

**Atlanta Continuum of Care
Meeting Minutes
January 11, 2022
Zoom Meeting
10:00 AM – 12:00 PM**

❖ **Welcome and Introductions, Cathryn Marchman**

❖ **Lead Agency Updates**

○ **COVID Update – Austin Speers and Anitra Walker**

- The Georgia Department of Public Health has been operating COVID isolation hotels over the last two years and is now operating 50 hotel rooms for isolation. The model has evolved over the course of the pandemic. Due to the Omicron variant, a secondary site will be opening.
- Individuals must meet the CDC criteria for isolation and quarantine (i.e., be COVID positive or have known exposure to COVID and the inability to isolate in place). If agencies have the ability to isolate individuals, they should do so instead of referring them to an isolation hotel. Because of capacity, DPH is prioritizing individuals who are symptomatic. Once a second location opens, asymptomatic guests who have been exposed to COVID will be able to be referred.
- Individuals who are cleared to stay at the isolation hotel will receive transportation to and from the hotel via EMS transport. The hotel provides wrap-around services and meals. Guests must comply with all instructions.
- The phone number for referrals is for case managers and providers only. The number should not be given to clients. The line is open Monday – Saturday from 8 a.m. to 5 p.m. Any referrals that are made between 4 p.m. and 5 p.m. will be picked up the next day.
- Mercy Care is offering vaccinations, boosters, and COVID testing. They are prioritizing patients, but they will accept walk-ins if they can. More information can be found [here](#).

○ **Cold Weather Update – Cathryn Marchman**

- Partners for HOME sends out CoC-wide emails when the City opens up its warming centers. Any agencies with updates to their own winter warming resources should email abracewell@partnersforhome.org to be added to the resource list. More information and resources can be found [here](#). All outreach teams should distribute winter warming information during outreach.

○ **Mayoral Administration Update – Cathryn Marchman**

- Mayor Dickens has taken office. Partners for HOME works very closely with the City, and some of the operating staff are staying on to ensure a smooth transition. Thus far, it has been a smooth transition.
- Mayor Dickens has been informed of the problems related to contracting and reimbursements. He is committed to making improvements related to processing times. Additionally, homelessness is one of the top three concerns for his administration. We can likely expect strong support out of his office.
- Partners for HOME will be co-hosting a mayoral summit for emergency shelter providers.

○ **Policy/Advocacy Update – Cathryn Marchman**

- The state legislative session began on January 10. House Bill 713 has resurfaced. This bill proposes sanctioned homeless encampments on state property and would divert funds from providers to pay for those encampments. It would also criminalize individuals who sleep outside. More information will be shared as it comes in.

- **HUD Waivers – Melissa Austin**
 - HUD has issued an extended deadline for waivers. If your agency has applied for a waiver in the past and wants to continue, you must submit by March 31, 2022. Submissions should be made to the field office. This will be the final extension. More information can be found [here](#).
- **Diversion Update – Melissa Austin**
 - Partners for HOME launched a diversion blitz at the end of 2021. Four providers (AVLF, Gateway, Zaban Paradies, and First Step Staffing) successfully diverted 128 households in December 2021. CRF funding has been extended to complete this work through the end of January and potentially the end of March.
- **Youth Action Board – Melissa Austin/Kimberly Natarajan**
 - The Youth Action Board (YAB) has filled its vacancies and is working in tandem with Partners for HOME on the community plan for the YHDP grant due on March 15. Some YAB members will be brought on as interns or part-time employees at Partners for HOME to further facilitate this work. RFPs related to this plan will be released in the spring or summer of 2022.
- **PIT/HIC Count – Melissa Austin**
 - The PIT/HIC Count will take place the night of January 24 and the week following. Partners for HOME still needs volunteers for the night count and the day site counts. Please contact Annie Hyrila (ahyrila@partnersforhome.org) for more information on volunteering. You can sign up for the night count [here](#) and the day site counts [here](#).
- **HMIS Updates – Cayla Roby**
 - A number of agencies have been selected for quarterly reporting submissions. Those agencies received an email the first week of January. Please review the items and submit by February 7. Any questions can be submitted to ICA or the Performance Team at Partners for HOME.
 - Federal reporting deadlines are coming up. Corrections should be made by noon on January 14.
 - Data quality training is on January 25. Agencies can sign up [here](#).
- **CoC-Wide Training Updates – Cayla Roby/Brianna Flowers**
 - Partners for HOME and the Corporation for Supportive Housing (CSH) are partnering to offer trainings on a wide variety of topics. The first two took place in December of 2021 and covered harm reduction and trauma informed care. Please see the packet for the recap of these trainings.
 - The next training will be rapid rehousing for youth and young adults sometime in February. Other trainings will cover racial equity, LGBTQ+ populations, and permanent supportive housing strategies.
- **Governance Updates – Summer Duperon**
 - The CoC currently has six committees: Client Advisory Council, Coordinated Entry, Data and Performance, Rank and Review, Youth Providers, and the Youth Advisory Board. More information on each of these committees can be found [here](#).
- **Development Updates – Summer Duperon**
 - Summer Duperon provided a HUD debriefing update. The application was submitted on November 12, 2021. Debriefing sessions will be scheduled with renewal and new applicants as well as rank and review committee members. Areas for process improvement will be reviewed. Emails will be sent out the week of January 17.
- **HOME ARP Housing Developers Forum – Cathryn Marchman**
 - The State of Georgia received \$87 million in HOME-ARP funds to provide housing and services for people experiencing homelessness or who are at risk for homelessness. Before the state can begin

spending HOME-ARP funds, they must consult with stakeholders to identify state needs and geographic priorities. They are inviting all affordable housing developers in the state to participate in a forum to assist us with setting their priorities. Interested individuals can register for the forum [here](#).

❖ Presentations

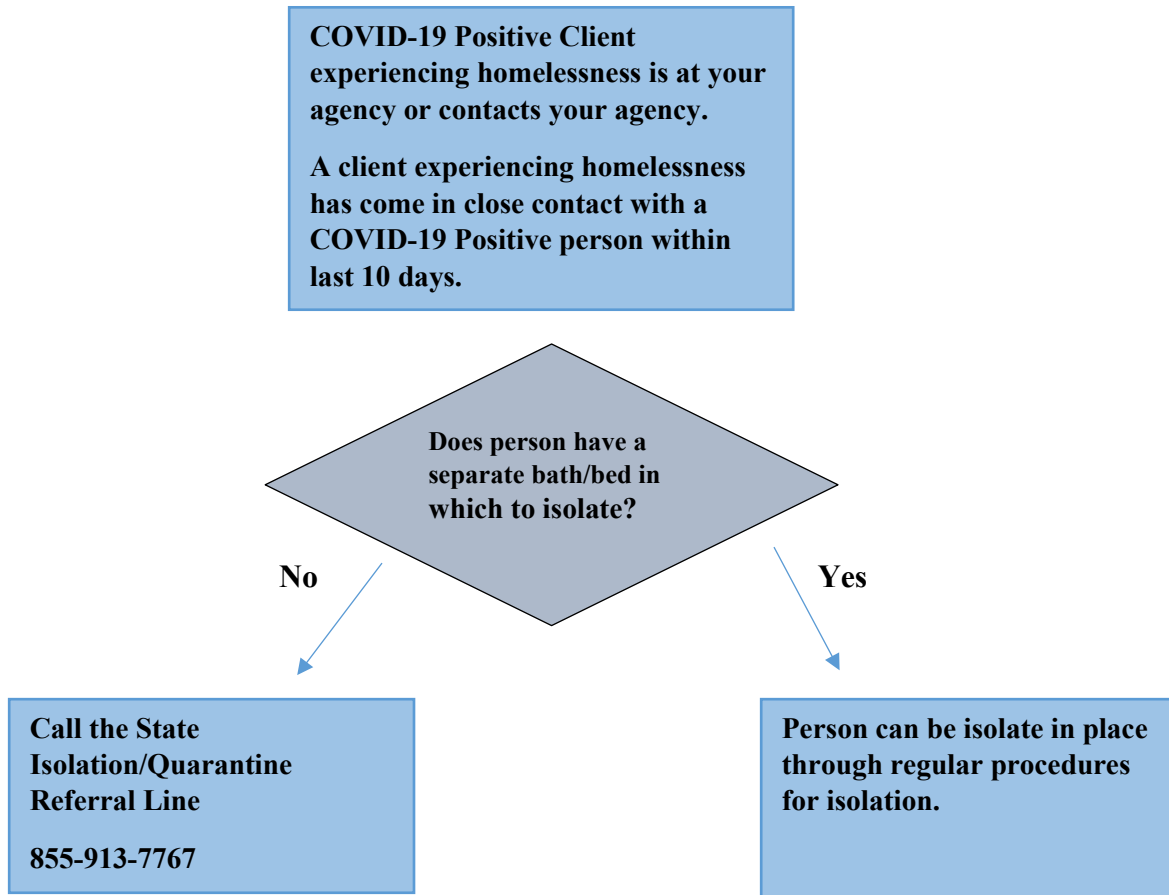
- **Atlanta Housing – Dr. Howard Grant and Ashlee Starr**
 - HUD issues a Moving to Work (MTW) designation to high-performing public housing authorities.
 - Atlanta Housing’s priorities include housing, self-sufficiency, and improved administration. AH must still comply with Fair Housing laws, conduct environmental reviews and needs analyses, serve low-income families, act ethically and uphold its fiduciary role, and inform HUD of intent and proposed changes.
 - Atlanta Housing’s 2021 goals and objectives include: creating 800 affordable housing units and preserving 1500 affordable housing units; enhancing housing assistance resources for 2350 low-income Atlantans; creating opportunities for individuals, families, and children to thrive; strengthening operations to serve residents better by reducing operational expenses.
 - Additional goals include: achieving or maintaining a 90% voucher utilization rate; increasing the number of households served by 3%; achieving or maintaining a 75% work/program compliance rate; assisting in adding quality units; and reducing operational costs by 2%
 - Please see the slides for additional details.

❖ Round Robin

- The Women’s Transition Center at First Presbyterian is currently closed and will be closed until further notice.
- Gateway Center has bulk used clothes for women as well as hygiene products. Please email rcranford@gatewaycte.org for more info.
- There will be a Martin Luther King Jr. event held by Hosea Feed the Hungry located at 2545 Forest Hill from 10 a.m. to 3 p.m. on Monday, January 17.
- Clifton Sanctuary has downsized from 30 to 18 beds. They do not hold beds and are first come first served.
- New Life Social Services will be taking intakes for a men’s 8-bed transitional facility in Gwinnett County beginning in April.

Isolation Unit Referral Process for Homeless Service Providers

This is for Directors, Social Workers, Outreach Worker, Homeless Service Workers to use. This is not a self-referral process



Be prepared with answers to these questions when you call the Referral Line:

- Name of Client
- DOB
- Date of positive COVID-19 test
- Date of symptoms if any
- Medical History (chronic health, mental health, physical health, chemical dependence)
- Do they have 2 weeks of medication if needed?
- Does client need transportation to Isolation unit?
- Can client return to your facility or do they have a sheltered place to return to after isolation?
- Emergency Contact information

*If Afterhours, place person temporarily in an isolation room or refer to hospital if symptomatic.

**Criteria on when to discontinue isolation established by DPH can change at any time.

For current guidelines: <https://dph.georgia.gov/isolation-contact>

Creating Brave and Trauma-Informed Spaces

Planning Worksheet

Physical and virtual space

Policy and procedures

Project planning

Professional development

Meetings & communication

Others...?

How can we create Brave spaces and a Trauma Informed environment?

Instructions: Review the graphic above. For one (or more) of these areas, think about a situation or activity in your work that could be improved by a trauma-informed approach. Who is involved? What's your contribution to or involvement? What are the implications?

1. How do you plan to integrate the trauma informed principles in this area (or in general)?

a. Peer support:

How can you focus on inclusion and belonging? _____

With whom will you consult? _____

b. Trustworthiness and transparency:

How can you document and share the process/plan so your knowledge and power can be distributed equitably? _____

c. Empowerment, voice and choice:

Who you will empower by building on their strengths? _____

How do you plan to step back? _____

d. Collaboration and Mutuality:

How will incorporate a joint-decision? _____

e. Safety:

What brave space will you create? _____

How can you support the safety of others and avoid triggers? _____

f. Culture, Gender, history/ Practicing cultural humility:

What questions do you want to ask? _____

What information do you need to gather? _____

Please complete the following questions to create an overall action plan.

2. One thing that we (as an agency or team) can do to create a brave and trauma-informed environment is: _____

3. The one thing (or more than one!) that I am going to take back to my team to implement is _____ and my timeline for doing this is _____:

4. The individual (or group) that I am going to check in or partner with as I conduct this work is _____.

5. The promise and commitment I make to myself to ensure that I am practicing self-care during this work is: _____

TRAUMA-INFORMED CARE

Learner Action Guide

Types and Impacts of Trauma

Trauma

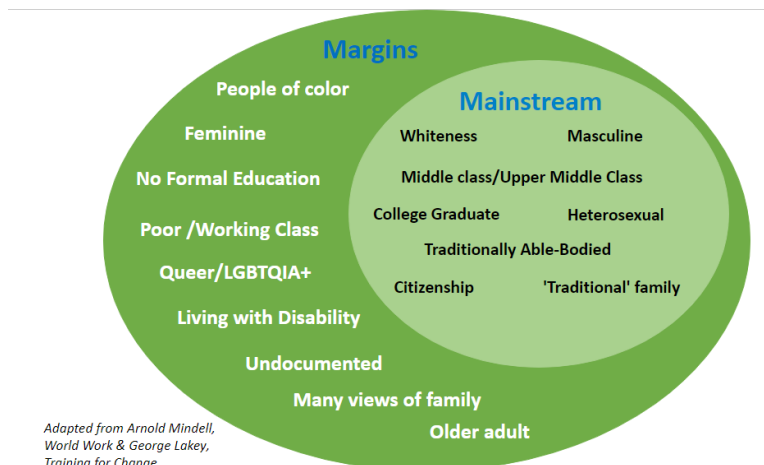
- Individual trauma results from an event, series of events, or set of circumstances experienced by an individual as physically or emotionally harmful or life-threatening with lasting adverse effects on the individual's functioning and mental, physical, social, emotional, or spiritual well-being.

Types of Trauma

- Large-Scale Events: The things you see in the news. This might include things like war, or natural disasters.
- Interpersonal Events: This category involves events in which we have been hurt by other people- and also includes things that aren't physical, such as divorce or loss of a loved one.
- Historical Trauma: The cumulative, multigenerational, collective experience of emotional and psychological injury in communities and in descendants.
- Systemic Trauma: Institutional action and inaction that can worsen the impact of traumatic experience. Systemic trauma regards the contextual features that give rise to, maintain, and impact trauma-related responses.
- Secondary Trauma: Indirect exposure to trauma through firsthand account or narrative of a traumatic event.
- Racial Trauma: Complex trauma resulting from the ongoing experience of oppression and subordination. Mental and emotional injury caused by encounters with racial bias and ethnic discrimination, racism, and hate crimes.

Understanding Power Dynamics and Identity

Most people have both mainstream and marginalized identities; these may show up differently based on location and context. It's important to consider your social location to power, and how that plays in interactions with others.



Understanding the Effects of Trauma

Trauma, including one-time, multiple, or long-lasting repetitive, affects everyone differently. Some individuals may clearly display criteria associated with Post Traumatic Stress Disorder, but many will not. The impact of trauma can be subtle, insidious, or outright destructive.

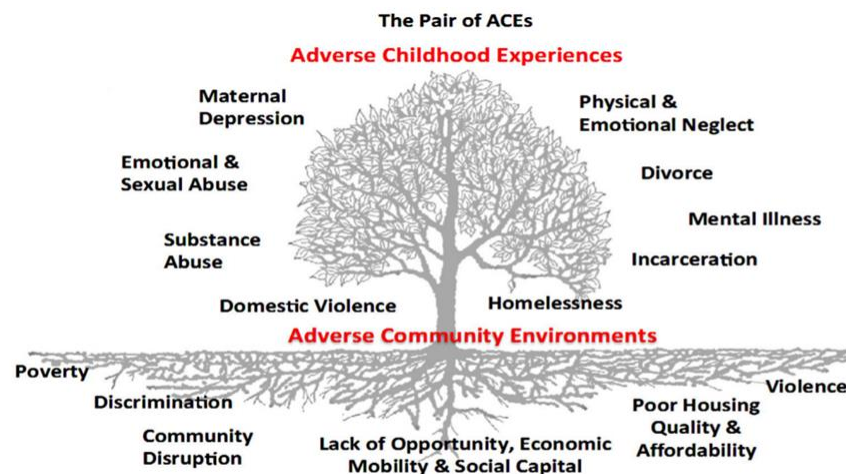
Post Traumatic-Stress Disorder (PTSD)

- Post-traumatic stress disorder is a mental health condition that's triggered by a terrifying event — either experiencing it or witnessing it. Most people who go through traumatic events may have temporary difficulty adjusting and coping, but with time and good self-care, they usually get better. If the symptoms get worse, last for months or even years, and interfere with your day-to-day functioning, you may have PTSD.
- Some symptoms are:
 - Intrusive memories: flashbacks or nightmares
 - Avoidance: avoid talking about or thinking about the event
 - Negative changes in thinking and mood: having negative thoughts about yourself, feelings of hopelessness, feeling detached
 - Changes in physical and emotional reactions: for example, being easily startled or frightened, trouble sleeping or concentration, self-destructive behavioral, or irritability

Common Responses to Trauma

- Emotional
- Emotional Dysregulation
- Numbing
- Physical
- Hyperarousal and sleep disturbances

Adverse Childhood Experiences Survey (ACEs): One of the largest investigations of childhood abuse and neglect and household challenges and later-life health and well-being.



Tree image: Ellis, W., Dietz, W. (2017) A New Framework for Addressing Adverse Childhood and Community Experiences: The Building Community Resilience (BCR) Model. *Academic Pediatrics*. 17 (2017) pp. S86-S93. DOI information: 10.1016/j.acop.2016.12.011. License held by Building Community Resilience, Redstone Global Center for Prevention and Wellness, Milken Institute School of Public Health, George Washington University.

Trauma Affects the Whole Family: When trauma affects one person in a family, the whole family unit is affected. A family is thought of as a unit – one whole made of many parts.

Trauma in families can show up in many ways:

- Sympathy or Empathy
- Anger or Resentment
- Sadness, Depression, or Grief

Community Trauma: “an aggregate of trauma experienced by community members or an event that impacts a few people but has structural and social traumatic consequences.”

Symptoms of community-level trauma can be categorized as follows:

- **Physical:** deteriorated/unhealthy public spaces and the unavailability of healthy products
- **Social-cultural:** damaged social relations/networks, elevation of destructive social norms, a low sense of collective political and social efficacy, and widespread sense of fear and shame
- **Economic and educational:** intergenerational poverty, long-term unemployment, business/job relocation, limited employment opportunities, and overall community disinvestment

Effects of Trauma

- Emotional brain becomes a survival brain: we develop pervasive feelings of being unsafe and can't reliably access our thinking brain as we make decisions.
- Alarm system becomes distorted: we perceive danger in both neutral and positive situations. This profoundly interferes with our ability to be present and participate in relationships.
- The ability to appraise the present and learn from experience is hampered

Triggers: Reminders of past traumatizing events. Examples of triggers can include:

- Reminders of living in the homelessness system
- Reminders of a past abuser
- Triggers of systemic racism
- Triggers of combat or conflict during active service

How to address triggers:

- Be sensitive
- Help tenants address them
- Can't avoid them altogether – but can work to reduce them whenever possible

What if I am Triggered?

- Name It
- Take Space Appropriately
- Shift Your State
- Deal with the Situation

Trauma-Informed Practices and Cultural Humility

Trauma-Informed Care (TIC): adoption of principles and practices that promote a culture of safety, empowerment, and healing.

- Realizes the widespread impact of trauma and understands potential paths for recovery.
- Recognizes the signs and symptoms of trauma in clients, families, staff, and others involved with the system.
- Responds by fully integrating knowledge about trauma into policies, procedures, and practices.
- Seeks to actively resist re-traumatization.

SAMHSA's Six Key Principles of a Trauma-Informed Approach

1. Safety: This isn't just physical safety – but also emotional safety.
2. Trustworthiness and transparency: People feel safe when they know what to expect, and also that people will follow through.
3. Peer support: By connecting those we work with to peers, it can help folks to flourish and gain support in a way that we are unable to provide.
4. Collaboration and mutuality: walking with a person side-by-side, instead of walking behind or in front of a person. Your clients' goals should be exactly that: theirs!
5. Empowerment, voice and choice: By providing even the smallest of choices, we can help to bring back some dignity as well as agency to people.
6. Culture, history and gender: Culture, gender identity, and what's happened in our past shapes who we are; it's important to be sensitive to these things and incorporate them so that people feel comfortable.

Cultural Humility

- A lifelong process of self-reflection and self-critique whereby the individual not only learns about another's culture, but one starts with an examination of their own beliefs and cultural identities.
- Understanding the historical context of society and how each person navigates differently based on experience; acknowledging we function depending on the different environment, groups we are with, etc.

3 Things to Know About Cultural Humility

- We move between several different cultures- often without even thinking about it
- Cultural Humility is distinct from cultural competency and reflexivity
- Cultural Humility requires historical awareness

Critical Moves for Practicing Trauma-Informed Care

- Reduce the harm of ongoing trauma
- Build resilience
- Reduce the likelihood of re-traumatization

Compassion Fatigue, Burnout, and Caring for Yourself

Compassion Fatigue vs. Burnout

- **Compassion fatigue**, sometimes called **secondary traumatic stress**, is an individual's gradual decline in feelings of compassion towards others because of the individual's occupation. More specifically, it involves individuals that work directly with victims of physical, psychological, or sexual trauma. It is characterized by a variety of symptoms including hopelessness, depression, and high levels of stress and anxiety.
- **Burnout (or occupation burnout)** is a psychological term referring to a general exhaustion and lack of interest or motivation regarding one's work. When left untended, burnout can cause a physical and emotional collapse.

Caring for yourself in the face of difficult work: 10 things to do each day

- Get enough sleep
- Get enough to eat
- Vary the work you do
- Do some light exercise
- Do something pleasurable
- Focus on what you did well
- Learn from your mistakes
- Share a private joke
- Pray, meditate, or relax
- Support a colleague

Resources

[SAMHSA's Concept of Trauma and Guidance for a Trauma-Informed Approach](#)

[Training for Change: Rank and Privilege](#)

[Historical trauma and cultural healing | UMN Extension](#)

[CDC: Adverse Childhood Experiences \(ACEs\)](#)

[AP News: US health officials link childhood trauma to adult illness](#)

[Understanding Traumatic Triggers](#)

[Hogg Foundation for Mental Health: 3 Things to Know: Cultural Humility](#)

[Rethinking Cultural Competence: Shifting to Cultural Humility](#)

[Individual and Community Trauma: Individual Experiences in Collective Environments | ICJIA Research Hub \(illinois.gov\)](#)

[Understanding the Impact of Trauma](#)

[How Trauma Affects Families](#)

[Post-Traumatic Stress Disorder \(PTSD\)](#)

[Managing your Triggers Toolkit: A practice for being resilient in challenging circumstances](#)

[Pocket Card – Caring for Yourself in the Face of Difficult Work](#)

MOTIVATIONAL INTERVIEWING

Learner Action Guide

Turn Motivational Interviewing into Motivational Conversations

Motivational Interviewing

- Motivational interviewing is a method that works on facilitating and engaging intrinsic motivation within the tenant in order to change behavior. Motivational interviewing is a goal oriented, tenant centered counseling style for eliciting behavior change by helping tenants to explore and resolve ambivalence.

Motivational Interviewing Principles and Stages of Change

Motivational Interviewing is:

- Useful with tenants who are reluctant to change and ambivalent about the ability to change.
- Intended to help resolve ambivalence and get the tenant moving on a path to change.
- Where staff acts as an agent of change.

Motivational interviewing, on average, requires less time to be as equally beneficial to the tenant as traditional treatment modalities. It increases tenant engagement and helps to reduce risky behaviors.

Motivational Interviewing is Trauma Informed

- **Safety** – emphasizes respect and empathy for the tenants, promotes harm reduction and cultural competence.
- **Trustworthiness** – Utilizes reflective listening and empathy to build rapport.
- **Choice** – Focuses on self-efficacy and autonomy of the tenant.
- **Collaboration** – Approaches the tenant with curiosity, open-ended questions and support rather than judgement or shame.
- **Empowerment** - Affirms the client and builds on strengths to enhance skill development and elicitation of change.

Stages of Change

In order to effectively use motivational interviewing techniques with tenants, you can begin by identifying their stage of change on the issue at hand. People don't move linearly through these stages, and may move back and forth between stages regularly:

Pre-contemplation

The person does not link actions to consequences. They may lack awareness that a problem even exists.

MOTIVATIONAL INTERVIEWING

Learner Action Guide

Contemplation

It takes a lot for us to convince ourselves that making a change is going to make a difference. This stage recognizes a growing awareness of the connection between behavior and the consequences. A person may still be ambivalent to change but can start to accept evidence or facts. Remember that with growing awareness could come negative feelings such as guilt, shame, failure. Also, people may struggle with the good and not-so-good results that might come from changing. They may want to change and stay the same at the same time.

Preparation

In this stage, the person begins to think about how they can go about making the change they desire and stopping old behaviors but they may not have a plan or road map yet.

Action

In this stage, the person may begin to implement their change plans and start trying out new ways of being and acting. They may begin to let others know what's happening with them and look for support.

Maintenance

In the maintenance stage, confidence continues to grow and a routine or plan is in place and regularly followed. The person sees success in navigating expected triggers and coping with unexpected triggers. They are also utilizing a support network.

Relapse

During the process of moving through the stages, a person may fall backwards and relapse. This is normal and expected. It's important to communicate this as soon as possible and to be non-judgmental, punish or put them down. Sit down with the person and examine what can be learned from the relapse and work towards making adjustments.

Four (4) Core Principles of Motivational Interviewing

Express Empathy

- Perspective taking – see the world as others see it
- Staying out of judgment
- Recognizing and understand emotions in others
- Communicating your understanding of that person's feelings

OARS – Open Ended Questions, Affirming Statements, Reflective Listening, Summarizing

Open ended questions encourage the client to talk and engage.

- "What is most important to you?"
- "How can I help you?"
- "What are you afraid you'll lose?"
- "What could you gain?"

Affirming Statements are ones that express positive regard & caring; with the goal of strengthening the relationship

- "I appreciate you sharing this with me."
- "You are handling a lot right now."
- "You have worked really hard."
- "You are very brave."

MOTIVATIONAL INTERVIEWING

Learner Action Guide

Reflective Listening are statements that attempts to reiterate or reflect about what the person means. In simple terms, it repeats or rephrases information shared to help with understanding and emphasize that you're listening. A more complex approach would be to paraphrase and include what you think the person is feeling or the meaning behind the statement:

- "It sounds like..."
- "What I'm hearing is..."
- "You feel...is that right?"
- "You're wondering if/scared that/hopeful that..."



Summarizing is where you can link themes or ideas together, including a person's ambivalence or different feelings around change.

- "Let me see if I understand this so far..."
- "Here is what I've heard you say. Tell me if I missed anything."

Develop Discrepancy

The principle of developing discrepancy is based on the understanding that motivation for change is created when the person perceives a discrepancy between their present behavior and important personal goals.

This involves identifying and clarifying a person's own goals, otherwise the person will feel as though they are being coerced and may become more resistant to change. An important objective of motivational interviewing is to help a person recognize or amplify the discrepancy between their behavior and their personal goals.

It's about helping the person see the gap between where they are and where they want to be and allowing them to come to realizations on their own of what needs to be done in order to make the change.

It's not about telling the person what to do, judging or coercing or pressuring the person to do or not to do something.

Support Self-Efficacy

- Focus on what the person has been able to do in the past.
- Highlights skills and competencies the person possesses.
- Build the person's confidence to make change.
- Expresses hope for the person's future and current situation.

Resources

[Engaging Tenants in Voluntary Services Toolkit](#)

MI [Readiness Ruler](#) directions and the [actual ruler to print out](#)

MI [Value Card Sort \(original deck\)](#) and [instructions](#)

MI [Value Card Sort \(for people with schizophrenia\)](#)

Decisional Balancing [worksheet](#)

[MI Network of Trainers \(MINT\)](#)

Additional [practice exercises \(group and pair practice\)](#) and [more](#)

University of Oregon [skill building resources](#)

[Center for Evidence Based Practice on MI](#)

Why Should I Learn About Racial Trauma?

Highly-publicized incidents of violence against Black, Indigenous, and People of Color (BIPOC) and the disproportionate impact of COVID-19 may affect their mental health and wellbeing—even if they do not experience violence or illness directly. Black and Hispanic people are more likely than non-BIPOC people to know someone who has been seriously impacted by COVID-19,¹ which they may associate with widespread racial and ethnic disparities in health outcomes and access to health care. This can lead to anger, anxiety, or feelings of numbness.²

What is Racial Trauma?

Trauma, according to the Substance Abuse and Mental Health Services Administration's definition, is the result of "an event, series of events, or set of circumstances that is experienced by an individual as physically or emotionally harmful or life threatening and that has lasting adverse effects on the individual's functioning and mental, physical, social, emotional, or spiritual well-being."³ Racial trauma is caused by the stress and pain of experiencing or perceiving racism and discrimination, including being subjected to threats of physical harm, being humiliated or shamed, experiencing micro-aggressions, or witnessing discrimination against others.⁴ Unlike other forms of trauma, racial trauma may be ongoing and have multiple causes.⁵ Racial trauma may span generations, with children affected by their parents' and grandparents' experiences with discrimination or violence.⁶

How Does Racial Trauma Affect People?

Trauma of any type can affect a person's choices, reactions, perceptions, attitudes, fears, and coping strategies. Racial trauma can contribute to increased vigilance, suspicion and distrust, hopelessness, and substance use.⁷ Racial trauma can change a person's views of people, events, and experiences. It also may cause a person to avoid going into service settings where they will be the minority or have historically experienced discrimination.⁸

¹ Pew Research Center (April 14, 2020). *Health concerns from COVID-19 much higher among Hispanics and Blacks than whites*. <https://www.pewresearch.org/>

² Jabbi, M., & Mokruue, K. (2020). *Persistent trauma of systemic racial inequities and the perils of COVID-19*. Anxiety and Depression Association of America. <https://adaa.org/>

³ Substance Abuse and Mental Health Services Administration. (August 2, 2019). *Trauma and violence*. <https://www.samhsa.gov/trauma-violence>

⁴ Comas-Díaz, L., Hall, G. N., & Neville, H. A. (2019). Racial trauma: Theory, research, and healing: Introduction to the special issue. *The American Psychologist*, 74(1), 1–5. <https://doi.org/10.1037/amp0000442>

⁵ Resler, M. (2019). *Systems of trauma: Racial trauma*. Family and Children's Trust Fund of Virginia. <http://http://www.fact.virginia.gov/racial-trauma/>

⁶ DeAngelis, T. (2019). The legacy of trauma. *Monitor on Psychology*, 50(2), 36. <https://www.apa.org/>

⁷ Resler, 2019.

⁸ Ibid

How Can Providers Include Racially Sensitive Trauma-Informed Services?

The U.S. Interagency Council on Homelessness suggests re-examining policies and practices to ensure that people of all races and ethnicities have equal access to pathways out of homelessness, including:

- Assessing whether programs provide equitable access and achieve equitable outcomes;
- Working with staff and individuals with lived experience to identify barriers to equitable access; and
- Building a shared understanding among providers, stakeholders, and community leaders.⁹

Tips for Providing Racially Sensitive Trauma-Informed Homelessness Services

- Learn more about racial and historical trauma in America and how it affects people you serve.
- Listen to the stories of racial trauma told by those you serve and how it has hurt them.
- Be responsive to the racial, ethnic, and cultural needs of those you serve (e.g., staff training, offering peer support, new policies).
- Learn more about [trauma and trauma-informed care](#).

How Should Providers Approach Racially Sensitive Trauma-Informed Services?

Being **culturally competent** gives you the ability to understand, communicate with, and effectively interact with people across cultures.

Having **cultural humility** means that you engage in a lifelong process of self-reflection and self-critique in which you learn about other cultures, starting with reflecting on your own beliefs and cultural identities. When practicing cultural humility, you approach things with curiosity and can admit when you make a mistake or cause unintentional harm. Exploring your own bias and beliefs about other cultures is key and will help you better serve people of all races and cultures.

Tips for Practicing Cultural Humility and Providing Culturally Competent Homelessness Services

- Think about and actively challenge biases or stereotypes **you** have about certain races and cultures.
- Create a welcoming and safe environment for people of all races and cultures.
- Hire diverse staff. Make your staff reflective of the populations served.
- Be an advocate. Act when you notice any and all instances of discrimination or stereotyping.

Learn More

Racial Trauma: Theory, Research, and Healing: Introduction to the Special Issue:

<https://psycnet.apa.org/fulltext/2019-01033-001.html>

SAMHSA's Concept of Trauma and Guidance for a Trauma-Informed Approach.

https://ncsacw.samhsa.gov/userfiles/files/SAMHSA_Trauma.pdf

⁹ U.S. Interagency Council on Homelessness. (July 9, 2018). *How to start addressing racial disparities in your community*. <https://www.usich.gov/>



Partners for HOME

Governance and Development Update | January 11, 2022



Atlanta CoC Committees

- Client Advisory
 - [Cathryn Marchman](#)
- Coordinated Entry
 - [Jamie Kimbrough](#)
- Data and Performance
 - [Cayla Roby](#)
- Rank and Review
 - [Summer Duperon](#)
- Youth Providers
 - [Kimberly Natarajan](#)
- Youth Action Board
(not actively recruiting)
 - [Kimberly Natarajan](#)

[View Committee Descriptions](#)



HUD Debriefing

- Application submitted November 12, 2021
- Scheduling debriefing sessions with:
 - Renewal Applicants
 - New Applicants
 - Rank and Review Committee members
- Review areas for process improvement
- Emails sent out the week of January 17, 2022





Moving-to-Work (MTW) FY 2023 Annual Plan - DRAFT

CoC Stakeholders Briefing • Tuesday, January 11, 2022

Presented by:

Dr. Howard W. Grant and Ashlee Starr

MTW Program Purpose

HUD designated Atlanta Housing (AH) as a Moving-to-Work (MTW) agency in 2003. HUD awards this designation to high-performing public housing authorities (PHAs) and the designation permits AH to design MTW Activities that innovatively address local housing issues with creative solutions by waiving certain HUD rules and regulations.

Although AH has significant flexibility under MTW, AH **MUST** inform HUD of rule changes and AH **MUST** design MTW Activities that meet at least one of three MTW Statutory Objectives:

- **Reduce costs** and achieve greater cost efficiency and effectiveness;
- **Give incentives to families with children** where the head of household is working, is seeking work, or preparing for work; and
- **Increase housing choices** for low-income families.



AH FY 2023 Priorities

- **HOUSING**, both affordability and unit production, continues to remain a priority of AH.
- **SELF-SUFFICIENCY** for AH-assisted families remains a priority for AH.
- Improved **ADMINISTRATION** is a focused priority for AH.
- MTW does not eliminate, nor alleviate AH from the following responsibilities:
 - AH must still comply with Fair Housing Laws.
 - AH must still conduct environmental reviews and needs analyses.
 - AH must still serve low-income families.
 - AH must still act ethically and uphold its fiduciary role.
 - AH must still inform HUD of intent and proposed changes.

FY 2023 Goals and Objectives

- **Goal #1: Create 800 affordable housing units** through acquisition, new construction, substantial rehabilitation, and significant modernization, issuance of new tenant-based vouchers (TBVs), new HomeFlex Assistance Payment (HFAP) Agreements, and new down payment assistance (DPA) awards.
- **Goal #1: Preserve 1,500 affordable housing units** through acquisition of existing single and multi-family properties, renewal of HomeFlex Assistance Payment (HFAP) Agreements, application of federal or state housing programs that convert assistance or retain unit affordability, or application of federal and foundation funds that facilitate unit affordability.

FY 2023 Goals and Objectives - continued

- **Goal #2:** Enhance housing assistance resources for 2,350 low-income Atlantans through the provision or stabilization of emergency assistance, the creation of amenity-rich or transit connected communities, and the provision of homeownership assistance.
- **Goal #3:** Create opportunities for individuals, families, and children to thrive by supporting local agencies that specialize in providing education and workforce training, by investing in AH-assisted youth and college scholarship opportunities, and by expanding training and job opportunities in established and budding employment sectors.
- **Goal #4:** Strengthen AH operations to serve residents better by reducing operational expenses, exceeding Section 3 expectations, and reducing our carbon footprint.

Other FY 2023 Goals and Objectives

- **Achieve or maintain a 90% voucher utilization rate** through the issuance and lease-ups of all voucher types (TBVs, SPVs, PBVs or HomeFlex Agreements).
- **Increase the number of households served by 3%** by leasing up newly completed construction projects, issuing and leasing up new TBVs, assigning and leasing up new HFAPs, making DPA awards to homebuyers, and providing new assistance through non-traditional housing activities.
- **Achieve or maintain a 75% work/program compliance rate** by assisting compliant families in maintaining employment, while assisting non-compliant families in returning to the workforce or helping working families meet the minimum hourly requirement (currently an average of 20 hours per week).
- **Assist in adding quality units** to the affordable housing stock by expediting housing projects in AH's planning and development pipeline (REP&D).
- **Reduce operational costs 2%** by streamlining assistance programs, delivering housing services more efficiently, increasing internal management and development capacity through efficient utilization of digital platforms and in-person methods throughout the service jurisdiction.

Planned HOUSING Activities

- **Advance “open” development projects to:**
 - **Complete** 116 units at Madison Reynoldstown (890 Memorial Drive) and 60 rehabilitated units at London Townhomes (308 Scott Street). 176 affordable units.
 - **Close out** UCN transformation plans, including 212-units at Scholars Landing IV (Ashley II).
 - **Close on** 5 Local, Non-Traditional (LNT) projects to create 1,114 units; 907 affordable units.
 - 1. Harmony at Bakers Ferry, 2. Heritage Village at West Lake, 3. Sylvan Hills II, 4. Flats at Stone Hogan, and 5. Villas at Stone Hogan.
 - **Close on** 8 Quality of Life Initiatives (QLI) projects to create 898 units; 435 affordable units.
 - 1. Scholars Landing IV, 2. Quest-Westside Future Fund-Magnolia Perimeter, 3. ANDP-Magnolia Perimeter, 4. City Place-Magnolia Scattered, 5. West Highlands, 3B South, 6. Herndon Family II, 7. Englewood IA Multi-Family, and 8. SoNo/301.

Planned HOUSING Activities

- **Advance preservation projects to:**
 - **Apply** for Choice Neighborhoods Implementation Grant for Bowen Homes.
 - **Apply** for Choice Neighborhoods Planning Grant for next redevelopment project (TBA).
 - **Convert** 392 PH units at 6 mixed-income communities to project-based units under RAD.
 - **Issue and monitor** 202 Emergency Housing Vouchers (EHVs) pursuant to the EHV Program.
 - **Lease-up** 67 at Capitol View with HomeFlex Agreements.
 - **Resume** Choice Heritage Program to preserve at least 6 homes in the UCN with an owner-occupied rehabilitation (OOR) award.

Planned SELF-SUFFICIENCY Activities

- **Invest \$4.14M** in local non-profits for the provision of education and workforce training.
- **Continue HUD's EnVision Program.**
- **Select 20 AH-assisted youth** to participate in AH's Summer Internship Program.
- **Make 20,200 resident connections** to programs and services for households to thrive.
- **Raise \$40k** for college scholarships **to support AH-assisted youth.**
 - Market affordable housing industry scholarships to approx. 2,600 college-aged youth (17-23) assisted by AH.
- **Introduce 50 residents to innovative jobs** by expanding training and job opportunities in growth sectors.
 - Advance AHGreen Program design to offer green jobs training and clean energy jobs
 - Train AH HQS Inspectors on energy and utility audits to help residents save money and select energy efficient units.
 - Support ACCESS cohorts; recruit partners for job placement opportunities and to close the digital divide.
 - ACCESS = Achieving Connectivity to Create Equity, and Self-Sufficiency

Planned ADMINISTRATION Activities

- **Review** cost-benefit of all MTW and non-MTW Activities to ensure implemented activities are:
 - Good for the resident;
 - Good for the agency; and
 - Good for the community.
- **Ensure overall voucher utilization** meets HUD's threshold. Repurpose or dedicate underutilized vouchers as needed.
- **Dispose/Demolish** properties to facilitate redevelopment or development of AH-owned parcels.
- **Award 247** down payment assistance awards to create new homeowners in Atlanta and the UCN.
- **Provide 250 short term assistance** awards for homeless or at risk of homelessness households.

Public Comment Period

Listed below are planned public meetings and a public hearing for AH's 2023 MTW Annual Plan:

- **Sunday, February 6, 2022 – Public Comment Period Begins**
- Tuesday, February 8, 2022 – Public Meeting with residents
- Thursday, February 10, 2022 – Public Meeting with Academia/Legal Advocates/Affordable Housing
- Tuesday, February 15, 2022 – Public Meeting with Real Estate Sub-Cabinet/CN and Advisory/HDS Partners
- Thursday, February 17, 2022 – Public Meeting with Business and Philanthropy
- Thursday, February 24, 2022 – Public Meeting with Public Officials and HUD Officials
- **Tuesday, March 1, 2022 – Public Hearing at 6p**
- **Tuesday, March 8, 2022 – Public Comment Period Ends**

AH invites you to review its 2023 MTW Annual at

www.atlantahousing.org/about-us/plans-reports

and share your feedback:

- in-person via an event above;
- by email: strategy@atlantahousing.org; or
- by voicemail: 404-817-7458.