



# Continuum of Care Board Meeting Minutes

1/19/2023

11:00 AM - 1:00 PM

### Attendance:

Board Members: Laura Golino de Lavato, Amanda Esquivel, Justin Barrieault, Hannah Studer, Drew Grabham, Jennifer Chang, Mark Morford, Stuart Zeltzer, Jamar Summerfield, Ian Slingerland, Patrick Reynolds, Cammisha Manley, Elise Cordle Kennedy, Katie Cox, Brandi Tuck, Jessica Harper, [Absent – Christina McGovney, Sherelle Jackson, Xenia Gonzalez]

JOHS & County Staff: Alyssa Plessner, Bill Boyd, Malka Geffen, William Glasson

Special Guests: Matt Olsson, Patrick Wigmore (Homebase)

Agenda Item	Discussion Points	Decision/Action
Opening	<ul style="list-style-type: none"> <li>Land &amp; Labor Acknowledgment</li> <li>Review Community Agreements</li> <li>Introduction of new JOHS staff member - Malka Geffen, Community Advisory Administrative</li> <li>Reminder to register as an enumerator for the 2023 PIT Count</li> <li>Review Agenda</li> </ul>	
HMIS Lead MOU	<ul style="list-style-type: none"> <li>The transition from the PHB to become the HMIS lead to the JOHS began in August 2021 with a vote from the previous CoC Board (A Home for Everyone). Since that time PHB and the JOHS have been working together to make the transition. Approval of the JOHS/CoC Board MOU is the next step in the transition process</li> <li>Board members were sent the MOU to review one week prior to the meeting in the Board Member Packet.</li> <li>One addition to the MOU was made to reflect the current state of the HMIS transition: "Portland Housing Bureau and the Joint Office of Homeless Services will continue collaborating on HMIS administration during the transition period."</li> </ul> <p>Questions:</p> <ul style="list-style-type: none"> <li>- Is the Stella LSA included as a requirement for all CoCs within the MOU? - Yes, the Stella Longitudinal System Analysis, which is an annually required report by HUD, is included in the MOU as a responsibility of the HMIS Lead.</li> </ul>	<p>Passed - 13 votes: 5* 1 vote: abstain</p> <p>*CoC Board uses fist-to-five consensus</p>
Reauthorization of JOHS as the	<ul style="list-style-type: none"> <li>It is the responsibility of the CoC Board to annually authorize a Collaborative Applicant for the CoC</li> </ul>	<p>Passed - 14 votes: 5*</p>

Collaborative Applicant	<ul style="list-style-type: none"> <li>• The board already appointed the JOHS in August 2022, which would mean that the authorization is active until August 2023. However, in an effort to get all major administrative tasks completed on a regular schedule, the CoC Lead is requesting a reauthorization of JOHS at this January meeting</li> <li>• The authorization of the Collaborative Applicant and the HMIS Lead will henceforth take place at the first CoC Board meeting of the year</li> <li>• Unlike the HMIS MOU, there is no MOU for the Collaborative Applicant. The roles and responsibilities of the Collaborative Applicant are explained in the CoC Governance Charter</li> </ul>	<p>1 vote: 4</p> <p>*CoC Board uses fist-to-five consensus</p>
Resource and Reading List	<ul style="list-style-type: none"> <li>• There are a lot of different aspects to learn about the complex policy aspects of homelessness. Over the course of time board members have collected information and resources to learn more about these aspects. A member of the board has created a resource library for other board members compiled of different studies, resources, etc. that others have found useful in getting educated around the topic. Resources include a broad range of ideas and do not necessarily reflect the ideas of the board member who is populating the library.</li> <li>• Request for other board members to send materials.</li> <li>• This resource library will not be open to the public at this time.</li> <li>• The JOHS is working with the Homeless Research &amp; Action Collaborative on a Research Repository that is a similar idea to this one but is not yet completed.</li> <li>• There are currently some curated materials on the general state of homelessness and race &amp; homelessness available through <a href="#">Portland State's public library</a></li> </ul>	
CoC Technical Assistance Presentation by Homebase	<p>Please review the <a href="#">presentation slide deck</a>. The following notes do not repeat the content found in the presentation slides.</p> <ul style="list-style-type: none"> <li>• Introduction of Matt Olsson, Patrick Wigmore, and Homebase - TA provider for HUD</li> <li>• Provide a high-level overview of the Continuum of Care Program, review various governance requirements of CoCs generally, discuss models of CoC structures that are seen around the country, and review upcoming TA efforts with the CoC Board in the coming months</li> <li>• There is a CoC program and individual CoCs below them. The CoC program establishes the requirements for what the individual continuums of care need to do to receive and maintain funding</li> <li>• Continuum of Cares are the structures mandated by HUD to fulfill HUD requirements in the HUD interim rule - it is a planning body that coordinates the communities policies, activities, and strategies for ending homelessness with a specific focus on federal funding</li> </ul>	

- Continuum of Care program designed to consolidate programs and coordinate action amongst stakeholders to maximize the limited funding there is in the community
- There are 4 buckets of responsibilities for the Continuum of Care that flow from the Interim Rule. [Interim Rule](#) is secondary legislation written by HUD that governs how the CoC is run in practice. Some requirements are very specific and others are vague and leave rooms for the CoC to tailor to the needs of the community
- Overview of governance - Interim Rule goes over basic CoC governance responsibilities as well as individuals roles and responsibilities that apply to different agencies or entities including how the roles and responsibilities break down. HUD provides a few regulations, but most are defined by the community based on their local context
- There are not a lot of similarities between different Continuum of Care programs - this program was originally created in 1987 and the world of homeless services looked very different. The thing that was the same was that there was not unified funding for homelessness programs. There was the desire to use the CoC funding to provide a loose governing structure.
- Review of four different models of governing structures from across the county. There is no one structure that is universally best.
- Discussion of Joint Office Advisory Structure, which leans most into the parallel model as described in the slide deck
- First step to being a broader leader in the community is having a foundation for your role and action planning for a vision for the Board

Questions:

- *Are CoC funds an entitlement in the federal budget safe from cuts?* No, the CoC program is subject to the federal budgeting process. It has grown gradually and consistently over the course of the last decade but is subject to cuts at any time.
- *Are there specific things that need to happen at the semi-annual meeting of the full membership, or just that there needs to be a meeting?* For the most part the primary responsibility of the full membership at these meetings is to approve the method for appointing a board and beyond that the full membership can delegate as much responsibility to the board as they feel is appropriate. The general membership can even delegate the responsibility of constituting a board to the board as well.
- *What does it mean to be a member in our CoC? What is our membership?* Are they informing our board selection process? From the time of AHFE, our membership includes anyone who attends a board meeting, anyone who requests to be a

	<p>member through the Collaborative Applicant, and anyone who <a href="#">requests to be on our Listserv</a>. Membership at the moment is close to 3,000 people. This is also laid out in our governance charter. In constituting the new board we carried over the practice from the previous iteration of the board.</p> <ul style="list-style-type: none"> <li>- <i>Does our membership have any practical authority or responsibility in this role?</i> Currently, the board operates on behalf of the membership. This was the practice from AHFE and has been continued forward. From a national perspective and HUD perspective, there is no formal definition of what membership means. The membership in this CoC is very open. In other communities it can be much more restrictive e.g. charging membership fees.</li> <li>- <i>It sounds like the membership as it is defined is extremely fluid, but the CoC Board can more specifically define how membership is determined?</i> Yes.</li> <li>- <i>What is the authority of the membership writ large?</i> There is a responsibility to them to conduct meetings and inform them. Generally speaking, the membership of CoCs do not have a lot of formal authority on a day-to-day basis because it becomes unwieldy. The Board is empowered to act on behalf of the membership. If the board "goes rogue" and goes out of line with what the membership wants, which has never happened in practice, the membership could technically revolt against the board, but there is no formal authority built in for the membership. In addition, the reason we do such targeted recruitment for the board and require over 20 different representation areas to be seated on the board, is so we get a robust representation of the members and of the community at large. We also heavily solicit membership to apply for the board when those times come.</li> <li>- <i>What is the administrative burden for CoCs who have fees or application processes? Is it significant? What are the pros and cons of the different structures?</i> Fee is nominal, but generally speaking unless there was a specific reason why it was desirable, it is discouraged because of equity concerns.</li> <li>- <i>Looking at CoCs in other municipalities there are some that are really coordinating homeless services for the community. In our CoC it seems that we just administer HUD funding and there are many other pieces to the homeless services sector in Portland. Can you break that down because we cannot administer a service system with HUD funding alone and there are so many other sources of funding in the Portland area? There are a number of different ways this looks from community to community, which will be covered throughout the presentation.</i></li> <li>- <i>The National Alliance to End Homelessness offers services to analyze capacity and infrastructure that we have for homelessness. I have heard that Homebase also offers those</i></li> </ul>	
--	---	--

	<p>services. What does that look like and what does it take for communities to get a good understanding of the different pieces of the puzzle? It depends on the community's needs. Some communities will use the planning grant or other funds to come in and do an outside analysis but the breadth and scope of the analysis depend on the resources allocated to it. It can be as broad as analyzing how the entire system of care works, or focus on a specific aspect of homelessness in the community.</p> <ul style="list-style-type: none"> <li>- When it comes to private foundations, is the collaboration happening on an individual level or are those people welcomed into meetings like this one? Are other groups and decision-makers around this issue incorporated into these meetings or are those side-channel conversations? Usually, these start as side channel conversations. To be able to bring in foundations or city funding there needs to be a lot of side-channel conversations in order to build trust and align priorities &amp; approaches.</li> <li>- Do other continuums leverage the general membership by incorporating them in committees and subcommittees? The recommendation is to keep subcommittees and committees how this CoC currently structures them i.e. ad-hoc, time-limited, focused and with appropriate staff to assist. The biggest issue with including membership is to ensure they are engaged because they are going to be the least directly involved.</li> <li>- Thinking about capacity constraints, could leveraging the membership supplement that capacity? It is really common that committees include members that are not just board members, the work does not need to be only on the board. Every community that has committees has non-board members on those committees.</li> <li>- Question about slide 23 "parallel model" states that the CoC attempts to be a coordinating voice in the community. So far our CoC board has not been a voice in the community and there are important conversations happening around encampments, sweeps, criminalizing homelessness etc. and we as a CoC board are not commenting. What would typically a CoC board be doing on those sorts of important, strategic policy questions in the community? It is going to vary and there is not one way. To use NY as an example, when there is legislation the CoC Board is intentionally quiet because we have coordinated ourselves so much with the city staff, which helps to execute but those staff do not want to be on anything that goes directly to the Mayor aka their boss. In Austin, the CoC was an activist group and that made it difficult for the city to want to participate because the city viewed the group as an antagonist group. Needs to be back-room conversations about the best role of the CoC Board in the community as well as dependent on personalities and capacities. The starting point for that leadership and advocacy</li> </ul>	
--	--	--

	<p>needs to start with the authority that CoCs actually have and what CoCs can actually control is CoC funding and it can give them more or less authority depending on the community and the amount of funding.</p> <ul style="list-style-type: none"><li>- <i>On the topic of leverage, we represent about 14% of the areas funding sources and about 97% of voters say that homelessness is the number one issue in their minds during the midterms, How can we leverage our funding to impact or in order to bring other groups into the conversation with us or entering into conversations? How do we mobilize as individuals in order to move and shake?</i> - This will be unique to Portland and would like the question to be put to the board as a whole. Think about what makes the CoC funding unique and valuable. Board member: The thing to think about the set of resources is 1) how those resources can be used is very prescribed by HUD and there is not a lot of broad flexibility at the local level. It is important for us to be thinking about how we continue to engage decision makers for the other sources of funds because the 14% does not exist in isolation and needs to work in concert with other funding streams and the success of CoC funds depends on the success of other funding sources.</li></ul>	
--	---	--