



## STEERING COUNCIL MEETING MINUTES

October 18, 2019

8:30-10:30

Facilitator:	Casey Gordon		
Meeting Attendees:	<p><u>Steering members present:</u> Casey Gordon, Susan Cervantes, Deanna Rolffs, Beverly Ryskamp, Elizabeth Stoddard, Cathy LaPorte, Erin Banchoff, Adrienne Goodstal, Lauren VanKeulen, Tom Cottrell, Hattie Tinney, Scott Orr, Rebecca Rynbrandt, Lisa Cruden, Alonda Trammell, Shontaze Jones, Jeffrey King, Shannon Bass</p> <p><u>Steering members absent with notification:</u> Karen Tjapkes, Kwan McEwen</p> <p><u>Steering members absent without notification:</u> Brianna Lipscomb</p> <p><u>KConnect Representatives:</u> Mark Woltman, Andy Soper</p> <p><u>Staff:</u> Courtney Myers-Keaton, Wende Randall, Brianne Czyzio Robach</p>		
Time Convened:	8:33	Time Adjourned:	10:41

<b>Approval of Agenda</b>		<b>October 18, 2019</b>	
Motion by:	Tom Cottrell	Support from:	Lauren VanKeulen
Discussion			
Amendments	Pull Steering Calendar from the consent agenda (6)		
Conclusion	All in favor by acclamation with no dissent		
<b>Approval of Minutes</b>		<b>September 20, 2019</b>	
Motion by:	Tom Cottrell	Support from:	Deanna Rolffs
Discussion	Page 5, under strategic planning, strike: "Erin expressed concerns ...". In the same section add "Erin indicated that HUD would expect a wide range of stakeholders to participate in the strategic planning process"		
Amendments			
Conclusion	All in favor by acclamation with no dissent		
<b>Public Comment on Any Agenda Item</b>			
Discussion	None.		
Action Items	Person Responsible	Deadline	
<b>Approval of Consent Agenda</b>		<b>September 20, 2019</b>	
Motion by:	Deanna Rolffs	Support from:	Scott Orr
Discussion			
Amendments			
Conclusion	All in favor by acclamation with no dissent		
<b>Steering Calendar</b>			
Discussion	One thing that was not on the agenda was the review of the MOU for the fiduciary. This will be a topic on the November Steering Council agenda. Courtney indicated that there may be a need to revisit the calendar. Executive will review and bring back a revised calendar.		
Action Items	Person Responsible	Deadline	
Review and Revise Steering Council Annual Calendar	Executive		
<b>Petitions and Communications</b>			



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### Discussion

Data Analysis Committee requested access to STELLA, a HUD platform for data visualization. Currently, there is not a policy around who has access to Stella. The committee asked if they can temporarily have access while a policy is developed. Committee members want to log in and view data before meetings to ensure robust conversation during the meeting. All data is from HMIS for publicly funded programs. STELLA was created for CoC use. There is a separate link for public viewing of data. Sierra and Daniel can approve or remove access. **Deanna moves that Sierra and Daniel grant temporary access to Stella for Steering members and Data Analysis members while a policy is written; a policy will be developed within 3 months. Beverly seconded.** Tom wondered if agencies who are applying for federal funding would have an advantage if they have a member on Steering. Courtney responded that the data on STELLA is available to anyone via a data request. Rebecca noted that the goal of reviewing the data is to have this information accessible to the general public. **All in favor by acclamation with no dissent.**

A member noted Anna Diaz indicated during September's Ending Veteran Homelessness Committee meeting, the committee voted unanimously to support the Veteran Action Board's response to the [CoC Action Board Policies] changes recommended by Executive. The VAB chair will be sharing these concerns at the meeting.

Action Items	Person Responsible	Deadline
Approve STELLA access for Steering Council and Data Analysis Committee members	Daniel Gore and Sierra Salaam	
Draft policy regarding access to STELLA and other CoC data	Courtney Myers-Keaton	Within 3 months (by 1/20 Steering)

### KConnect Presentation

#### Discussion

Mark Woltman (KConnect) and Andy Soper (Measurable Change) attended the meeting to present an update on the Design Team's progress. They shared a video highlighting racial disparities among children in the homeless system. The Design Team developed a purpose and mission statement to guide their work.

Defining the Current State: Research and conversations seem to show that the system is designed in a way that creates a disparate impact for persons of color in the community. The Design Team developed a housing continuum, from housed by choice to no housing. In addition, they developed a systems map to build understanding around the system. Conversations with those with lived experience revealed that the system that is not linear. The goal is to use this information to help build a system that prioritizes the voice of those with lived experience.

Summary of findings:

- The system lacks common purpose, language, and shared perspective of the whole.
- There are gaps in understanding about system capacity, resources, and community need.
- There is system stagnation due to a culture of perfection.
- System information is not flowing out to the community.



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- There is ineffective analysis of system information.
- While there is an abundance of organizational creativity and innovation, there is a lack of system creativity and innovation.
- Organizations are not effectively collaborating
- The system is not driven by lived experience experts and is influenced by a select group of stakeholders with power.
- The system holds extreme racial disparities

A member agreed that there is a disparity in access but asked whether there has been an analysis of outcomes? Mark noted that these root causes address the broader housing system, not just the homeless system. Members responded the presentation is not clear regarding which system is being addressed.

Future State: The Design Team is working to understand root causes to help develop strategies to move forward using the 6 conditions of systems change. Mark encouraged the group to anchor a strategic plan in some of the root causes identified by the Design Team.

Root Causes:

- The belief that homelessness is an individual problem rather than a systemic problem.
- The system is based on scarcity, not prevention. Resource constraints lead to crisis mode/ triage system management.
- The model and process are not customer centric.
- The system lacks a cohesive housing strategy across the spectrum.
- The system lacks a common goal, philosophy, narrative, language, and alignment among providers.
- Racist policies and practices combined with cultural racism lead to inequities in housing and homelessness services.
- Strategies and responses to homelessness are divorced from larger economic forces
- Historical and systemic racism and generational poverty are root causes of the overrepresentation of people of color in crisis.

Andy indicated that these will be covered in more detail, and KConnect will be engaging the community in broader conversations as to how to align systems at the December Housing Accountability Partners Council (HAPC) on December 6<sup>th</sup>, from 8am-noon. Mark indicated that the process is not finalized. There may be changes before December.

Currently, the Design Team is looking into what the realistic timeframe would be for this process. To keep the CoC moving forward with their strategic planning process, Mark suggested the strategic plan is anchored in the root causes that the Design Team identified. The hope is that a version of this work will continue moving forward after the KConnect process is finished.

Action Items	Person Responsible	Deadline
<b>Dashboard Overview</b>		
Discussion		



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Courtney Myers-Keaton shared a draft of the dashboard that Data Analysis requested Daniel to create. Currently, the dashboard shows quarterly data on households experiencing homelessness, returns to homelessness, etc. The first page has general system indicators. In addition, there are tabs that provide more in-depth information. The committee will be asking for tooltips that define HUD-specific terms so there is common understanding by the public. Also, they will be asking for demographics to be included. The group's intent is that dashboard, once finalized, will be on the website and regularly reviewed by Steering.

Action Items	Person Responsible	Deadline

### Review of CoC Action Board Policies

#### Discussion

The goal of creating these policies was to define expectations so action boards have clarity in process and procedures moving forward. Executive requested that guidelines were drafted and shared with action boards for feedback.

Courtney stated that she isn't necessarily comfortable speaking on behalf of YAB and noted their absence in this conversation. However, in general her sense of their response to the policies was that the policies were slightly prescriptive but are flexible enough to allow them to have some say in their activities.

Shontaze read a letter from VAB members. VAB reviewed proposed policy and determined that it would add an additional layer of supervision that they feel is not necessary. Board members received the CoC Committee Operations Guidance and they have been following these guidelines. During orientation, VAB members determined that \$30 per meeting would be a flat rate. They feel that this will detract from meetings if members are worried about the hours. Under 2.1, members feel they must ask why CoC approval is required. Members currently manage activities and projects within the budget they have been given. They have managed their budget and feel that adding an extra layer of approval would lead to delays. Regarding section 3.1, VAB receives applications and selects members by vote. Applications are submitted to board, and potential members are briefed by current members. Members feel that the level of oversight being prescribed is not in line with other CoC committees. They ask that CoC staff and Executive Committee trust the VAB and its members as their current actions and goals how not provided a need for micromanagement. The board is progressing and will continue to respect the original guidelines provided by the CoC. Shontaze indicated that the thought process behind this was that there is not time to connect with CoC staff every time they want to make a decision, as this will stall the process.

Lauren indicated that this came from confusion on YAB on how stipends were getting paid. She noted that youth may need additional support and guidance as they do not have as much experience with serving on boards. Another difference between committees and action boards is the money. Other committees do not have a budget attached. Lauren suggested that each board could have their own document that outlines how stipends are paid, it up to boards to decide how the budgets are decided. Understanding that there is a lot of difference between VAB and YAB members and their experience level. Casey expressed concern that the process would be different for each action board.



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Becky noted that at the City of Wyoming, stipends are only for committee meetings and for covering costs of transportation. They use a per meeting amount so it does not seem to be a wage. Susan noted that with a federal grant, Steering would need to make sure activities are in line with federal guidelines. She cited a recent HUD monitoring in which they were cited for billing an \$18 charge wrong. The stipend is currently funded through the HUD planning grant, so funds expended require the extra step of monitoring. Susan suggested that a yearly budget could be approved. The policy states that if the board wants to be paid for an event outside of the action board meetings, then they would have approach CoC staff.

HUD AAQ noted that the planning grant can be used for those with lived experience. Expenses must fall under 7 categories:

- Developing a communitywide or regionwide process involving the coordination of various stakeholders and homeless or formerly homeless individual,
- Determining the geographic area that the CoC will serve,
- Developing a CoC system,
- Evaluating the outcomes of projects for which funds are awarded in the geographic area (including funds awarded under the Emergency Solutions Grants program),
- Participating in the Consolidated Plan(s) of the jurisdiction(s) in the geographic area,
- Preparing and submitting the application to HUD on behalf of the CoC membership, and
- Monitoring recipients and subrecipients and enforcing compliance with program requirements.

In addition, the collaborative applicant is responsible for tracking action board member's time. Becky noted that all eligible activities listed have nothing to do with programming and outreach – they all are related to planning. If this is delayed, Courtney asked whether current committees may move forward as is. Becky noted that Steering has the legal duty to stop any spending that does not fall under HUD guidelines. She further went on to say that in light of the HUD guidance on the definitions of use, that all the expenses for the year needed to be reviewed to ensure that they had met regulatory requirements. Becky indicated that the language and reporting process are important in the creation of a policy to ensure that funds are used in a way that falls under HUD guidelines.

### Recommended Changes:

- Jeff recommend that the policy be edited to reflect eligible activities as this will provide boards with a sense of empowerment.
- Under 5 it notes that action board annual budget shall be approved by Steering. Budget recommendations would need to be submitted in March to be approved with the annual budget. If there is a concern an updated budget could come back to Steering for amendment.
- Need for an internal process to show HUD how funds are expended
- Tom asked to include examples of each eligible activity to provide clarity.
- 2 CFR 200 identifies eligible expenses and costs. This can be used as reference.

Action Items	Person Responsible	Deadline
Forward VAB letter to Steering	Courtney Myers-Keaton	



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Edit CoC Action Board Policies based on above conversation and bring to November Executive/Steering	Courtney Myers-Keaton	
<b>Strategic Planning RFP</b>		
Discussion		
<p>At the last Executive meeting, the group discussed the need to move forward with the process of developing a new strategic plan. Executive identified the need for additional funding, but none were identified. Executive is asking for movement today to identify whether the group is willing to move forward or not. Courtney noted that previous feedback was varied, the group would need to identify a clear path moving forward. Half of the funds for strategic planning would be available this fiscal year, the other half would be available next fiscal year. There is some flexibility with these funds. The timing is difficult to put an ask out to local philanthropy to increase funds. Casey called for an initial show of hands to gauge opposition to the RFP as drafted. XXXX (5?) members opposed.</p> <p>A member indicated there should be conversation around how the KConnect process will tie into the new strategic plan. In addition, the City of Grand Rapids and Kent County will be working on their 5-Year Housing and Community Development plan in early 2020. CoC information needs to be included in this plan. Also, a strategic plan needs to be in place as many grant applications ask about how the proposed project aligns with the CoC's strategic plan.</p> <p>There was discussion around whether the plan will include facilitation, a deliverable, or both as there is a need to balance the need for timeliness with need for quality. Perhaps Steering could request an operational plan, along with a strategic plan. This could work in phased approaches. Phase one would focus on vision and values. Phase two would focus on concrete goals to move the work forward and could include local governmental and other plans.</p> <p><b>Beverly motions that Steering Council move forward with issuing an RFP that is redrafted to describe phase 1, subject to approval via email after this meeting, to take first steps on strategic planning. Tom seconded.</b> Erin asked whether there may be issues with putting out phased approach without funds to back it up. She indicated that it feels that the group is making an important decision in limited time. Beverly indicated that an RFP could state that the proposal is for phase one and then identify additional phases. Tom noted that many members of Steering have experience in operationalizing mission and values.</p> <p><b>In favor: 14</b> <b>Opposed: 1</b> <b>Motion is approved</b></p>		
Action Items	Person Responsible	Deadline
Redraft RFP for Phase 1; send to Steering for email vote; issue RFP	Courtney Myers-Keaton and Executive	
<b>Succession Planning</b>		
Discussion		
Nominating Committee will be reactivating for next year's election. In order to ensure some continuity of members on Executive Committee, the group discussed changing the vice chair position		



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to chair elect. This would ensure historical knowledge is not lost. Proposed changes to the Governance Charter will need to be discussed at the November Steering Council meeting in order to be voted on at the December CoC general membership meeting. Then, the chair elect process could be in place for January Executive elections.			
Action Items		Person Responsible	Deadline
Bring proposed Governance Charter changes to November Steering for approval		Steering Members and CoC staff	
<b>Budget Review</b>			
Discussion			
This topic will be tabled due to time. Wende can send the September results electronically, Steering will review October's results at the November meeting.			
Action Items		Person Responsible	Deadline
Share updated budget expenses via email		Wende Randall	
Add budget review to November agenda		Brianne Robach	
<b>Other Matters</b>			
Discussion			
As it is getting closer to the end of the year, the group should consider the orientation and training aspect of Steering coming up in January. This should focus on details around operations, calendar, MOU, staff roles, etc. rather than team building. Current Steering members can offer assistance to Courtney in developing an agenda and materials.			
<b>Public Comment on Any Item</b>			
Discussion			
None.			
<b>Adjournment</b>			
Motion by: Deanna		Support from:	Lauren
All in favor by acclamation with no dissent.			