

# Jun 26, 2024 | NC BoS CoC In-Person Steering Committee Meeting

**Attendees:** Kea Alexander, Shawanda Barnes, Denise Bean, Cory Bragg, Karen Carroll, Joseph Chilton, Natasha Elliott, Brian Fike, Tonya Gray Young, Crystal Gwendo, Pamela Hinton, Lynne James, Jackie Lucas, Von Nixon, Kristine Wiles, Gretta Worley, Annah Carter

**NCCEH Staff Present:** [Brian Alexander](#), [Laurel Benfield](#), [Allie Card](#), [Adriana Diaz](#), [Jenny Simmons](#)

## **Part 1: Steering Committee**

The Steering Committee serves as the primary decision-making body & board for the NC Balance of State Continuum of Care. The Steering Committee is responsible for all matters pertaining to the structure, purpose, performance, & activities of the CoC.

The Steering Committee meets monthly, normally via conference call & ideally at least one time per year in-person. All meetings are public meetings, open to any interested party. Meeting agendas & minutes are posted to the NCCEH website. The Steering Committee is staffed & facilitated by NCCEH and is responsible for:

- Promoting a community-wide commitment to the goal of ending homelessness
- Providing funding for efforts to quickly rehouse individuals & families experiencing homelessness
- Promoting access to & effective utilization of mainstream programs by people experiencing homelessness
- Providing direction on funding priorities & project application review criteria
- Creating a network of providers for outreach, engagement, assessment, shelter, permanent housing, & homelessness prevention services
- Consulting with the ESG recipient (NC DHHS) on the allocation of funding, reporting, & performance

- Monitoring grantee performance, evaluating outcomes, & taking action against poor performance
- Establishing performance targets appropriate for population & project type
- Reviewing & approving significant change requests from CoC grantees
- Establishing & operating a CE system
- Establishing & following written standards for providing assistance within the CoC

HUD requires CoCs to develop & regularly update a Governance Charter that defines its:

- Mission & vision
- Geographic area
- Decision-making structure & process
- Roles & responsibilities
- CoC & ESG Program funding processes
- Data collection methods & responsibilities
- Required policies & procedures
- Procedure to ratify & amend the Governance Charter

Unique to the NC Balance of State CoC, the Steering Committee & the Regional Committee network develop & implement the CoC's plan to end homelessness. Regional Committees must:

- Have participation from a large variety of providers, stakeholders, & subpopulations from each county
- Design & implement CE systems within the parameters set forth in the NC BoS CoC CE written standards
- Provide information & data to meet HUD requirements for the annual PIT/HIC, SPMs, & CoC application
- Elect leadership positions annually
- Encourage Regional Committee members to participate in workgroups & subcommittees
- Coordinate local interim & permanent housing, services, & other resources
- Ensure adequate HMIS bed coverage

- Support & implement priorities set by the NC BoS CoC Steering Committee

**The goal for the meeting was for attendees to evaluate & understand the NC Balance of State CoC's current governance & identify opportunities to change current structures to enhance the NC BoS CoC's ability to end homelessness.**

Attendees were encouraged to:

- Use local experience to inform discussions but commit to thinking about what's best for the entire CoC
- Listen actively & share creatively & with intent
- Keep the end goal in mind: how can we best end homelessness?

Attendees were divided into three groups to discuss the questions below. Each small group chose a facilitator, note taker & reporter for the group. All groups shared their main ideas with the entire group.

### **Guidance Questions: Steering Committee**

- What might it look like if instead of meeting monthly, the Steering Committee had fewer regularly scheduled meetings?
  - Anything less than monthly meetings may result in:
    - Participants may not remember information from meeting
    - New members may not have the support they need in their leadership role
    - Disorganization in the many moving parts of the NC BoS CoC
  - Less meetings require more robust committee work
  - Regional meetings use space as "baseline" - would complicate that if Steering Committee doesn't meet monthly
  - Travel is difficult for more frequent in-person meetings but there is value to them for personal connection/networking. Maybe regional in-person cluster meetings?
  - Have annual meeting coincide with new membership & include orientation. A January conference would be useful.
  - Monthly meetings necessary for connection

- Option 1: have regional representative be the person that gives information & have quarterly strategy focused meetings
  - Option 2: two virtual and two in person meetings, the rest of the meetings filled in by lead
    - Need to have more leadership
    - Have fiscal year moved to October-September, in person meetings in March and October
  - Option 3: send voting decisions via online survey, change governance to allow the first response to be the motion and the second response be the seconder. Need to define what is the threshold for in person meetings
    - Also create virtual hub spots made geographically if they can't make it to the in-person meeting
  - Quarterly meetings, 2 in person and 2 virtual, hybrid, all day in person; combination of NCCEH updates & regions to address certain issues, rotate which regions host and they find the location
- How should the agenda change to make meetings substantive & more focused on strategy, evaluation, & policy & less on information sharing?
  - Opportunities for sharing at the end
  - Separate meetings for info sharing & program work - but does create more meetings
  - Digital material sharing period/cutoff
  - Find structure/median for ground-level input on meeting agendas
  - Have a broader equity committee (disability, racial) - focus on gaps in services
  - Focus on region based on location: eastern, central, western - with regions combined based on potential shared pain points
  - Requesting more transitional leadership trainings so new leadership takes on projects with better confidence
  - Allow each region to bring problems to the meeting to brainstorm/share
  - Discuss best practices, lessons learned, share resources
  - Get feedback in advance to have a theme at each meeting (Make a presentation on how and what is working well)

- Political and committee presentations as a theme for a meeting
- Agenda time for financial opportunities, grants available to receive additional resources to support our vision/mission
- How should the role of subcommittees/workgroups change to support the operation of the Steering Committee?
  - Openness/information about subcommittees & what they do. Possible orientation on them.
  - Scorecard -> positive review but realize that content is more cut and dry.
  - require subcommittee meetings to be submitted to Regional Leads who is tasked with spreading information
  - Require PowerPoint & meetings
  - Expectation that regional assistant becomes the lead within 3 years (write in governance charter)
  - Paid vs unpaid leadership
  - Task regional lead with keeping updated email list that is sent to steering committee
  - Add another subcommittee for disability (mental + physical) to bridge gap for able bodied persons
  - Restructure equity committee under 1 umbrella (LGBTQ, foster care, etc.)
  - Have work groups to discuss each issue
  - Have report outs from all groups - region representatives
  - Have overlap of individuals in subcommittees and be interested in area of topic (have a passion for it)
- How could the CoC handle the month-to-month approvals needed to move work forward? [CoC & ESG Program competition materials – Funding Priorities, Scorecards, Application approvals; Policies & Procedures development & updates; Letters of Support; Workgroup formation, Governance Charter updates; Subcommittee recommendations; others]
  - Expansion of BoS staff - seem stretched thin, can make difficult to communicate difficulties w/ DHHS
  - Electronic voting
  - Commitment to read and respond to emails
  - Set a work block to answer to questions to prepare for next meeting
  - Need accountability incentives

- Set calendar schedule, tracking system, conflict of interest form
- What ways could staff & Regional Committees share relevant & timely information with CoC stakeholders that would normally be conveyed at Steering Committee meetings?
  - Make sure minutes from BoS is released timely to assist in relaying information
  - Issue is making sure there is attendance from stakeholders
  - But getting/giving info has not been an issue -> an overload if anything
  - If possible, having staff with Regional involvement more often is beneficial
  - List of all service providers (tiny yellow pages, list of resources in the community, ease of access to information)
  - Better awareness of services
  - Region 1 needs participation for CE referrals, trouble recruiting people
  - Capacity
- How can we maximize Steering Committee attendance by members? [Travel stipend/paying for lunch; scheduling meetings a year in advance; rotating in-person meetings across the geographic area; other]
  - Definitely want a mix of in-person meetings
  - Offer mileage/travel scholarships
  - Offer program spotlights and spotlights on current/new trends
  - Host agencies for regional in-person meetings with BoS admin assistance (lunch, etc.)
  - Host region at steering committee
  - Have them be same time/place for monthly meeting
  - Have a fund for those not being reimbursed by their agency/employer for gas/travel
  - Logistical planning = hotel blocks at discounted rate , alternate locations
    - Depending on area provide zoom link
  - Give incentive for meeting attendance - raffle, awards for participating
  - Schedule meetings in advance to put into budget
  - Rotating meetings around

- How do we build Steering Committee member buy-in to increase participation & engagement in discussions & planning work?
  - Increase awareness of what's being requested
  - Have term limits (at least in larger regions)
- How should the Steering Committee incorporate Regional Committee and at-large member sharing to inform strategy, policy priorities, & direction?
  - Map issues across regions to coordinate solutions (if they exist) or to brainstorm solutions
  - Make sure info is shared efficiently
  - BoS communication among staff who attend particular regional meetings to share
  - Direct email
  - Refocus on in person component, encourage sharing
  - Regional leadership gives feedback
  - Focus on regional leadership development

## **Part 2: Regional Committees**

To perform its work, the NC Balance of State Continuum of Care has formed thirteen Regional Committees who represent the totality of homeless services & providers in a given geographic area. Regional Committees serve as a community resource for coordination & networking on the local level.

As a Regional Committee of the NC Balance of State CoC, it must:

- Have a regular meeting time (no less than quarterly) & provide virtual access
- Publish notices of meeting agendas & minutes & open meetings to any interested parties
- Have participation from a large variety of providers, stakeholders, & subpopulations from each county within the geographic area of the Regional Committee
- Implement coordinated entry systems that follow the CE written standards
- Annually elect a Regional Lead and a Regional Lead Alternate to represent the Regional Committee on the NC Balance of State CoC Steering Committee

- Elect other leadership positions that oversee key aspects of local work: Project Review Committee representative; Coordinated Entry Lead; Unsheltered Access Coordinator; Webmaster
- Choose representatives for other workgroups &/or subcommittees as needed

Attendees were divided into three groups to discuss the questions below. Each small group chose a facilitator, note taker & reporter for the group. All groups shared their main ideas with the entire group.

### **Guidance Questions: Regional Committees**

- What do Regional Committees need to fully function & be more impactful?
  - NCCEH rep at meetings
  - Minimum standard for in person meetings
  - Funds to support administrative tasks
  - Marketing for community engagement
  - Catering lunch
  - Refocus the collaborative conversations to have actionable steps
  - Buy-in (Salvation Army) - potentially reach out to divisional leadership to add them to HMIS
  - Give knowledge of what's tasked to do
  - Have all impacted organizations involved
    - Resource fair / block parties
    - Make sure all groups know what other groups do for effective referrals, to ease frustration/distrust and increase effective collaboration
    - Regional resource guide creation
- How can we better cultivate interest in people to become leaders in Regional Committees & how should CoC staff support them to understand & fulfill their expected roles?
  - Incentives (interest meetings or orientation)
  - Recruit people who are interested or passionate about committees (job description)
  - CoC orientation - clear expectations of roles
  - Create regional leadership buddy/mentor program
  - Succession planning



- Mentor system within regions to create buy-in
- Engagement plan subcommittee
  - Focus 1: provider
  - Focus 2: community
- Potentially changing counties inside of regions and changing where they connect
- Resource fair per county, create strategic partnerships
- What role(s) would you like to see CoC staff play in Regional Committees to support local work & initiatives?
  - Create flyers, overview documents
  - Create recruitment template or outline to get more people into office
  - Presence and communication to clarify and give resources, also gives validity
- What needs to change in Regional Committee meetings to make them more engaging? What are ways to build sustained participation from agencies/entities not currently at the table?
  - Have a script of what to say with media
  - Participation
  - Change subject matter “themes” - spotlight presenter
  - Same agenda different curriculum
  - Success stories (narrative)
  - Two categories - never been at the table vs left the table
    - Why have they not been brought to the table? - Outreach, and explain why beneficial
    - Why did they leave? - if left, address issues (admin, etc.) and invite back
  - Increased incentive to participate - show me the money
    - Then ensure they’re engaged and informed
  - Block parties / resource fairs
- If we were to create a standardized agenda or a bank of conversations to make Regional Committees meetings more engaging, what might this look like? What topics do Regional Committees need to be talking about more regularly?
  - A bank of subject matters or conversations
  - Services available and resources
  - Success stories, wins
  - Opportunities for improvement, challenges

- Updates, needs, funding resources
- Create a topic bank at meeting with our regional representatives
- Community engagement, landlord engagement, fundraising
- Regional leadership assessing counties on what they well/pain points
- Newsletters
- SWOT (strength, weakness, opportunity, threats) analysis
- Agency spotlights
- Solicit what members want to know
- Give ownership to members
- Grant writing opportunities/sharing of talents
- Standardized agenda would threaten regional uniqueness but a guide/template of structure could be useful
- How can Regional Committee stakeholders hold one another accountable to CoC & local strategies/policies/priorities? What resources would the Regional Committee need? [Client Bill of Rights; programmatic written standards; grievance policies; other]
  - Have presentations on how agencies are using Client Bill of Rights
  - Set tone (cultural expectation) bragging rights
  - Could link direct opportunities for referrals for clients
  - providers have a QR code, grievance/feedback form visible on site
  - NCCEH discussing what they are responsible for and accountable
  - Provide data driven conversations to push the needle
  - Find strategic partner willing to train on "How they do a specific task"
  - Create police department liaison
  - Well-informed, competent leads and co-leads
    - Resource guide for regional leads
  - Increase knowledge of Client Bill of Rights and grievance policies
- How can Regional Committees keep the focus on ending homelessness as opposed to just providing services? [More local data? Training/technical assistance? Other?]
  - Research ideas from other states
  - Reminders of mission/vision
  - Absorption meetings (get info and share with or teach others)

- Working on “functional zero” - house people within 30 days (not mission to end homelessness)
- SWOT analysis
- Having subcommittee focused on specific goal-oriented task
- Data subcommittee
- Plan for informal connections during next conference based on “work role” with facilitator leading discussion
- Regional meetings that focus on what's working for different regions, maybe connect it to mentorship program and spotlights
- Understanding origins of homelessness
- Language change: bring it to the personal which is more achievable - “ending homelessness one person at a time”
- Understanding trauma - evidence based treatment
- How should Regional Committees address increasing diversity of voices at the table, increase focus on decreasing disparities for marginalized populations, & increase the participation of people with lived experience?
  - Create LEAC representing each marginalized group (DV)
  - Joining subcommittee with common goals
  - Where does the strategic goal come from?
  - Individual voice telling story in their own voice when doing promotion
  - Storytelling to show people how close they are to being in same situation

Suggested next steps:

- Orientation training for leadership
- Change fiscal year to Oct - Sep
- Create yearly dates and support logistical planning
- Engagement initiatives - updating 211 with provider info, increase providers and regional meetings
- Fund regional lead positions