initiatives for the upcoming year. She expressed the intention to refine the format of the next strategic plan, focusing on more high-level objectives. She highlighted the quarterly priority-setting approach, limiting agency-wide priorities to five per quarter and adapting based on progress and changing priorities. In the education and advocacy section, the team aims to organize broader community sessions on homelessness for external stakeholders, leveraging the increased capacity with the addition of a new position. She stated that the team is working on a communication toolkit and collaborating with communication directors from various agencies. Advocacy efforts at the state and federal levels to increase housing resources, improve awareness of key services, launch initiatives for homelessness prevention, and enhancing the standard homelessness presentation were also outlined. Katie encouraged feedback from the board on the comprehensive list and mentioned the plan to send it out for further input.

#### **10. Executive Director Report – Katie Wilson**

- Strategic Plan Framework
- Housing Commission Priorities
- Rebrand Launch
- New Organizational Chart

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### **CONTINUUM OF CARE BUSINESS**

#### **11. Street Outreach Written Standards Update – Katie Wilson**



Katie Wilson provided an update on the street outreach standards, indicating that the city has engaged in a collaborative process with street outreach staff over the past few months. The aim is to gather feedback for enhancing the standards, making them more practical for field use and training purposes. The team is actively working with street outreach staff on final edits and plans to present the updated standards at the December Board meeting.

## **12. Site-based vs. Scattered site PSH Presentation – Nikisha Baker (p. 50-62)**

## **13. Homeless Strategic Planning Advisory Board Report – Katie Vela**

Katie Wilson explained the HSP areas, aimed at reducing unsheltered chronic homelessness, preventing family homelessness, connecting domestic violence efforts to the homeless response system, and enhancing the youth and young adult system, have undergone adjustments in response to ongoing dashboard development. The Homeless Strategic Planning Advisory Board has reviewed and endorsed these priorities. The request is for official Board approval to adopt this plan, which will be continuously updated with progress reports and further data as the dashboard finalizes.

- Alliance to House Everyone 2024 Strategic Implementation Plan  (p. 63)

Motion Tyler Shoemith Second Ben Franklin Abstain None Passed Yes

## **14. Alliance to House Everyone Membership Council Report – Azhalia Ramirez (p. 64-65)**

Azhalia Ramirez provided an update on the Membership Council's meeting, which took place on Tuesday, September 19, at county court number 15, the community court with Matt Howard. The council was invited due to the program having four graduates of four individuals who will be eligible for the immediate expunction of their arrest records, enabling them to receive help and assistance. She explained that Membership Council interviews were conducted on October 13 and October 20, with more applicants





scheduled for November. Additionally, the Membership Council discussed participating in the upcoming MLK march in January as part of the Alliance to House Everyone, emphasizing unity.

- Membership Council Application Slate
  - Center for Health Care Services
  - Communities Under the Bridge
  - UT Health San Antonio, Transitional Care Clinic
  - UTSA Fostering Futures Program
  - Bexar County Community Supervision and Corrections Department
  - Crosspoint, Inc
  - Veteran Affairs
  - Youth Center of Texas, Inc
  - FREED Texas

Motion Robert Reyna Second Roy Fletcher Abstain None Passed Yes

- Community Court Graduates
- Next Membership Council Meeting: November 28, 2023

## **15. Youth Action Board Report (YAB) Report – Benjamin Franklin**

Benjamin Franklin shared updates on the YAB's active engagement in expanding the industry base. He explained that the group is currently in the process of debating its goals for 2024. Members are exploring opportunities to attend events and collaborate on setting up events. One significant focus is on engaging with the new young adult program, with plans to set up meetings and potentially organize a donation drive, especially for Christmas. There is also consideration for other events beyond their own, with ongoing planning and coordination.

- Recruitment
- 2023 Goals Update
- Next YAB meeting: November 16, 2023

## 16. Lived Expertise Advisory Board (LEAB) Report – Azhalia Ramirez

Azhalia Ramirez provided an update on the LEAB's collaboration with Because Yoga for the scheduled Self-Care Expo on December 1, running from 3:30 to 6:30. Registration for the event is open, targeting those who consistently give to others. The Expo aims to offer partners an opportunity to relax and rejuvenate through various activities, including meditation, yoga, sound baths, haircuts, facials, and journaling. While considering venue options, they are also exploring alternatives. The Self-Care Expo aligns with the 2023 objectives and promises to be a special event featuring volunteers writing personal notes in self-care books for partners. Azhalia explained that the LEAB continues working on their goals of recruiting new members and actively participating in various events throughout the year, showcasing their ongoing efforts.

- Self-Care Project with Because Yoga
- 2023 Goals Update
- Next LEAB meeting: November 16, 2023


### Coordinated Entry (CE) Lead Business

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## 17. Coordinated Entry Lead Report – Katie Wilson (p. 66-68)

Katie Wilson provided updates on various fronts, highlighting collaboration and partnership developments. She informed the board members that collaboration with Bear County is underway to incorporate their TRA funds into homelessness initiatives. There are discussions with United Way for ongoing for potential engagement in the Homeless Strategic Plan Advisory Board. On the operational side, efforts include the implementation of a learning management system for training and aligning different training initiatives. The Resource Placement Index and HomeLink pilot results were discussed, and adjustments are being considered for client preference incorporation. Katie Wilson explained that operational continued prevention efforts, diversion strategies, permanent housing initiatives, and voucher allocations. Implementation of SNOFO projects and updates on bridge projects were outlined.

## 18. Homeless Response System Advisory Committee Report – Patrick Steck

- Homelink Performance Report
- Training Framework Update
- Community Case Conferencing & DV Updates  (p. 69-76)



Patrick Steck informed the board members of the proposal on restructuring the Coordinated Entry process to address special populations, with a focus on domestic violence. The aim is to create breakout case conferencing specifically for domestic violence situations, ensuring a more tailored and sensitive approach for this population. Additionally, there will be dedicated breakout rooms for prevention and SOAR after community case conferencing.

Motion Tyler Shoemith Second Melody Woosley Abstain None Approved Yes

- Next Homeless Response System Advisory Committee Meeting: November 8, 2023

## **Homeless Management Information System (HMIS) Lead Business**

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### **19. Homeless Management Information System (HMIS) Lead Report – Nina Gall (p. 77)**

Nina Gall provided an overview of HMIS recent activities during August and September. She explained that there was a notable increase in service desk tickets, open and resolved tickets, and utilization rate, reflecting the busier months of the season. Additionally, there was a surge in requested reports, involving modifications and data requests, particularly in preparation for the new fiscal year. Noteworthy achievements included the completion of seven code migrations to align with the 2024 data standards launch on September 3.

Nina highlighted completed projects, including addressing data sharing restrictions for Housing Opportunities for Persons with AIDS (HOPWA) providers and rectifying address issues for battered women's shelter clients. The team also successfully updated the test environment server on Azure, contributing to data archiving goals. The implementation of the data quality tool and compliance with the 2024 data standards were significant accomplishments.

In total, 21 projects were completed during fiscal year 23, and the organization's HMIs uptime monitoring service, initiated in August, reported satisfactory uptime, with only one unplanned downtime lasting approximately four minutes in the last 30 days.

### **20. Homeless Management Information System (HMIS) & Data Advisory Committee Report – Phil Beckett**

- 2024 Point-in-Time Count Methodology



Phil Beckett provided an update, highlighting the ongoing productive discussions around the Point in Time Count methodology. He emphasized two to three main concerns. First, the need for accuracy in the count, acknowledging the challenge posed by a lengthy questionnaire, particularly in areas with a high concentration of homeless individuals. To address this, there was a suggestion to shorten the survey to 100 questions while retaining the crucial needs assessment component. Additionally, he explained that the HMIS & Data member proposal involved conducting the Point in Time Count three times during the day: afternoon, evening, and the following morning, followed by an extended assessment period to enhance accuracy. The goal is to obtain a more accurate count while preserving the assessment component without introducing new individuals in the subsequent days.

Nina Gall presented the proposed three-part methodology for consideration. She explained that this approach involves conducting county-wide counts in the early evening, downtown counts in the late evening, and encampment counts the following morning or on a subsequent morning, depending on volunteer availability. The chosen date for implementation is January 23, specifically selecting the first Tuesday within the final 10 days of January. This timing allows for flexibility to accommodate unforeseen circumstances like inclement weather or potential scheduling adjustments, ensuring that the process runs smoothly and effectively. Nina Gall further explained that while they've established the proposed methodology, the next step involves revisiting the survey aspect. The survey's format and content will be the subject of the next discussion to finalize the recommendations, aligning with the recommendations made by the HMIS data advisory committee. The plan is to revisit the survey's structure and its timing in relation to the count in the upcoming meeting, ensuring that both elements are well-coordinated and optimized.

La Juana inquired about the specifics of the survey, seeking clarification regarding its length and the number of data points currently being collected. She was interested in understanding the survey's complexity and the amount of information it currently captures.

- Nina Gall explained that she did not have those details at hand as the focus had primarily been on the methodology. She provided context by highlighting the challenges faced in recent years due to the lengthy survey, which posed difficulties during the single count approach. For instance, when encountering an encampment, it took a team of about four individuals one and a half to two hours to complete all the surveys. This time-consuming process left less time for engaging with clients and understanding their immediate needs. These challenges prompted discussions within the committee regarding the potential benefits of a shorter survey. Nina noted that the extended time available for



each client during the separate counts may influence this decision. Therefore, the meeting focused on presenting the methodology for approval, while the specifics of the survey would be revisited in the following meeting, with the goal of formulating a recommendation.

Motion Phil Beckett Second Robert Reyna Abstain None Approved Yes

- HMIS Lead Monitoring

Phil Beckett informed the board members that the ad hoc committee thoroughly reviewed the lead monitoring process, delving into various details, particularly focusing on the security procedures. The committee diligently examined all the provided answers, raising questions and seeking clarifications. The committee acknowledged the comprehensive efforts of Kim's team, concluding that the review yielded no findings and resulted in a clean report.

Motion \_\_\_\_\_ Second \_\_\_\_\_ Abstain \_\_\_\_\_ Approved \_\_\_\_\_

- 2024 HMIS Strategic Plan  (p. 78)

Phil Beckett updated the Board Members on the HMI Strategic Plan. He highlighted key aspects such as policies related to APIs, diversification of funding, archiving procedures for unused data, and other strategies. Emphasizing that the plan aligns with the organization's compass and overall objectives, Phil assured that the content is non-controversial and has undergone thorough collaboration by a dedicated team.

Motion \_\_\_\_\_ Second \_\_\_\_\_ Abstain \_\_\_\_\_ Approved \_\_\_\_\_

- Next HMIS & Data Advisory Committee Meeting: November 29, 2023

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## 21. Topics for December 14<sup>th</sup>, 2023, Board Meeting

## 22. Announcements

- Strategic Plan Approval Special Call
  - Monday, November 6<sup>th</sup> at 2 pm.
  - Thursday, November 9<sup>th</sup>, at 10 am.
  - Monday, November 13<sup>th</sup> at 4 p.m.
  - Tuesday, November 14<sup>th</sup> at 12:30 p.m.



### **23. Record of E-Votes for Homeless Response System Advisory Committee Seats**

- Community Partner – La Donna Sewell, UTSA
- Permanent Supportive Housing – Edward Gonzales, HFCC

### **24. Record of E-Vote for FY23 NOFO Consolidated Application**

### **25. Adjournment**

- Vice President La Juana Chambers Lawson adjourned the meeting at 5:10 pm.