



Agenda

All Home Coordinating Board

April 5, 2017, 2:00-4:00 pm

Bellevue City Hall

Conference Room 1E-108

The All Home Strategic Plan commits to reducing racial disparities of those experiencing homelessness. Nearly two thirds of people experiencing homelessness are people and families of color. Institutional and systematic racism contributes to the oppression of people of color, creating inequity, poverty and in some cases, homelessness. Success in reducing racial disparities and creating effective systems both for a dignified emergency response and housing, will require bold action and shared accountability. This commitment will include the proactive reinforcement of policies, practices, attitudes and actions to produce equitable power, access, opportunities, treatment, impacts and outcomes for all.

2:00pm	Welcome & Introductions	Gordon
2:05	Public Comment	Sara
2:15	Director's Report	Mark
2:20	High Action/High Alignment Exercise <ul style="list-style-type: none"> • What is working? • What roadblocks are you encountering? • What support is needed? <i>Result: Members get support needed to implement strategies they are accountable for, learn what's working and determine shared vision of success.</i>	Mark/Felicia <ul style="list-style-type: none"> - High Action/High Alignment Exercise Instructions
3:05	Reduce Racial Disparities <ul style="list-style-type: none"> • Training and Technical Assistance (part of the Capacity Building Plan) <ul style="list-style-type: none"> ○ Moving to Action: Ending Homelessness through Racial Equity ○ Year-to-Date and Future Opportunities • Update: Board Retreat on Race Equity <i>Result: Member are updated on the Training and Capacity Building Plan and are committed to an action planning retreat to address racial disparities.</i>	Sara/Colleen/Sheila <ul style="list-style-type: none"> - Retreat outline - Training and Technical Assistance Update
3:15	Make Homelessness Rare <ul style="list-style-type: none"> • Updates: Federal and State <i>Result: Members hear an update on the 2017 All Home State Legislative Priorities and are aware of opportunities for support.</i>	Gordon/WLIHA <ul style="list-style-type: none"> - Policy updates
3:35	Make Homelessness Brief and One-Time <ul style="list-style-type: none"> • Youth Homeless Demonstration Grant • Summary of Continuum of Care scores <i>Result: Members review analysis of data, 2016 CoC score summary, and are updated on YHDP grant expectations.</i>	Sara/Michelle/Mark <ul style="list-style-type: none"> - YHDP PowerPoint - Q4 data analysis - 2016 CoC application score summary
4:00pm	Adjourn	

Next meeting: May 3rd 2-4PM @ City of Auburn (25 W Main St, Auburn, WA 98001), Council Chambers

Materials: <http://allhomekc.org/committees/coordinating-board/#fndtn-materials>



Board Member Accountability for Strategic Plan Goals and Action Steps

Goal	Strategy	Board Member	
1: Rare	1.1 Prevention of loss of housing and system exits to homelessness	Gioveno McHenry Quinn Malone	Lester Abdulle McDermott
	1.2 Affordable Housing development and preservation (local, state and federal)	Walker Lofton Quinn	Malone Backus
	1.3 Sentencing Alternatives	McDermott	Quinn
2: Brief/1-Time	2.1 Shelter Diversion/Encampments/Vehicles/Shelter	Lester Quinn Levin	Malone Gioveno
	2.2 Laws and City coordination of outreach to people who are experiencing homelessness	Chelminiak Lester/Walker	Backus
	2.3 Assess, prioritize, and connect people with housing	Quinn Levin Lester Deal	McHenry Malone Gioveno
	2.4 Right-size housing and supports to meet needs	Lester Quinn Levin McHenry Walker	Malone Backus Gioveno Deal McDermott
	2.5 Access to existing permanent housing	Lofton Walker	Quinn McDermott
	2.6 Employment and education opportunities	Sebron Gioveno Levin	McDermott Quinn
3: Community	3.1 Public awareness and active engagement, including business and faith	Backus McDermott	Levin
	3.2 Effective and accountable leadership	McHenry/Levin	
	3.3 Engagement of people who have experienced homelessness	Yafali	Sebron
4: RESJ	4.1 Fair housing and screening criteria	Malone Walker	Gioveno McHenry
	4.2 Funding and programs addressing disparities	Levin Lester Quinn	Gioveno Abdulle
	4.3 Awareness, training, racial impact policy reviews	Abdulle Lester	Quinn

High Action/High Alignment

High Action/High Alignment is only possible if we seek to achieve a common result that cannot be achieved alone. Authentic agreement on the result defines the purpose and meaning of our work.

Our vision is that homelessness is RARE in King County, racial DISPARITIES are eliminated, and if one becomes homeless, it is BRIEF and only a ONE-TIME occurrence.

Activity:

1. Identify the sticky note that contains your assigned lead strategy for 2017. (if you do not remember your assigned strategy, it can be found on the back of your meeting agenda)
2. Place your sticky note in the quadrant you believe best fits the progress of your strategy.
3. One volunteer from each quadrant please share:
 - What is working?
 - What roadblocks are you encountering?
 - What support is needed?

High Action/Low Alignment	High Action/High Alignment example: Community 3.2 (McHenry/Levin) – Effective and accountable leadership
Low Action/Low Alignment	Low Action/High Alignment example: Rare 1.1 (Giovengo) – Prevention of loss of housing and system exits to homelessness

All Home Coordinating Board Racial Equity Action Planning Retreat

Facilitators: LaMont Green, City of Seattle Office of Civil Rights & Sarah Rajski, Building Changes

Time Commitment: full-day retreat (9am-3pm), lunch provided

Background: The All Home Strategic Plan sets the vision that homelessness is rare in King County, racial disparities are eliminated, and if one becomes homeless, it is a brief and only a one-time occurrence. To reach our collective goals, we must set strategies for addressing racial disparities in homelessness.

Purpose: To create strategies and subsequent action steps for addressing racial disparities in the homeless crisis response system.



ALL HOME TRAINING AND TECHNICAL ASSISTANCE UPDATE: 3/27/2017

All Home is committed to making available high-quality, meaningful learning opportunities for the Seattle/King County Continuum of Care in order to improve housing outcomes for people experiencing homelessness. All Home learning opportunities are grounded in Housing First and Racial Equity principles, providing tools and strategies to reduce lengths of stay, increase exits to permanent housing and reduce returns to homelessness. (Trainings listed below do not include opportunities provided by other partners.)

Training Activities to Date

- ⇒ **A Housing First System: Our Solution to Own** (All Home: December 2016)
An orientation to what it means to be a Housing First system, 144 attendees
- ⇒ **Employment Services Training** (All Home: December 2016)
*Heartland Alliance training for RAP staff (day 1) and other staff serving homeless job seekers (day 2)
30 attendees*
- ⇒ **Moving to Action: Ending Homelessness through Racial Equity** (All Home: March 2017)
Workshops focused on the role of direct service providers in perpetuating or dismantling racism and included three different foci: "the person," "the program" and "the data", 104 attendees
- ⇒ **Best Practices in Emergency Shelter** (City of Seattle & All Home: March 2017)
Led by the National Alliance to End Homelessness, 100 registrants
- ⇒ **Best Practices in Rapid Re-housing** (City of Seattle & All Home: March 2017)
Led by the National Alliance to End Homelessness, 100 registrants

Other Learning Opportunities

- ⇒ Rapid Re-housing Community of Practice (All Home & RRH Funders: Monthly)
- ⇒ Diversion Learning Circle (All Home & Diversion Funders: Monthly)
- ⇒ All Home Stakeholder Meetings (All Home: Quarterly)

Upcoming Efforts

While ad hoc trainings are critical to providing needed information at a given point in time, All Home will be working on a comprehensive training and technical assistance plan. This plan will include tracks for organizational leadership to develop agency capacity and direct service providers to refine service delivery. Support will be offered for organizations to build communities of practice within their programs to take classroom learning to action through coaching and technical assistance. Further T.A. will be made available and coordinated among funders, All Home and other resources as needed for agencies struggling to meet minimum performance standards. Please contact [Triina Van](#) if you have any questions. You can also reach out directly to [Triina Van](#) if your agency is further interested in exploring technical assistance. Otherwise, more details will be made available in the near future.



Policy Updates

Allow youth consent in HMIS:

[HB 1630](#) - Allowing minors to consent to share their personally identifying information in the Washington homeless client management information system. (UPDATE: alive)

Prevent source of income discrimination:

[SB 5407](#) & [HB 1633](#) - Prohibits landlord discrimination based on an applicant's or tenant's lawful source of income and creates a civil action for violations. (UPDATE: both dead)

Increase and make permanent the Document Recording Fee:

[HB 1570](#) - Makes the temporary \$40 local Homeless Housing and Assistance surcharge permanent. (UPDATE: alive)

Support new local financing options through a Real Estate Excise Tax for Housing (REET):

[HB 1797](#) – Creating local options for meeting local affordable housing needs through real estate excise tax (REET) II flexibility, local option sales tax for affordable homes, and a sales tax rebate for affordable homes. (UPDATE: moving forward with amendments)

System Committee Updates & Feedback

Funder Alignment Committee

The Funder Alignment Committee will be reviewing data dashboards and Focus Strategies Report and subsequent recommendations as we gear up for 2017 funding rounds. The HUD GPD application for Veteran beds is due in April; Meghan Deal has been coordinating with funders as needed.

System Performance Committee

The System Performance Committee discussed the extent to which data quality questions were being called into the Bitfocus Help Desk. It appears that the number of calls coming in do not seem to reflect the number of questions/concerns raised in the community. (The March HMIS Newsletter included a reminder to providers about data quality in preparation for the upcoming report by cleaning up data by March 31.) The committee will ask the Funder Alignment Committee what additional steps, resources and/or accountability is needed from funders to address data quality issues.

Coordinated Entry for All Policy Committee

The Coordinated Entry for All Policy Committee reviewed the Q4 Evaluation data at their March meeting and reviewed a revised policy for a Request for Disability Accommodation. The April agenda will cover HUD CE Requirements Completed Assessment, CEA eligibility for households in Transitional Housing, metrics for CEA operational dashboard, opportunities to further refine the community queue using best data available on self-resolving households and fidelity to CEA eligibility and agency denials/client refusals/ineligible policies and how data is collected.



Community Input & Feedback

Consumer Advisory Council

The Consumer Advisory Council confirmed use of a standing agenda that provides consistent updates to/from the Coordinating Board. Members highlighted three recommendations for the Coordinating Board and/or All Home staff, including:

1. Recommendation of more peer to peer outreach to help connect those who are distrustful of the system or “professional” outreach workers (passed on to outreach collaboration group)
2. Warrants and criminal records are a barrier to housing, and health/treatment/social services (passed on to CEA Policy Committee)
3. Outreach to PIT guides for continued engagement

No Population Affinity Group meetings this month

All Populations Stakeholder Meeting

The focus of the stakeholder meeting was a discussion among providers on how to operationalize the performance metrics. Provider input includes:

- Diversion-like resources needed in shelter & a request to explore how to waive debt to PHAs given other public dollars are currently being used to pay off debt to PHAs in programs like RRH (to go to the Funder Alignment Committee)
- Ensure Community Assessors are trained in having diversion conversations (to go to Coordinated Entry Policy Committee)
- The need for program-level forecasting/modeling tool to meet performance targets (to go to the System Performance Committee)
- The need for landlord incentives in the forms of tax breaks (upstream policies) (LLP planning group)



Seattle-King County Continuum of Care Youth Homelessness Demonstration Program

Seattle-King County's Continuum of Care (CoC), All Home, was one of ten communities selected (out of 130 applicants) for HUD's Youth Homelessness Demonstration Program (YHDP) and was awarded \$5.4 million to accelerate our community's progress in preventing and ending youth and young adult homelessness.

Purpose and Expectations of the Demonstration Grant:

The objective of this demonstration grant is to learn how communities can successfully approach the goal of preventing and ending youth homelessness by building comprehensive systems of care for young people through promising and innovative strategies.

Through this demonstration program, communities are expected to:

- Understand and address the unique needs of subgroups of unaccompanied youth – including pregnant and parenting, LGBTQ, and minor age youth;
- Ensure that the appropriate type of housing assistance and level of services that are effective in providing safe and stable housing are available within the community; and
- Incorporate the experiences of homeless or formerly homeless unaccompanied youth as key partners in the development of the Coordinated Community Plan and approval of project funding.

Five Primary Objectives of the Demonstration Grant:

1. Build national momentum
2. Evaluate the coordinated community approach
3. Expand capacity
4. Evaluate performance measures
5. Establish a framework for federal program and TA collaboration

Key Elements & Requirement of YHDP

Develop and implement a coordinated community approach to prevent and end youth homelessness

The planning process is expected to lay the ground work for implementation and provide a framework for the various projects that will be funded through YHDP

Access to resources

Communities can request project funding on a rolling basis, once the Community Plan is approved (up to 30% will be available prior to Plan approval).

Collaborative Approach

Partnerships must include a Youth Advisory Board (YAB), the local or state public child welfare agency, and a broad array of community partners with a clear oversight and decision-making structure.

Evaluation

Communities will participate in an evaluation conducted by an outside TA firm that will inform the federal strategy for preventing and ending youth homelessness going forward.

Guiding Principles

The Coordinated Community Plan should address:

- USICH Youth Framework and the Four Core Outcomes
 - Stable Housing
 - Permanent Connections
 - Education/Employment
 - Social-emotional well-being
- Special populations
- Positive Youth Development (PYD) and Trauma Informed Care (TIC)
- Family Engagement
- Immediate access to housing with no preconditions
- Youth choice
- Individualized and client-driven supports
- Social and community integration
- Coordinated entry

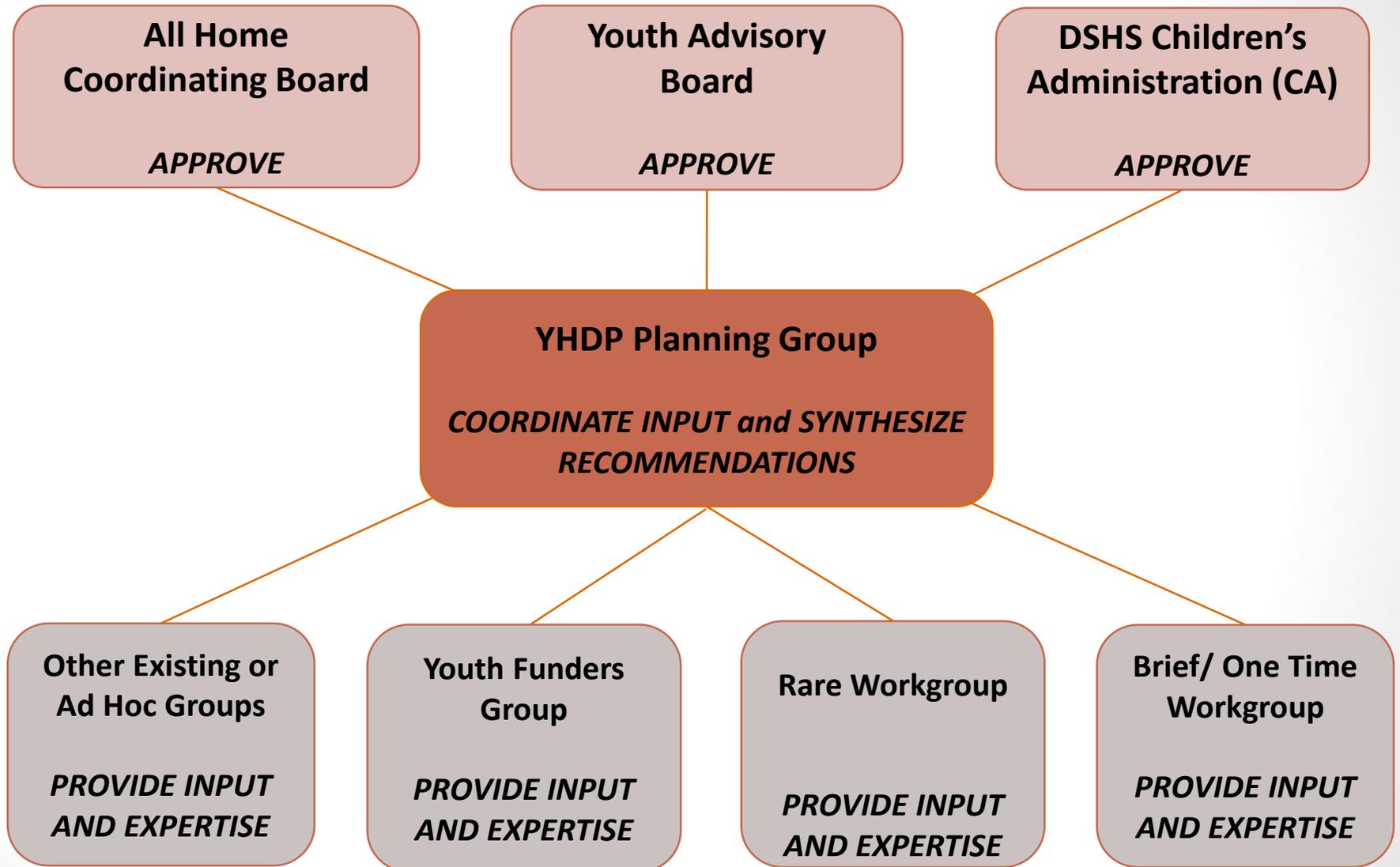
Timeline

January 2017:	Awards announced
February 2017:	Technical Assistance assigned to communities Youth Advisory Board recruitment
March 2017:	YHDP Kick-off/1 st Workgroup Meeting (Rare & Brief/One Time) YAB onboarding and 1 st content brainstorm YHDP vision, goals and timeline finalized
April 2017:	2 nd Workgroup meeting 2 nd YAB content brainstorm Present overview & timeline to Coordinating Board
May 2017:	3 rd Workgroup meeting 3 rd YAB content brainstorm YHDP strategies/program models to be funded identified
June 2017:	(Early June) Draft of Coordinated Community Plan goes to Coordinating Board, YAB, and Children's Administration for review (Late June) Joint session of Decision-making bodies meet for Plan approval
July 2017:	Final Coordinated Community Plan submitted to HUD (DUE JULY 13)

YHDP Overview: Award & Next Steps

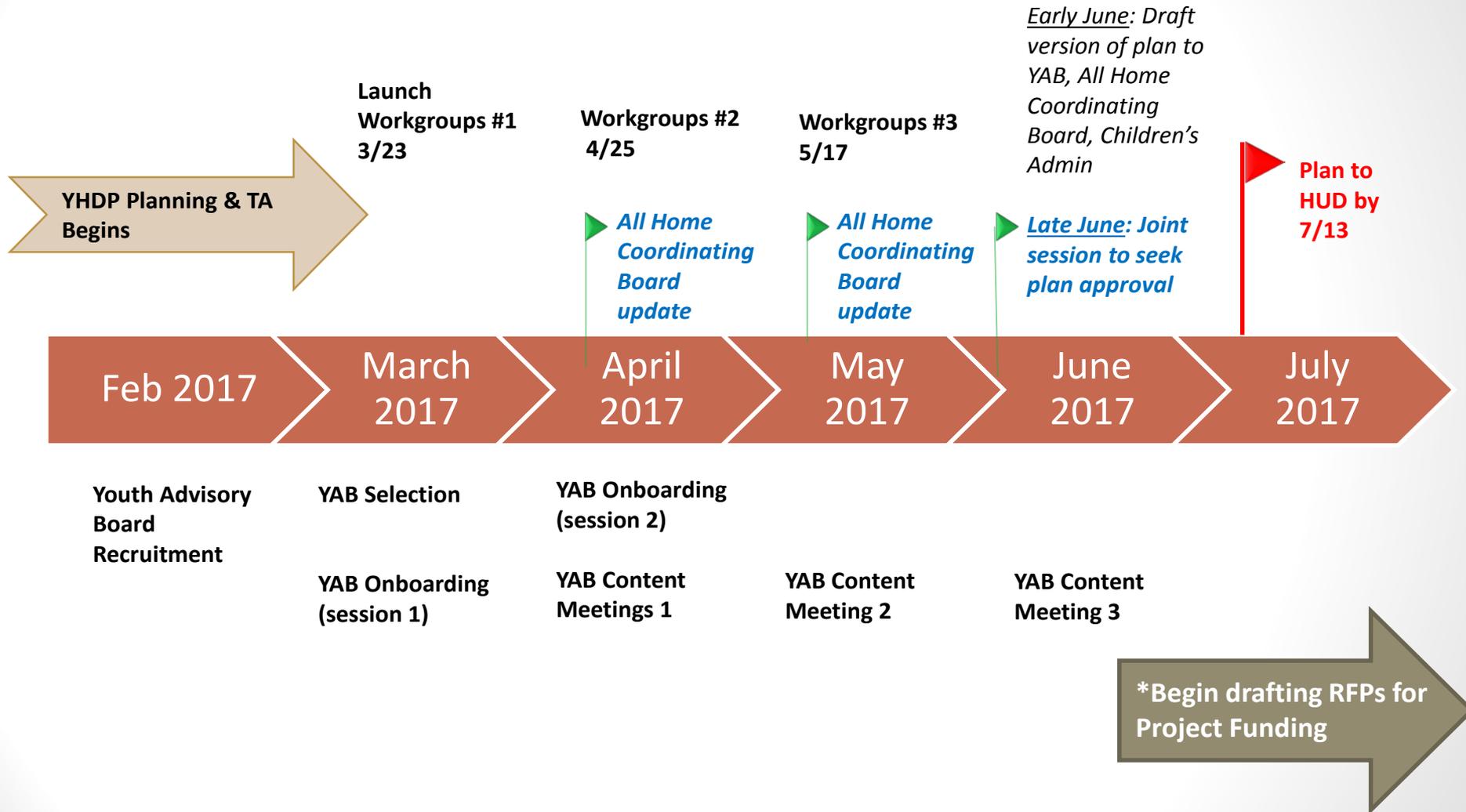
- **Purpose & objectives of the YHDP Grant**
 - Test and implement innovative approaches to ending YYA homelessness
 - Model for the country moving forward
- **Key elements & requirements**
 - Coordinated Community Plan, access to \$5.4m, collaborative approach, evaluation & sharing
- **Guiding principles**
 - USICH framework, special populations, PYD & TIC, family engagement, youth choice, client-driven, community integration, coordinated entry
- **Oversight & Decision-making**
 - All Home Board (including local government), youth advisory board, Children's Administration
- **Timeline**
 - Between now and July to plan – **Community Plan due July 13**
 - Project funding through local application process after Plan is approved

YHDP Decision-Making Structure



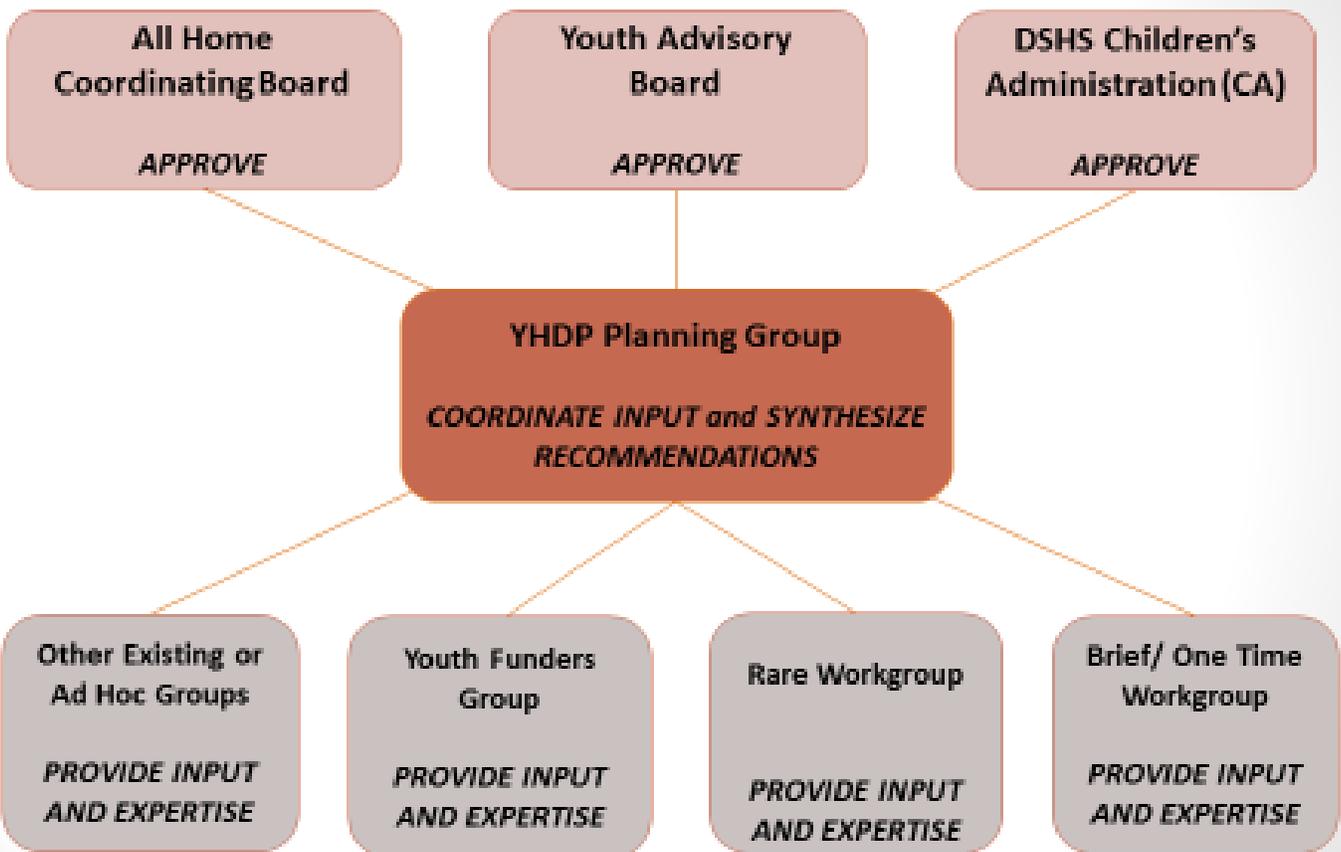
*All Home is the Lead Point of Contact on the grant and will provide support & coordination throughout

YHDP Planning Timeline



Throughout process: Biweekly coordination meetings of Planning Team (All Home, City of Seattle, King County, United Way, Raikes, Children's Administration, Technical Assistance Center)

YHDP Decision-Making Structure



*All Home is the Lead Point of Contact on the grant and will provide support & coordination throughout

Roles & Expectations

Decision-Making

All Home Coordinating Board --

Who: CoC Board (includes local government)

Role: Approves the Coordinated Community Plan and all project funding.

Youth Advisory Board --

Who: Nine Advisory Board members recruited through the Northwest Network

Role: Provide insight and expertise in the YHDP planning process; Generate ideas for system innovation; Provide input and feedback on strategies to reach our goals/objectives.

Approves the Coordinated Community Plan and all project funding applications

Children's Administration –

Who: Representatives participate on the Workgroups and the YHDP Planning Group

Role: Provide input and expertise on strategies and interventions. Approves Coordinated Community Plan and all project funding.

Planning & Coordination

YHDP Planning Group –

Who: All Home, City, County, Children's Administration, United Way, Raikes, Technical Assistance Team (TAC)

Role: Ensure YHDP plan includes all required elements and aligns with system need and agreed vision; provide input on YHDP workgroup agendas, coordinate and synthesize recommendations, ensure alignment with the 100 Day Challenge and other initiatives.

Workgroups

Who: Rare workgroup, Brief workgroup, Youth Funders Group, other existing or ad hoc task groups, as needed (to ensure a wide and diverse group of stakeholders are included)

Role: Provide input and expertise to help develop recommended strategies and interventions.

2016-Quarter 4 Data Analysis

All Home publishes data quarterly to drive our progress towards reducing racial disparities and making homelessness rare, brief and one-time. All data quality concerns should be directed to BitFocus. Please note data takeaways and caveats have been added to the website page where the dashboard is hosted. For example, quarter 4 data integration into HMIS for Catholic Community Services and YouthCare had not yet occurred when data was uploaded into the following dashboards:

Coordinating Board Dashboard Takeaways

- *Rare:* Since 2013, the number of people housed per year increased by 52%, to more than 3,300 households in 2016. Each year since 2013, the number of people housed has increased by at least 10%, meeting our annual improvement goal. However, the number of people becoming homeless continues to rise, as measured by our Point in Time count (64% increase during this period) and those who seek housing through Coordinated Entry (no data available for comparison across this period).
- *Brief:* The number of days people experience homelessness before securing permanent housing was 170 in 2013, and declined to 146 by 2015 and fluctuated throughout 2016, falling short of meeting our 2016 goal of 100 days.
- *One-Time:* The percent of households who returned to homelessness within 24 months after securing permanent housing has declined slightly since 2013. We will not have complete data on our progress 2013-2016 until December 2018, or 24 months after the end of 2016.
- *Reducing Racial Disparities:* There continue to be significant disparities in the number of people of color experiencing homelessness. More than 60% of people who participated in homeless services in 2016 were people of color, while fewer than 35% of King County residents are people of color.

Coordinated Entry for All Dashboard Takeaways*

- Many households scoring highly vulnerable through the assessment tool are unable to be referred to housing because of the available housing stock in each band.
- We are continuing to see high numbers of highly vulnerable families and youth and young adults enter the community queue.
- The queue is growing quicker than we are increasing resources. Diversion is scaling up so as to be offered to all who seek assistance, which will reduce the number of people who are added to the queue.
- Large numbers of external fills show that Coordinated Entry compliance continues to be a problem.

**NOTE: The All Home Board (via 11/16 Executive Committee decision) adjusted banding prioritization for families to expand access to RRH for families. This was recently implemented, so results are not reflected in this data set).*

System Performance Dashboard Takeaways

- At a system level and program level, improvements in the 5 core measures are expected in future quarters, as data quality and completeness improve, as programs build capacity and improve performance, and as funding decisions are made.
- Current performance is still well below the performance targets established in September 2016 in MOU.
- Programs must meet at least one minimum standard to be considered for funding in 2017 funding cycles. Most of those that don't meet one standard are close to meeting one, missed the data submission deadline, or have incorrect program size information and are working with HMIS to make changes.
 - Overall, 308/352 programs meet at least one minimum standard (71/88 emergency shelters; 41/46 rapid rehousing; 82/99 transitional housing; and 114/119 permanent supportive housing)



In December, 2016, the U.S. Department of Housing and Urban Development (HUD) announced a record \$1.95 billion in total grants awarded nationwide for Continuum of Care (CoC) homeless assistance programs. The \$34,457,083 awarded to the Seattle/King County CoC supports the continuation of 55 community-based projects for a total of 2,410 units of housing. This includes support for permanent supportive housing, rapid re-housing, transitional housing and two Safe Haven facilities, as well as funding for Coordinated Entry, the HMIS, and CoC planning.

The CoC funds are made available through an annual competitive application process. The 2016 Application prioritized permanent housing, as well as low barrier housing serving literally homeless households, performance, and strategic use of resources. A new element of the application required the submission of system performance measures collected from HMIS. The funding awarded by HUD was provided to the highest performing local programs proven effective in meeting the needs of persons experiencing homelessness in their communities.

In February, HUD provided each CoC with a summary of their scores in the 2016 CoC Program Application. The summary included the CoC score on several high priority questions, a summary of scores on the four sections of the application, and a summary of the average CoC score.

Seattle/King County CoC Scoring Summary		
Scoring Category	Maximum Score (Points)	Seattle/King County CoC Score (Points)
Part 1: CoC Structure and Governance	51	49.5
Part 2: Data Collection and Quality	27	25
Part 3: CoC Performance and Strategic Planning	101	62.5*
Part 4: Cross-Cutting Policies	21	21
Total CoC Application Score	200	158

*On February 13th, All Home formally requested a debriefing with HUD to challenge the scores for two questions in Section 3 for which our CoC received zero points (of a possible 15 total points) related to adequate matching of PIT and HMIS data.

Overall, our Seattle/King County CoC scored very well in 3 of the 4 sections of the application, receiving full points on questions pertaining to governance and community engagement, the use of performance in funding decisions, and policies to ensure CoC projects are low barrier and housing first.

Section 3 reflects the greatest opportunity for improvement. The lower scoring elements of this section were mostly related to overall system performance such as success in reducing the length of time people experience homelessness and improving exits to permanent housing.

The HUD performance measures are the basis for the new CoC System-wide Performance Targets and Minimum Standards adopted by King County, the City of Seattle, and United Way last fall. Improvement in these areas will be supported over the next year through All Home's Capacity Building Plan and individualized technical assistance and support to CoC projects.



Mr. Norman Suchar
 Director, Office of Special Needs Assistance Programs
 U.S. Department of Housing and Urban Development
 Room 7162
 451 7th Street, SW
 Washington, DC 20410

RE: Request for Debriefing of CoC Program Competition scores

Dear Mr. Suchar:

On February 1, 2017, HUD issued the FY 2016 Continuum of Care Program Competition Debriefing document that summarized the CoC scores received in the FY2016 CoC Program Competition. The debriefing document provided to WA-500 had scores that were lower in at least two areas that we believe resulted from a HUD error when calculating the CoC Application score.

This is a formal request for a debriefing related to the Seattle King County FY 2016 CoC Program Competition application scores. The Notice of Funding Availability (NOFA) indicates the debriefing may include the final score received for each rating factor, final evaluator comments for each rating factor, and the final assessment indicating the basis upon which assistance was provided or denied.

The areas in question were charts with a request for specific numbers. In both cases, the numbers were accurate and matched PIT/HIC data submitted to HUD. It is puzzling that in both instances we received zero points even as the data indicated the decrease/increase that HUD cited in Part VII Application Review Information as meriting points in the relevant area.

Questioned Scores: We are challenging the following the scores awarded to the following questions:

- **3B-1.2. Ending Chronic Homelessness.** Seattle King County’s response is noted below. The CoC received zero of 10 points

Compare the total number of PSH beds (CoC Program and non- CoC Program funded) that were identified as dedicated for use by chronically homeless persons on the 2016 Housing Inventory Count, as compared to those identified on the 2015 Housing Inventory Count.

	2015	2016	difference
Number of CoC Program and non-CoC Program funded PSH beds dedicated for use by chronically homeless persons identified on the HIC	1839	1896	57

The figures indicated above match those in the HIC, and it is clear from this chart that this CoC did increase the number of PSH beds and per the narrative 3B1.2a below we are on course to add an even larger number of beds in 2016-2017

3B 1.2a. The cumulative 57 bed increase in beds dedicated for use by chronically homeless persons (CH) results from a combination of factors. There was an increase of 30 additional beds designated for CH in existing projects (Bakhita Gardens, Patrick Place, Evans, Shelter Plus Care, VASH McDermott Place, Plymouth Place). There was also an increase of 60 beds dedicated for CH in beginning lease-up of one new facility (Interbay – 40 beds), and a new PSH rent assistance project (King Co. Scattered – 20 beds). This was offset by the loss of 33 beds in two projects: one building came to the end of its long-term lease and units were lost to redevelopment (Gatewood – 24 beds); another building continues to provide supportive housing to persons with disabilities, but while some residents come from homelessness, homelessness is not a requirement (Cal Anderson – 9 beds). With current activity, we expect an increase of 200+ beds between 2016 and 2017

- **3B-2.3. Ending Homelessness Among Households with Children.** Seattle King County’s response to this question is noted below. The CoC received zero of five points.

Compare the number of RRH Units available to serve families from the 2015- and 2016 HIC

	2015	2016	Difference
RRH units available to serve families in the HIC:	336	631	295

The figures indicated above match those in the HIC, and It is clear from the chart above that this CoC did increase the number of RRH units available to families.

We are also interested in debriefing other questions that referred to specific data and required a supporting analysis. For Example, we received two of eight points on question 3B-3.1; where we showed an increase of 48 Veterans between the 2015-2016 PIT, but also cited in 3B-3.1 a highly effective coordinated referral response system that still managed to house 845 veterans in 2015.

Thank you, in advance, for a prompt response and opportunity to debrief the 2016 application for CoC funds. This will not only help us to understand and correct our 2016 score as appropriate, but will also help to inform our work to end homeless locally and our 2017 application.

Looking forward to hearing from you soon,



Mark Putnam