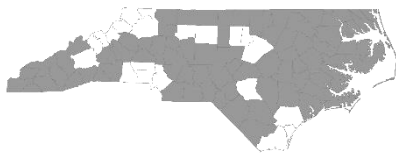


North Carolina Balance of State Continuum of Care

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Regional Committee Structure Workgroup Meeting Notes – January 8, 2016

Members present: Brian Alexander, Jim Cox, Kim Crawford, Nicole Dewitt, Brian Fike, Sarah Lancaster, Susan Pridgen, Talaika Williams

Staff: Emily Carmody, Nancy Holochwost, Denise Neunaber, Corey Root

INTRODUCTIONS

Group introductions, members were asked for an example of change/transition participated in & lesson learned

- How you feel can change – don't feel the same on day 1 of the process as on day 365
- Change means change
- Can have a learning curve associated with change
- People may have doubts or they may work hard for change – how people will react is uncertain
 - Oftentimes groups must take risks before you know what will happen
- Change can mean learning every day
- There is a balance between planning and implementation – change is not a light switch you turn on and off. Oftentimes you have to start enacting the change to know what needs to happen
- People need to have clear understanding of why change is necessary
- Helpful to have open communication and a transparent process
- Communication is key – communicating the 'what' of what's happening and also keeping the end goal in mind, why are we changing?
 - Easy to get wrapped up in implementation problems and forget the 'why'
- We are used to change in our field (MCOs, housing/homelessness)
 - Need to trust, understand and stay positive
 - Even when we don't have control over systems, we do have control over our attitudes and perspectives
- Sometimes you need to increase your responsibility, even out of the area of your organization/job, to impact the goal you're striving towards
 - Education on goals is key for success
 - Remain open to different solutions and ideas
 - Get buy-in on mission and vision
- Communication is key – get clarity on messaging before start process

BACKGROUND

Recap: Where we are/our work

- There are currently 27 Regional Committees either Active or Pending
- Regional Committee Structure workgroup charged with examining best next steps for BoS structure
 - Make an intentional choice about the structure of Regional Committees – the current structure was determined organically over time

- Determine what about the current structure is working well now
- What are other BoS CoCs in other states doing re: structure
 - Most have far fewer groups, usually 6-10
- Recommendations from HUD?
 - No policy briefs, guidance or existing TA recommendations exist
- What do BoS Regional Committees want?
 - Take the temperature about changes
- What do we need in place to end homelessness? This is our overall goal, let's tie in any changes to this

Why are we talking about restructuring Regional Committees?

- 27 local groups = 3x more than other BoS CoCs in other states
- Administrative burden for many groups high
 - BoS staff
 - Locally
 - Minutes, ESG funding process, coordinated assessment
 - State ESG Office
- Each Regional Committee given same "weight" but represent vastly different population, geographic areas
 - Caswell & Piedmont count equally
 - Caswell
 - Piedmont
- Many Regional Committees struggle with meeting basic requirements

Current structure has benefits as well

- Overall current structure is bottom-up, let's communities tell BoS CoC what works locally
- What's working
- Organic and fluid
- Local relationships important to meet need, coordinated assessment
- Each Regional Committee meeting has individual flavor, format

Restructuring workgroup started work in May 2015

- 2 main areas of focus
 1. Survey of Regional Committees
 - Gauge Regional Committee capacity
 - Take the temperature of local people re: change
 - Different structure
 - Taking in struggling neighbors
 2. Regional Committee goals
 - What does a successful Regional Committee look like?

Regional Committees completed survey in Summer 2015

- 24 Regional Committees responded
- Generally Regional Committees feel they have capacity to complete local work
 - Complete HUD and BoS requirements
 - Coordinated assessment
- Leadership not changing often, the leadership currently in place is viewed as key for Regional Committee success
- Antipathy about changing structure
- Open to helping neighboring communities with no/struggling Regional Committee



- Regional Committees are thinking about capacity beyond just money/resources available

Feedback from Regional Leads and alternates from in-person meeting on March 30 was varied

- Current structure works very well
- Protect existing relationships/trust/group dynamics
- Intimidating to have to educate or re-educate neighboring counties about BoS, homelessness, housing
- Some small Regional Committees would like to join with another/larger Regional Committee
 - Share the overhead/admin responsibilities
 - Have more people at the table for discussion
- Intrigued by new opportunities to increase leadership

March 30th meeting also generated some ideas for Restructuring work

- Run a pilot project on proposed structure changes
- Conduct a survey to take the temperature about structure change
- Identify lower capacity Regional Committees to merge/change
 - Coordinated Assessment Regional Committee tiering
- Based on natural population sharing
- Need to keep in mind what do the people we serve want

Questions from Regional Lead in-person meeting on March 30th

- How would changing Regional Committee structure impact grantee performance and match requirements?
- How would affect coordinated assessment?
- How would affect funding streams (ESG, etc.)?
- Would this help to expand BoS coverage to counties without active Regional Committees?
- What are the goals of the Regional Committee? Can we define so we can develop a plan to meet them?

Three basic requirements to be BoS Regional Committee

1. Regular, public meetings
2. Posting meeting minutes
3. Underway with coordinated assessment planning or implementation

Regional Committees need to be going above and beyond the basics – start framing the messaging that this is what is necessary

- Why? To achieve our goal of ending homelessness
 - System-wide average length of stay – 30 days
- How? What successful Regional Committees look like
 - Homeless services operating effectively
 - Adequate/appropriate programs and services available
 - Participation in CoC activities
 - Steering Committee meeting attendance
 - BoS Subcommittees and workgroups
 - CoC Funding Committees
 - Coordinated assessment running
 - Local meetings well-attended, different stakeholders at the table

BoS staff working on Regional Committee report cards

- Reflect information to Regional Committees
- Geographic info



- PIT and HIC data
- Grantee info
 - CoC
 - ESG
 - SSVF
 - HUD-VASH
- Information on Regional Committee requirements
 - # of meetings in 2015
 - Meeting materials posted/missing
 - Status of coordinated assessment
 - Implementing
 - Submitting outcome forms
 - In planning process
- Will also include information that help Regional Committees be more successful
 - Attendance at BoS Steering Committee
 - In the future – HMIS data on # people/households
 - Entering homelessness
 - Length of time homeless
 - Exit information
 - To permanent housing
 - To homelessness
 - Returns to homelessness

SAMPLE PROPOSALS

Proposal #1: Use LME-MCO boundaries

- Using LME-MCO boundaries would result in fewer Regional Committees and could efficiently leverage existing relationships
- What could work well
 - Many are already PSH CoC grantees
 - Fewer Regional Committees would employ economy of scale
 - MCOs intimately involved in coordinated assessment, would align mission
 - Prevent RCs from crossing MCO lines
- Regions could respect MCO bounds, add some together and divide large areas
 1. Trillium north
 2. Trillium south
 3. Eastpointe north
 4. Eastpointe south
 5. Cardinal north
 6. Cardinal south
 7. Sandhills + Johnston County
 8. Centerpoint + Partners north
 9. Partners south
 10. Smoky Mountain Center north
 11. Smoky Mountain Center central
 12. Smoky Mountain Center west
- Or have fewer number of larger groups
 1. Trillium
 2. Eastpointe
 3. Cardinal north
 4. Cardinal south
 5. Sandhills + Johnston County
 6. Centerpoint + Partners
 7. Smoky north & central
 8. Smoky west



Proposal #2: Let Regional Committees volunteer to join together

- Issue a “Call to Conglomerate”
 - Communicate goal to Regional Committees: fewer local groups
 - Give/create resources
 - Know your neighbors
 - Considerations
 - Regional workshops?
 - Establish timeline and process
- Regional Committees will have feedback on their performance at March 2016 in-person meeting
 - Low performers will know their status
 - Could return with Round 2 of structure change after voluntary changes made
 - Round 2 top-down instead of bottom-up
 - Survey data show overall Regional Committees open to accepting other counties
 - Examples
 - Regional Committee expands to cover county/counties with no active Regional Committee
 - 2 (or more) current Regional Committees join together
 - Recent examples: DISSY, Lee-Harnett

Staff presented pros/cons/considerations for each proposal

- Issues that affect all stakeholders
- Looking at proposals through different lenses to consider how issues shift from pro to con to neutral given different stakeholder groups
 - CoC management
 - Regional Committee
 - Grantee

GROUP FEEDBACK – PROPOSALS

Use restructuring to create more viable systems- add more components to Regional Committee systems.

- This could be an incentive to change to have access to more resources potentially
- Could provide RCs with resources to make a bigger impact in ending homelessness

Workgroup discussed possible boundaries but asked staff to come up with a proposed map taking into consideration:

- Beds, HIC , Service array (PSH, TH, RRH, ES)
- Natural relationships
- Gather housing specialist feedback
- Transportation logistics
- The reality of how households flow through the system
- Grantee boundaries
- Leadership Capacity

Goal is to have 8-12 Regional Committees

Proposal #2: think about the difference between requiring something and making it voluntary/attractive to people

- There is little appetite to meet more and more requirements
- Longer process = more in flux for longer and this is unappealing
- Admin burden would not decrease significantly
- Would mean more work on Coordinated Assessment
- Could mean an agency would have to change their mission to serve other counties
- Could be a good connection with Housing Authorities
- Would be a good way to incorporate the voice of Regional Committees

Workgroup members also proposed using/considering other current boundaries established by other groups

- Council of Government (COG) boundaries – 12 currently
- Housing Authorities
- Target/Key regions
- Establishing some minimum geography or population, “thresholds” of population, resources or geography
 - Arrange groups by the service array contained in a group of counties – would allow for an actual system to be created on the local level
 - NCCEH could ensure a strong group/strong leader in place in each region
 - Currently BoS is “covering” a large area, this is true in name but not in practice
 - This would allow more ESG application oversight if higher capacity agencies are involved with first-timers
 - Look at HIC and beds available
 - Look at natural/existing relationships, existing boundaries
 - It’s not exciting or meaningful to manage a system where there are no resources
 - Respect grantee boundaries

If there is a “third” or “middle” layer of structure created, how would this work?

- Layer between CoC/NCCEH staff and localized work on the ground
- Model – Piedmont Regional Committee
 - Each of the 5 counties has a local team, meet quarterly/monthly
 - 5-county Regional Committee meets altogether once a quarter
 - Location moves around the geography of the Regional Committee
- This could be a planning area on top of Regional Committees – geographically larger
 - Could allow CoC staff a structure to organize regional training/visits/etc.
 - Could help staff prioritize and plan
 - Would shift administrative burden to the Regional Committees
- There could be an “Executive team” of 2 people from each Regional Committee to attend the larger Regional group

How would changing Regional Committee structure affect

- Available funds for ESG?
- How BoS coordinates with other CoCs in NC?

Consult Housing Specialist staff on proposal map

PROPOSAL FORMAT & TIMELINE

Goal: have restructuring proposal outline ready for in-person Reg. Lead meeting



- In-person meeting: Fri. March 4
- Workgroup members incorporate Regional Lead feedback in March
- Present draft proposal April BoS Steering Committee meeting
- 2 months for Regional Committee review and feedback
 - Format for feedback
 - Online form
 - Email

Goal: have entire restructuring process wrapped up in advance of 2016 CoC/ESG apps

- Workgroup members incorporate Regional Committee feedback into final proposal
- Present final proposal to Steering Committee in July
- Steering Committee is governing body of CoC
 - Determines policy for BoS
- Overall timeline
- Staff envision a self-contained document for Regional Committee distribution
- Similar in concept (if not in bulk!) to the Coordinated Assessment Toolkit
- Sections
 - Background information/problem statement
 - Proposal overview
 - Proposal details
 - Frame questions for Regional Committees for feedback

GROUP FEEDBACK – FORMAT & TIMELINE

Lay out clearly in proposal

- Goals and principles
- What doesn't work
- Proposal structure (map)
- Existing requirements of Regional Committees
- Answer the questions about adopting counties with no Regional Committee
- Work on the messaging
 - Focus on the end goal
- Develop information on the number of counties helpful for a program/best practice info

NEXT STEPS FOR WORKGROUP

Helpful to meet in person to finalize proposal

Next meeting – map review, can do this by phone

- Workgroup members will gather feedback between phone meeting and in-person meeting on map proposal
 - This is not the time for full Regional Committee feedback, but from select groups like Housing Specialists, others

Afterwards, in-person meeting to work on document development

- All workgroup members can work through document sections altogether



Next meetings

- By phone, Thurs. 2/4, 11 a.m. – noon
- In person in Raleigh, Mon. 2/22, 10 a.m. – 3 p.m.

