



CoC Board Meeting

Wednesday, October 21, 2020

9:30 AM- 11:30 AM

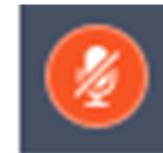
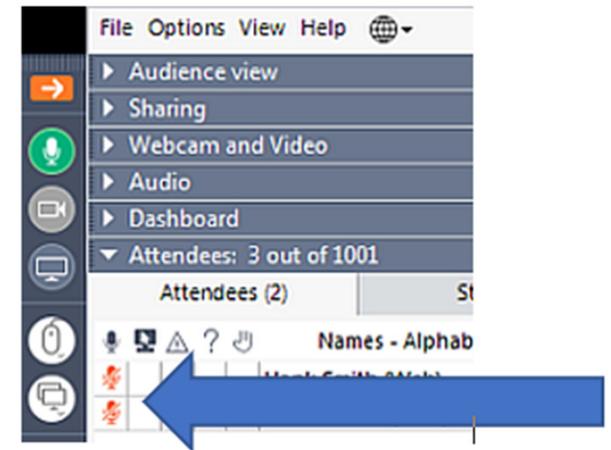
Webinar Housekeeping – Muting and Unmuting

Most CoC Board Members are “Panelists” and can mute and unmute yourself

- Use *6 if you are on a PHONE to mute and unmute yourself
- Or use the button in the panel on the right side of your screen.

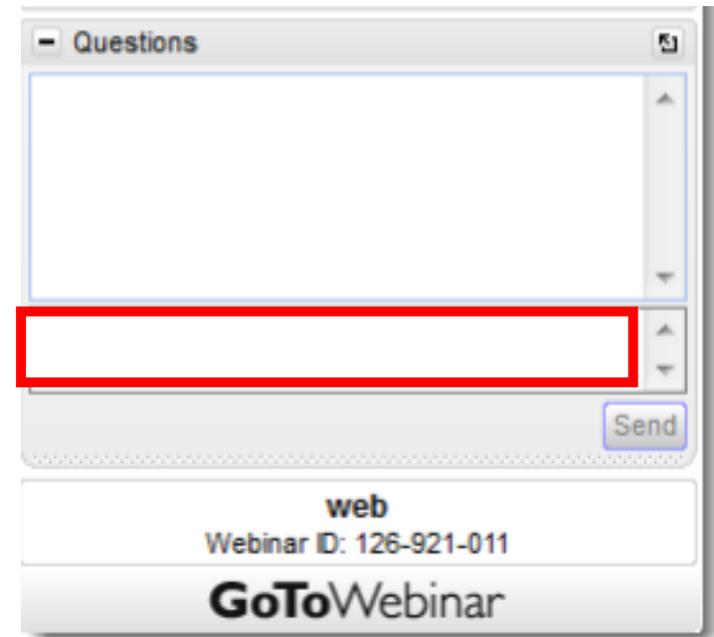
CoC Board Members who are joining by phone only are not “Panelists”; In order to speak, please text Nicole Bahena (312) 479-6931 so you can be unmuted.

Non-Board Members will remain on mute.



Questions vs. Chat Box

- Board Members – Use the **Chat Box** for Comments
- Non-Board Members - Use the **Questions Box** for comments



Welcome

Ben Applegate, Chair

Roll call is being tallied by All Chicago Staff

If anyone wishes to speak during the public comment section at the end of today's meeting, please submit a note in the questions panel.



Reminder: This meeting is being recorded.

Today's Agenda

- I. Welcome & Roll Call
- II. Consent Agenda Items
- III. Reallocation Policy Discussion
- IV. Revised CoC Charter Discussion
- V. Racial Equity Group and Next Steps
- VI. CoC Implementation Structure Updates and Proposed Changes
- VII. Public Comment Period
- VIII. Adjournment



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Consent Agenda, Ben Applegate, Chair

- October Meeting Agenda
- August Board Meeting Minutes
- Executive Committee Report
- Board Affairs Committee Report
- Recognize Robert Cunningham to fill Larry's seat on Board
- System Operations and Performance Committee Report



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Placeholder for any Consent Agenda Items Pulled out of Consent Agenda



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Reallocation Policy Discussion, Steve Gaydos – All Chicago
Pages 12-14 of Board Packet

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CoC Board Committee Creation

Board approved the creation of an ad hoc committee to look at chronic underspending.

Committee members included the original members of the Governance workgroup of the UFA Committee plus some additional members.

The membership breakdown was:

- Service Providers Commission Members (5, 1 retired)
- At Large Representatives (1)
- Government Representatives (1)
- Lived Experience Commission Members (2)

Committee conducted 3 meetings in the span of three weeks and the result was the recommended reallocation policy in your package



Reallocation Policy Feedback

- Policy was presented at the Service Providers Committee – Executive Committee.
 - Recommended one change to clarify that new projects for first year are not included in any underspending calculation
- Policy was reviewed by local HUD office.
 - Praised CoC for being strategic and forward thinking
 - Suggested to add a statement that says unspent funds are returned to federal HUD.

These two additions were added after the Reallocation Group met and are highlighted in yellow in the packet.



Underspending Data

Total Underspending for the Past Three Years – Renewal Projects Only

- 2018 \$3,680,214
- 2017 \$4,300,981
- 2016 \$4,705,445



Underspending Data

- Total Projects that have underspent all three years – 52 of 162 (32%).
- The average annual amount of underspending for those 52 projects was \$3,122,611.
- Over 82% of this amount is concentrated in 6 agencies (14% of the agencies).



Underspending Data

Project Component	Total # Projects in CoC	# Projects that were 3 Years Underspent	# Projects where 3 Years Underspending Was > 3%	# Projects where 3 Years Underspending Was > 5%
PH-PSH	125	46	29	20
PH-RRH	7	2	1	1
Joint TH & PH-RRH	1	0	0	0
SH	4	0	0	0
TH	20	4	0	0
SSO	1	0	0	0
CE	3	0	0	0
HMIS	1	0	0	0
Planning	1	0	0	0
	162	52	30	21



Reallocation Policy Highlights

- Chronic Underspending – 3 successive years of underspending (not including the first year of a project)
- Starting January 1, 2021
- Collaborative Applicant will notify projects with chronic underspending within 5 days of the NOFA release with a proposed reallocation amount.
- The reallocation amount is the lower of:
 - the average underspending amount for the three most recently closed-out grant years
 - the amount of underspending in the most recently closed-out grant year



Reallocation Policy Highlights

- Special Reallocation Amount Rules:
 - No reallocations if less than \$7,500 was unspent
 - For consolidated projects, the average underspending will include the underspending for the projects that have been consolidated.
 - For a project that has had its grant amount reduced by this Policy, no further reallocation until completion of its first year under the reduced grant amount. If the project continues to underspend, then additional reductions will occur.



Reallocation Policy Highlights

- Transition Year Deferral for Recipients with No Projects Underspending by 5% or More.
 - For 2021 only, if a recipient has no renewal projects that has underspent by more than 5% for all three years during the calculation period, all projects for that recipient will be granted a one year deferral of the application of this Policy to its projects. Project recipients will be notified of this one-year deferral so they may be given the opportunity to fully expend their current grants.



Reallocation Policy Highlights

Waiver Request and Process

- The project recipient may request a one-year waiver of the reallocation under the following limited circumstances:
 - a. The recipient has not been granted a waiver for the project within the last three years.
 - b. The project recipient has a detailed plan in place to fully expend the funds for the current grant year and the drawdown activity for the current grant year can clearly demonstrate that grant will be fully expended.
- Collaborative Applicant will review the request and make an initial determination.
- If the Collaborative Applicant denies the request, the agency can request an appeal to the Reallocation Appeal Committee
 - An ad hoc committee of at least three service providers, two LEC members and two other members.





Possible Motion:

I move that the CoC Board adopt the Reallocation Policy as presented.

Amended Motion:

Motion Discussion Guidelines

- All CoC Board Members may speak to the motions.
- When called upon, the person speaking to the current motion under deliberation will "unmute" themselves, state their name, and group affiliation to be recorded for the speaker's list. The Chair will call on the person to speak.
- Each speaker shall speak for no more than two (2) minutes at a time. No person shall speak a second time until all who wish to speak first have done so.

To End Discussion Requires one of the Motions below:

- Call the question – A motion to end debate and vote on the motion at hand. If seconded and passed, the main motion is then voted on. If no second or fails, discussion continues. (The Chair can choose to end debate.)
- Motion to table - Non-debatable. If seconded, discussion ends and must be voted on immediately. A subsequent motion to take from the table is required to reopen discussion.

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Revised CoC Charter – Steve Gaydos, All Chicago; Fred Friedman,
Board Affairs Committee Chair

Pages 15-52 in Board Packet

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comment section at the end of today’s meeting, please submit
a note in the questions panel.**



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CoC Charter Revisions – Why - Personal

- Almost twenty years ago, I was nominated to be on this board.
- The person who nominated me was told that the Charter prevented someone like me, (a person who lived in a homeless shelter) from being on the board.
- I asked to see the Charter. It turned out there was no Charter.
- Ever since, I have worked to help the Continuum create and maintain a “good” charter.



CoC Charter Revisions – Why - Not so Personal

- The last complete revision of the Charter was in June 2014.
- Since then, the Charter has been revised piecemeal.
- The charter ended up with several conflicting provisions.
- It did not accurately reflect the current operations and activities of the CoC and its Board.
- From my perspective, it resulted in:
 - **Vague rules, often strictly enforced**



CoC Charter Revisions - Process

- The Board Affairs committee was assigned the task of reviewing and possibly proposing revisions to the Charter.
- I became chair of the Board Affairs committee and promised this Board a proposed revised Charter by April 2020.
- The Board Affairs Committee formed a Charter Review Committee to review and propose revisions.
- Then came COVID-19.



CoC Charter Revisions - Process

- The Charter Review Committee completed a draft Charter in July 2020.
- The draft was open for public comment during August and September.
- There was a webinar on September 9 to review the significant proposed changes in the Charter.



CoC Charter Revisions - Process

- 14 people responded to the public comment period resulting in 30 comments.
- The Board Affairs Committee spent two sessions reviewing each comment
- The Board Affairs Committee prepared responses to each comment, and made charter adjustments based on some of the comments. *Responses can be found starting on page 43 of the Board packet.*
- The responses and final draft of the charter was sent to the full CoC membership on October 16.
- The CoC Charter will be a voting item for the community at the All CoC Meeting on October 28.



CoC Charter Revisions – Goals

- The Charter Review Committee’s primary intent was making sure that anyone could tell:
 - What our goals are;
 - Who is involved; and
 - Who has the authority and over what and whom.
- Our secondary goal was:
 - Retaining as much of the structure and language from the 2014 Charter original document while accurately reflecting our current state.
- Finally make it better.



CoC Charter Revisions – Highlights

- Gave the Youth Action Board (YAB) a seat on the Board.
- Added a section regarding Diversity and Equity.
- Gave the CEO of the Collaborative Applicant a nonvoting seat.
- Allowed Board officers to serve up to two years(note that our previous chair was chair for 3 years).
- Clarified the Board Chair rotation would:
 - ESG Recipient,
 - Other Stakeholder,
 - Member of the Lived Experience Commission,
 - Member of the Service Provider Commission.



CoC Charter Revisions – Highlights

- Clarified and revised the role of the four standing Board Committees: Executive, Finance, Board Affairs and System Operations and Performance was
 - We unified the membership rules for each standing Committee and allowed for non-Board members to be members of the Committees.
 - We reestablished the Membership Committee as a subcommittee of the Board Affairs Committee and clarified that the Collaborative Applicant Committee would be a subcommittee of the System Operations and Performance Committee (SOPC).
- Revised the “Action Agenda” by
 - Renaming it the Implementation Structure
 - Reflecting how it, in fact, does operate
 - Added communication guidelines



CoC Charter Public Comments - Highlights

- One comment appreciated the addition of a diversity and equity statement but commented that it needs resources attached to make a difference.
 - We agreed but, of course, this is not a Charter issue
- Several comments were made opposing limiting voting rights of Service providers due to Conflict of Interest.
 - We rejected this change
- Another comment Requested that CoC Board members bring resources to the table
 - We made the expectations clearer: “be actively involved in bringing the resources of its constituency to the homelessness system, unless prohibited by an existing conflict of interest, financial or otherwise



CoC Charter Public Comments – Highlights

- Another comment mentioned the lack of clarity about decision making, especially as it relates to the Collaborative Applicant / Lead Agencies and within working groups.
 - This comment helped us realize that including procedures as part of the CoC Board’s decision-making authority was overstepping the role of a typical Board.
 - Therefore, we struck “and procedures”
 - Additionally, the definition of the Collaborative Applicant was revised to include: “The Collaborative Applicant is also responsible for developing procedures to implement the policies established by the CoC Board.”



CoC Charter Public Comments – Highlights

- Another comment proposed an alternate to using Roberts Rules of Order to resolve questions about decision making that is not in the Charter.
 - This was rejected, although of course, the chair can follow other processes as long as there is no opposition.
- Another comment proposed have a minimum 4x year instead of 6,
 - This was accepted.



Comments?

What did we
do well?

What did we
not do so
well?

Thank You!

- Thanks to the Board Affairs Committee who worked so hard on this.
- Thanks to Steve and Nicole for there hard work on this.
- Thanks to every member of the Board for the opportunity to work on this and more important for you work on behalf of my chosen family.



Parliamentarian Suggestions

- Articles 2 and 5. Changed the definition of a quorum from 50% + 1 to “majority” for all CoC, Board and committee meetings. As Joan explained, 50% + 1 only works with an even numbered group.
- Article 3. Changed Board Member Expectations heading to Board Member Duties.
- Article 4. Changed wording for number of Board terms – two consecutive terms.
- Article 4, Section 8. The Charter was silent on how chairs of the BAC and SOPC were selected. We added the following:
 - The Finance Committee’s Chair shall be the Treasurer of the Board. The Chairs of the Board Affairs Committee and the SOPC must be Board members and will be elected by the committees. The elected committee Chairs will be members of the Executive Committee.



Racial Equity Group Report Out – Carmelo Barbaro
CoC Board Packet Pages 53-54

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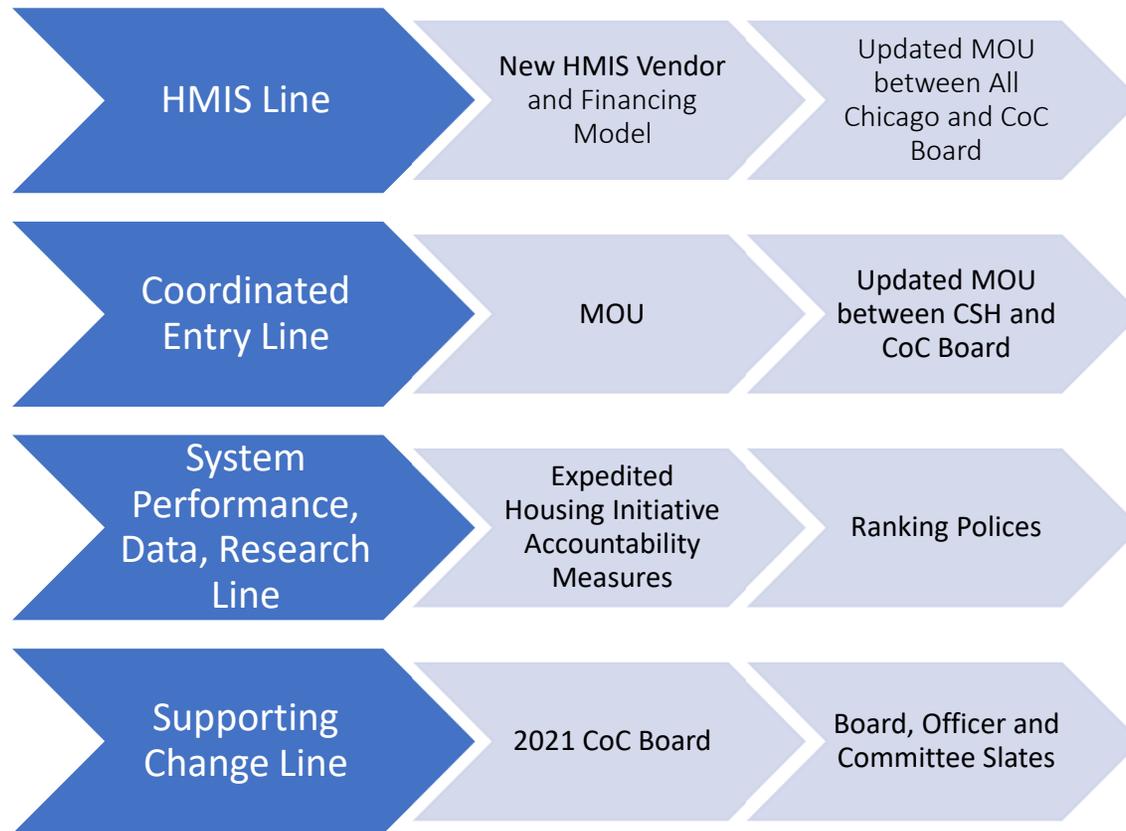
CoC Implementation Structure Updates and Proposed Changes –
Beth Horwitz & Nicole Bahena, All Chicago

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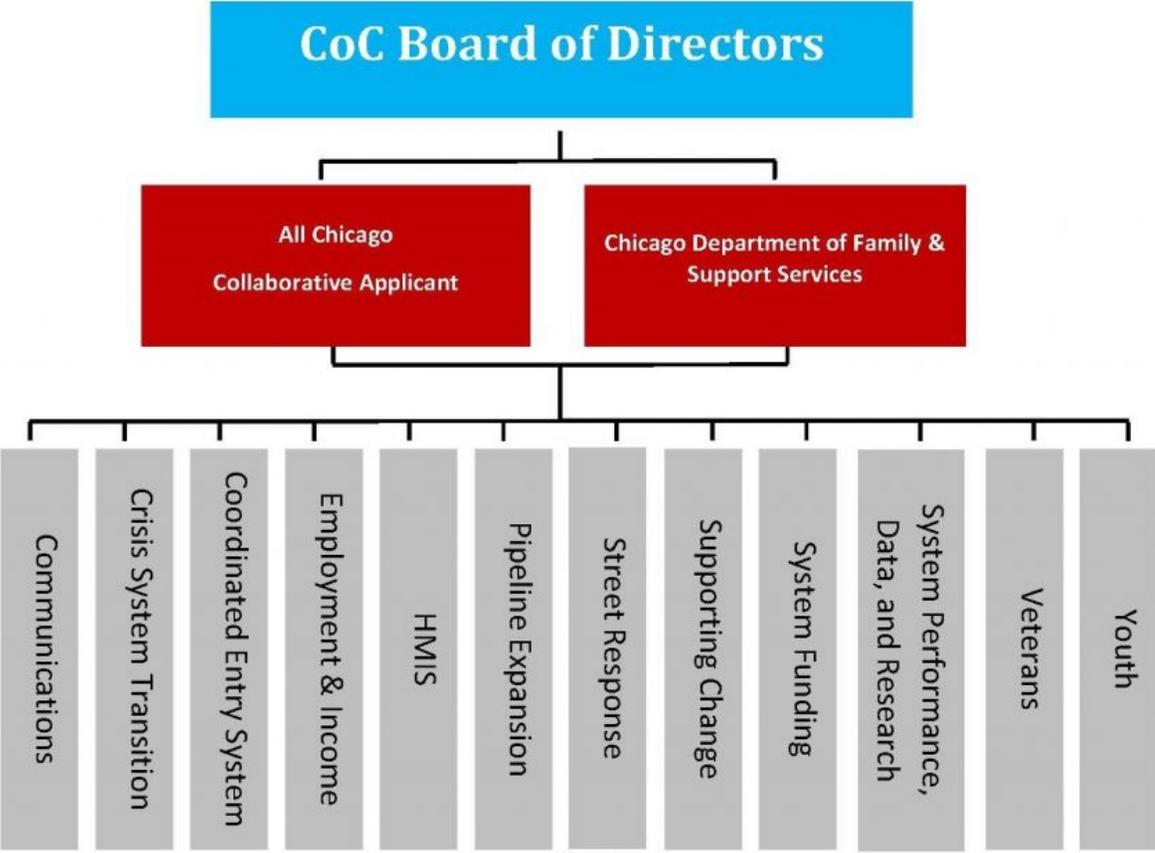


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CoC Implementation Structure – Updates with Future Policy Implications / Voting Items



CoC Implementation Structure



CoC Implementation Structure

- Structural Changes Proposal Coming in December
- Changes still under construction
- Process for Changes
 - ❖ Action Agenda Refinement Plan
 - ❖ Survey to the Community
 - ❖ Focus Groups with Community
 - ❖ Small focus groups with CoC Board Members
 - ❖ Meetings with All Chicago staff
 - ❖ Meetings with CoC Implementation Structure Project Managers
 - ❖ Presentations to LEC, SPC-EC, YAB
 - ❖ Presentation to CoC Board

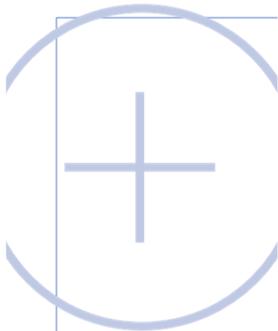


CoC Implementation Structure – Here’s what you told us!

- Make it easier for people to understand what work is happening where
 - Too many meetings that are redundant—reduce the lines of action, committees, etc.
 - Lines of action can come and go – they were never meant to be permanent
 - Lines of action should have specific workplans that accomplish system goals and end homelessness
 - Look to All Chicago to structure the CoC in a way that is most impactful
- Why didn’t we achieve many successes in 2019 toward our System Goals?**

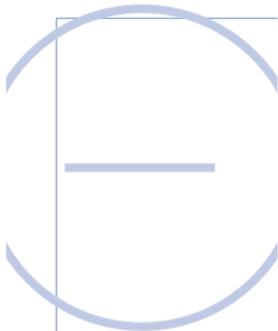


CoC Implementation Structure – Why Change is Needed



New Lines of Action

- Lines of Action were designed to be responsive to pressing need.
- COVID pushes us to think differently about how we accomplish work.
- The CoC needs to shift its strategies, priorities and resources.
- Some lines were about building infrastructure and managing change and are no longer needed.

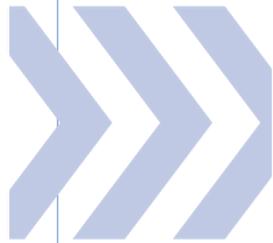


Less Lines of Action

- Staffing and managing 12 priority areas spreads leaders, and community members very thin.
- There is opportunity to double down on key focus areas to maximize impact.
- Community is asking for more focus and transparency so they can join in strategically; we need to communicate effectively about what decisions are being made, by whom, and when.

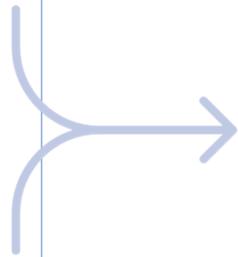


CoC Implementation Structure – Why Change is Needed



Lines of Action Become Other Types of Work

- Some lines undertake work governed by MOUs with the Board; it is not necessary to have duplicative meetings and accountability structures elsewhere.
- Non-Line of Action Work can still happen, and be important!
- Not being a Line of Action changes the staffing, and management model, in reflection of the changing urgency/priority of the work.



Standardized Approach for Lines of Action

- The Action Agenda Refinement plan outlines several aspects related to communications and decision making that need to be implemented.
- Less lines of action will allow a more standard approach to decision making, communications, transparency and training of project managers.

CoC Implementation Structure – Possible Proposed Changes



CoC Implementation Structure – What’s Not Changing

System
Goals

Commitment to Preventing
and Ending Homelessness

Connection to
Chicago’s Plan 2.0



CoC Implementation Structure – Next Steps

- Finalizing new Lines of Action proposal with Project Managers of CoC Implementation Structure
- Will present and get feedback from LEC, SPC, YAB CoC Board and from broader community.
- The New Charter states, “The Executive Committee will determine what activities of the CoC Implementation Structure need to be brought to the Board for discussion or decision making.”
- We would recommend the CoC Board discuss and vote on the CoC Implementation Structure changes in December.



Public Comment Period, Ben Applegate



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Closing Remarks

Meeting Adjourned

- Upcoming Meeting Dates:
 - Wed, Dec 16, 9:30-11:30am
 - Agenda Items:
 - Ranking Policies
 - 2020 Board and Committee Slates
 - CoC Implementation Structure Changes