



STEERING COUNCIL MEETING MINUTES

November 15, 2019

8:30-10:30am

Facilitator:	Casey Gordon		
Meeting Attendees:	<u>Steering members present:</u> Casey Gordon, Susan Cervantes, Cathy LaPorte, Shontaze Jones, Karen Tjapkes, Rebecca Rynbrandt, Tom Cottrell, Hattie Tinney, Lauren VanKeulen, Beverly Ryskamp, Jeffrey King, Elizabeth Stoddard, Erin Banchoff <u>Steering members absent with notification:</u> Shannon Bass, Lisa Cruden, Scott Orr, Deanna Rolffs, Kwan McEwen, Alonda Trammell <u>Steering members absent without notification:</u> Adrienne Goodstal, Brianna Lipscomb <u>Community members:</u> Amanda Tarantowski (network180) <u>Staff:</u> Courtney Myers-Keaton, Brianne Czyzio Robach		
Time Convened:	8:33	Time Adjourned:	10:42

Approval of Agenda		November 15, 2019	
Motion by:	Lauren VanKeulen	Support from:	Tom Cottrell
Discussion			
Amendments	Pull ESG Financial Assistance from consent agenda as item 6. Item 12 will be Governance Charter Changes, 12a will be Succession Planning.		
Conclusion	All in favor by acclamation with no dissent		
Approval of Minutes		October 18, 2019	
Motion by:	Tom Cottrell	Support from:	Lauren VanKeulen
Discussion	Under other matters, Courtney wondered if Steering orientation should just include operations. Becky noted that team building would need to be a separate piece, this can be discussed under MOU and/or Succession planning.		
Amendments	Data Access Policy should be completed by 1/20 not 1/19		
Conclusion	All in favor by acclamation with no dissent		
Approval of Consent Agenda		November 15, 2019	
Motion by:	Beverly Ryskamp	Support from:	Tom Cottrell
Discussion			
Amendments			
Conclusion	All in favor by acclamation with no dissent		
Public Comment on Any Agenda Item			
Discussion	None.		
ESG Financial Report			
Discussion	Erin encouraged staff to consider the future of this report and the information included. The report was originally added as a MSHDA requirement to provide an update on MSHDA ESG. Currently, it reflects ESG financial assistance through HAP but is not inclusive of all resources. Contracts from the City of Grand Rapids after July 1 were directly with the agencies not through HAP. Other components		



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would need to be pulled in to supplement this report. MSHDA ESG is not up-to-date. A new agreement began October 1, 2019.

Casey noted that at the Family Homelessness Task Force meeting, there was discussion around resources and how quickly agencies expend resources. The group suggested reviewing CoC resources and the length of time it takes to connect to each resource. She suggested that this is a could be a piece of a future report as well.

The current report is done by staff at HAP, there would be multiple data sources moving forward. Individual agencies or the City of Grand Rapids would have this information. The City can provide data as available, but this will not be in alignment with Steering's monthly schedule.

Courtney asked if HAP tracks the reasons why a referral is rejected. HAP does not analyze this, but agencies must follow reasons set by HUD to decline a referral. Cathy will reach out to Daniel and Sierra to see if there is a way to track this in HMIS.

Action Items	Person Responsible	Deadline
Review ESG Financial Assistance report format, reporting process, future reporting calendar	CoC Staff	
Reach out to HMIS staff to determine if there is a way to track rejected referrals.	Cathy LaPorte	

Petitions and Communications

Discussion

None.

KConnect Reflection

Discussion

Casey noted that at the last Steering meeting there was a presentation by KConnect representatives but little time for discussion due to time constraints. She asked if the group has any reflections following the presentation. Tom indicated a need to draw distinction between the ways in which the system may be contributing to racist practices and the broader impacts of systemic racism. Beverly suggested the group parse out responsibilities specific to the CoC compared to other systems. Lauren suggested that these questions should be carried into the strategic planning process. Susan noted that private funding will likely need to be used for targeted programs.

Members noted that sources outside of CoC data should be used to effectively gauge the entire housing system. Concerns included systemic problems around the definition of homelessness and that HMIS was not developed for research but to streamline service delivery. Members agreed that it would be important to review the final conclusions to ensure that concerns are addressed. Courtney indicated that the group can request that anything from system data is reviewed before it is released. Elizabeth noted that in her conversations regarding Fair Housing Center data, KConnect was receptive to similar requests. Courtney and Wende can jointly reach out to KConnect staff regarding data clarity and a request to review data before its release.



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Becky asked to include an ask for CoC members on the Design Team in the reach out.

Erin encouraged members to attend the 12/6 HAPC meeting. Courtney indicated the 12/6 convening is now CivicLab and not HAPC. The work is being redesigned.

Action Items	Person Responsible	Deadline
Reach out to KConnect re: concerns about data clarity, request to review data before its release, CoC members on the Design Team	Courtney Myers-Keaton and Wendell Randall	

Strategic Planning RFP

Discussion

CoC staff provided a revised RFP with a phased approach drafted with Executive and feedback from Steering members. The document includes comments that need clarification. At the last Steering, the request was to move forward with an RFP for a multi-phased process recognizing that there is not funds for all phases. Executive discussed an implementation plan for operationalizing values and additional phases as a deliverable. Erin noted that HUD would require broader engagement than listed in the RFP for the development of a plan. In the past, Steering has voted to support a boarder process, but this is now limited due to available funds. She asked how the CoC will find funds for phase 2 next year if it is not already identified.

Lauren moved to amend the RFP to include only phase 1 and move forward with Steering Council members providing feedback in a timely manner while simultaneously pursuing funding for subsequent phases. Karen seconded. Tom noted that this should be presented as a dual-phased proposal. If funding becomes available, the consultant will do phase 2 as well. Proposals for phase 1 should include a scope of work for phase 2. There should be some background information with phase 2 expectations and language to allow for severability. Erin asked to frame the document as request for qualifications and that the group does not simply select the proposal with the highest score. There was conversation around the process for selecting a consultant. Whoever facilitates the process needs to be skilled in facilitation so reviewing and scoring only past work product may not be the best method for selection.

Karen noted the CoC will likely need to take a vote to extend the current strategic plan to allow for this process. There was concern around not having funding for the entirety of the process. Becky added that it would be important to have a realistic expectation of what each phase will cost when going to funders. She noted that the HUD planning grant is allocated for planning purposes and indicated that Steering Council may need to make tough choices to ensure that funds meet their core purpose. Part of stage 1 is to develop a plan for additional phases. Lauren noted that private foundations likely are willing to sit and have an honest conversation. Please send any ideas or connections to identify funds to Executive.

Casey noted that this should be go to an ad-hoc or full Steering for edits as it has gone back to Executive multiple times with limited outside feedback. An updated RFP can be sent to Executive. Staff will ask members to attend a work session to review updated draft.



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Elizabeth asked whether the group is comfortable with a phased process. If so, she indicated that the group should move forward. If not comfortable with this process, she asked the group to provide concrete examples of components that should be added. Erin expressed uncertainty as there should be a broader community planning process and is not sure if this gets us there. Erin suggested there be discussion with others familiar with systems change, a plan established for completing the strategic plan, and additional work to secure needed financial resources upfront.

In favor: 9

Opposed: 1

Motion passes.

Courtney expressed support for a broader visioning and planning process that includes the development of a vision and values.

Suggested Changes:

- Change 'stage' to 'phase' for continuity
- Phase 1 should be titled 'Vision and Values'
- The process for strategic plan development should be an addendum to help applicants for phase 1 understand the whole process.
- Dual-phased proposal with overview of phase 2 and severability clause
- Change the framing to a RFQ
- Update proposal selection process

Action Items	Person Responsible	Deadline
Provide feedback on RFP/RFQ	All Steering members	ASAP
Ask for ad-hoc group to review	CoC staff	

Budget Report

Discussion

Casey asked the group to discuss how funding is spent, what the current CoC needs are in relation to how funding is spent and how to build a plan for the next budget. She asked for background information to move the conversation forward:

- Actual FTE for each CoC staff and source(s). She noted that Executive discussed expanding and building capacity of staff.
- Separate budget for CoC only.
- CoC funding sources – the items and staffing within each source with amounts
- Detail on 'co-mingled funding'. Casey noted that staff may be split funded, but there should be information on how their time is allocated. Would need an MOU to outline interests and responsibilities.

Karen asked to table the conversation until Wende is present to answer questions. She noted that almost all the funds go to personnel, moving money around may lead to changes in roles.



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Becky noted that it would be important to have the narrative submitted with each grant to understand where funds can be used. In addition, she noted the need for a discussion around a stronger orientation. In the past a work group developed a foundation of understanding; orientation is important to transfer this knowledge and avoid confusion. For example, staff are not CoC or ENTFF staff but United Way (UW) staff. Steering Council members should have job descriptions and delineation of time.

Courtney suggested that a finance committee to sit down with UW finance staff to gather information before presenting a budget report to Steering Council. Members agreed that it would be important to have a finance committee, but many do not have an accounting background. This may be an opportunity for CoC members other than Steering Council members.

Action Items	Person Responsible	Deadline
Gather background information listed above	Wende Randall	12/5 Executive
Provide copies of narrative submitted for each grant request and contracted budgets	Wende Randall	12/5 Executive

United Way MOU

Discussion

There is currently a MOU with Heart of West Michigan United Way (UW) as a fiduciary and collaborative applicant. Suggested changes proposed by Wende were provided. Becky noted that in section 1 under acting as employer of record, the consultation of Steering Council was previously implemented to ensure that Steering Council is consulted by the fiduciary and assigned supervisor. Her concern in striking this affirmation is that the CoC is not formally recognized as consulting in how the staff is performing. The governance charter states that Executive Committee can consider staffing needs. This change may not be in alignment with the governance charter.

Erin asked why the document is being reviewed now when it was just renewed July 1. Courtney responded this is likely based on the UW fiscal year. The Steering calendar has a Governance Charter review and relationship affirmation in October to occur before staff evaluation. Changes would influence anything moving forward after this MOU term ends (June 30, 2020).

Potential changes to be discussed:

Joint Review – Should this be by Steering Council and United Way?

Conflict of Interest – include that there could be conflict on either party.

Action Items	Person Responsible	Deadline
Provide context to requested MOU changes	Wende Randall	12/13 Steering

Stipend Use Policy/Guidelines

Discussion

Over the past few months, there has been conversations around how action board stipends are spent. Courtney noted that the originally proposed action board policies mainly focused around stipend use so guidelines were drafted around stipend use. CoC planning grant stipend use would be relegated to the categories allowable under HUD. Taz noted that the VAB budget will have about \$1000 remaining at the end of this fiscal year. This reflects time spent in forming the board and the loss of members.



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With a full board (8 members) over the course of a year, there is not much funding for activities outside of the planning grant. There was conversation around paying with gift cards versus checks. Both action boards have had conversations around this topic. For action board members, gift cards provide immediate access and do not require a bank account.

Jeff moved to title the document 'CoC Stipend Use Guidelines', to change wording to 'CoC will provide \$30 stipend for participation in meetings', and to approve the document. Karen supported. Changes: remove 1.5 hours; strike 'as compared to hourly wage'

Becky noted that all action board activities need to be reviewed to ensure that activities comply with HUD standards. Courtney indicated that activities conducted are within guidelines. Tom asked if the group has considered whether the proposed guidelines codify an annual budget that may change. Steering may have to approve action board budgets allowing for the amount to be removed from the guidelines.

Taz noted that action items should be included in the guideline because documents indicate that the CoC asks boards to provide information on what is happening in the community. Action board members have to take action to get this information. Taz noted that it feels as if they are an action board without action. Action items are not permissible under HUD funding, these may have to come from additional funding streams.

Motion tabled due to time.

Action Items	Person Responsible	Deadline
Governance Charter Changes		
Discussion		
Tabled due to time.		
Action Items	Person Responsible	Deadline
Updates from Steering Council members		
Discussion		
None.		
Public Comment on Any Item		
Discussion		
None.		
Adjourn		
Motion by:	Tom	Support from: Cathy