

**Central Florida Continuum of Care (FL507)**

4065 L.B. Mcleod Road, Suite D, Orlando, FL 32811 ■ Phone: (407) 893-0133 ■ Fax: (407) 893-5299

---

## Minutes

Recorded at the meeting of the Central Florida Continuum of Care Board of Directors held on Friday, March 29, 2019.

The meeting was called to order by Chair Bob Brown at 8.35 a.m.

The following persons were in attendance:

Bob Brown, *CoC Chair*  
Mike Griffin, *HSN Chair & CoC Secretary*  
Olivette Carter, *CoC & HSN*  
Linda Landman Gonzalez, *CoC*  
Celestia McCloud, *CoC*  
Lisa Portelli, *CoC*  
Kimberlee Riley, *CoC*  
Andrew Thomas, *CoC & HSN*  
Shannon Young, *CoC*

PHONE

Dr. Swannie Jett, *CoC*  
Desiree Matthews, *CoC & HSN*

GUESTS

Thomas Chatmon, *HSN Vice Chair*  
Matthew Kennedy, *HSN Secretary*  
David Barnett, *HSN*  
Amy Donley, *HSN*  
John Goodrich, *HSN*

STAFF

Martha Are  
Brian Postlewait  
Paula Atkinson

### APPROVAL OF MINUTES

*Director Michael Griffin moved to approve the Minutes of the Board Meeting held on February 22, 2019. Director Kimberly Riley seconded the motion and it passed unanimously.*

### OLD BUSINESS

#### HMIS Standards

Executive Director Martha Are asked the Board to recall being presented with an updated draft of HMIS Policies in November. She noted that document has received acceptance by the HNMIS Committee and is being commended to the Board for approval. Are highlighted that one purpose for the HMIS Privacy and Security Plan is to ensure that persons are aware that they are not to share user log-in with persons who have not been granted access.

Chair Brown inquired about the strategy to make the community aware of these policies. Are responded that each individual that receives a HMIS license is required to complete training which covers these policies and all protocols attached. Deputy Director Brian Postlewait added that there are policies currently in place and that the documents presented for approval served to update them. Brown followed up asking about a monitoring plan. Are reassured that the system has been built to report on user activity; it is possible to pick up whether users are using the system inappropriately.

Director Lisa Portelli asked if our HMIS will be connected regionally (i.e. with other CoCs' HMIS). Are stated that we are not.

*Director Linda Landman Gonzalez moved to approve the HMIS Policies which was seconded by Dr. Swannie Jett. **The motion passed with unanimous consent.***

#### Medicaid Waiver Update

Are reported that it is currently being reviewed by the staff with a view to update the Board shortly. There needs to be a closer look on the funding piece.

Portelli asked if the white paper was distributed to all, commenting that it was very clear with respect to the implications. Are commented that there is a great anticipation to see the explanations put forward and opened the invitation to members of the Board to discuss the matter some more. Griffin agreed with having a separate discussion, noting that this is the budget season and there is still opportunity for amending the budget if that was needed. Griffin continued that he thought there was a budget allocation pending federal review. Are shared that she understood it was included in the budget the year it was passed.

**Chair Brown suspended the CoC Board meeting at 8:45 am to resolve itself into a joint sitting of the Board of Directors for the Central Florida Continuum of Care and Homeless Services Network of Central Florida.**

---

**Chair Brown resumed the sitting of the CoC Board of Directors at 9:37 am.**

*Director Riley moved to allow the Executive Committee to continue conversations on behalf of the CoC Board exploring options that will work in the best interest of the community in regards to the relationship between the CoC, HSN and CFCH. Director Thomas seconded the motion.*

Griffin proposed the motion be amended to include keeping the members apprised of the conversations progress.

Portelli proposed the motion include the commitment to keep the process transparent.

Riley agreed to accept the amendments.

***The motion passed as amended with unanimous consent.***

#### **A.O.B.**

The CoC Board of Directors will meet next on April 26.

**Meeting adjourned at 9:39 am.**

---

# Joint CoC/HSN Board of Directors Meeting

## Minutes

Recorded at the joint sitting of the Board of Directors for the Central Florida Continuum of Care and Homeless Services Network of Central Florida held on Friday, March 29, 2019.

CoC Chair Bob Brown called the joint meeting to order at 8:45 am.

The following persons were in attendance:

Bob Brown, *CoC Chair*

Mike Griffin, *HSN Chair & CoC Secretary*

Thomas Chatmon, *HSN Vice Chair*

Matthew Kennedy, *HSN Secretary*

David Barnett, *HSN*

John Goodrich, *HSN*

Olivette Carter, *CoC & HSN*

Amy Donley, *HSN*

Linda Landman Gonzalez, *CoC*

Celestia McCloud, *CoC*

Lisa Portelli, *CoC*

Kimberlee Riley, *CoC*

Andrew Thomas, *CoC & HSN*

Shannon Young, *CoC*

PHONE

Dr. Swannie Jett, *CoC*

Desiree Matthews, *CoC & HSN*

STAFF

Martha Are

Brian Postlewait

Paula Atkinson

---

Brown welcomed everyone to the table and invited HSN Chair Mike Griffin to co-facilitate the joint meeting with him. He stated that one purpose of this meeting was to update both Boards on the HSN Executive Committee retreat held January 25. Griffin echoed that the executive committees met and set out a plan of action to be shared with the Boards. One primary recommendation of the HSN Executive Committee involved developing a communications strategy.

However, Griffin continued that further work on recommendations from the retreat was halted to meet with the Dr. David Swanson, Board Chair of the Central Florida Commission on Homelessness (CFCH) to discuss how the organization will work closer with us in light of the news that their CEO, Shelley Lauten, has tendered her resignation- effective the end of the fiscal year. He noted that work with CFCH will proceed in a very judicious way.

Brown added that there has been discussion on whether it would be strategic for some of the Commission's functions to fold over into the CoC. It may assist with providing more clarity on the roles of the various players. There has been some discussion about the pros and cons of that possibility. He remarked that there needs to be a formal conversation and would like the CoC Board to give consent to have the Executive Committee representatives continue with the conversation on behalf of the Board. He reassured that the intention is to ensure that none of the steps taken will damage the CoC's and/or HSN's effectiveness with providing services to our homeless community.

Griffin noted that requests have been sent to elected officials sitting on the CFCH board to meet with the three Board Chairs (Brown, Griffin and Swanson). He noted that this was seen as important to ensure that all voices are heard and kept in the loop on what is happening.

Director Celestia McCloud asked about priority for meeting requests, noting that there were two additional requests submitted – one from Martha Are and the other from Shelley Lauten. Landman Gonzalez indicated that the nature of the three requests were different. McCloud responded that they may have different areas of focus but will still center on the same topic.

Griffin responded that the meeting with the chairs will be a high level discussion whereas Are's meeting will center more on confirming budget requests of the County. Are indicated that she is fine with her meeting being delayed on discussions about budgets as long as the delay will not affect funding and resource commitments.

Brown stated that they would not be able to speak to the nature of Lauten's meeting request. Portelli responded that a similar request has been received by the City of Orlando and it was understood to be around her resignation.

Griffin stated that we need to stay on track with remembering that we are achieving a lot of successes through all of these organizations represented and would like the conversation to center on how to maximize opportunities for continued success.

Director Kimberlee Riley commented that both organizations are doing great work but there is a lot of time spent on trying to figure out what the other is doing. A unified effort will only benefit us. We will be able to leverage outcomes better. Director Andrew Thomas added that a unified effort will also reduce mistrust and opportunity for miscommunication. This situation needs to be handled and clarity being given in a timely manner

Dr. Jett remarked that we have a good opportunity to have a unified command, unified messaging and promote more collaborative efforts. Riley commented that this brings up a good point about what we have been discussing related to the HSN and CoC's needs for improved communications. Brown acknowledged that to date we have not been able to move forward with those discussions because of limited capacity. Griffin agreed that we need to get media on our side so that what is being communicated is in line with what we want out in that space. He then reiterated that this is an opportunity for all three organizations to have a unified communications strategy.

Portelli suggested that the MOU created from the Alignment Committee was a good start and may now require some revision/update. Chair Brown candidly stated that we may be faced with capacity issues. Director David Barnett added that the Alignment Committee exercise was good, but the concern rises now about moving into lanes that are not ours. He stated further that aside from the communications piece being added, the lanes established for each organizations' role were appreciated.

Both Chairs expressed gratitude for the comment, noting that we will be assessing whether we have the resources for whatever aspect we consider taking on. This substantiates the need to have these discussions as we go forward and we will ensure that whatever we take on will complement/add to our mission to put persons in housing. Moving forward we will be very cautious with respect to the points raised. There is great need to be analytic and transparent.

Riley shared that it still appears more strategic and the community would be served better if there is one unified organization that is kept accountable. She understands that this organization [HSN] has

never been charged with the responsibility to raise funds for the system, but it is not formally prohibited from raising funds for the system.

Chatmon expressed that the commitment of all three organizations will make it a much smoother transition. Griffin commented that he has a great respect for everyone involved in this process, and this should be viewed as an opportunity to rekindle the excitement towards achieving our goal.

Portelli asked what will you need going forward. Will we need a consultant to help guide this process?

Landman Gonzalez stated that we need to understand that this conversation is not about taking over another organization. Instead, it is a conversation about how do we as organizations who are in a stronger position come together to navigate this transition while still meeting the needs of the community to have successful program outcomes. The jurisdictions are finding their niche in terms where they want to be in the conversation, which of course differs depending on the jurisdiction. This is for the good of everyone not just the good of one.

Griffin noted that we need to be cognizant of the needs that are critical. In the community there are needs with transportation and housing. Creating a singular focus will be important and will strengthen our impact. He then encouraged persons to remain open to speaking with the Chairs.

Brown commented that CFCH led by Lauten was heading towards poverty prevention and he does not believe that the CoC would be able to take that on. Landman Gonzalez echoed that the Commission came to that realization as well. There are a lot of needs and we can't be all things to all people. Goodrich added that we need to be looking for more long-term resources and not fall into the trap of adding responsibilities based on time restricted funding.

Are reflected that the Boards are expressing interest in the communications function and policy at the state and federal level. She cautioned that when we start engaging in conversation about policy at the local jurisdiction level, we need to be mindful that the jurisdictions don't always agree and that may pose some level of difficulty. In addition, jurisdictions don't always like funding an agency that in turn comes back to advocate for more funding. Are rounded out that the third aspect is fundraising and investments which some may have indicated is sustainable in the capacity of public sector or endowment funding. However, she requested clarity in the Boards' perspective on being able to rely on private sector funding, at what levels, to meet some of the needs.

Brown noted that based on his experience with fundraising, the messaging is what will be key. It will be important to make the private sector feel secure about funding a solution and not a problem. Kennedy expressed skepticism about reliance on private sector funding, especially when the pot of private organizations that's constantly asked for donations is so small. Landman Gonzalez remarked that the public sector sets the tone for the private sector. Portelli added that this is an area where the conversation needs to be carried on and it needs to be addressed openly.

Griffin commented that when Advent Health made their investment it was noted to the community that they invest in outcomes. It was never the intention for Advent Health to fund the program full time. There is a strong belief in how strong the link is between homelessness and healthcare. However, it is felt that we the community fell down when it came on to recruiting more private sector players to invest in our programs. Riley shared that there exists models which should help us see areas for improvement concerning collaborating to raise funds. Brown reiterated that he knows it is possible and believes that we should go into seeking private funding.

Brown opened up the floor for any additional remarks.

Riley added that we are confident in HSN's ability because of Are, and we are happy with her. However, the recent happenings cause us to question the mechanism we have in place for succession. She implored the board to start considering a succession plan. Brown commented that in his experience for nonprofits this has not been done and does not foresee a need for that now, but would encourage thinking through a plan should Are become temporarily unable to work, for example, due to illness.

Griffin publicly thanked Director Andrew Thomas for his stewardship- serving as the Chair for HSN's Board during its transition period. Are expressed gratitude for both Boards, highlighting how knowledgeable and engaged all the Directors are and the way their commitment to learning about the CoC has made the CoC stronger and more effective.

Griffin expressed appreciation to all persons present for their contribution to the discussion.

**Meeting adjourned at 9:37 am.**

**Central Florida Continuum of Care (FL507)**

4065 L.B. Mcleod Road, Suite D, Orlando, FL 32811 ■ Phone: (407) 893-0133 ■ Fax: (407) 893-5299

---

**CoC Planning Committee**

March 28, 2019

Meeting Notes

Present: Allison Krall, Coalition for the Homeless; Carla Cox, UAP; Angel Jones, Martha Are, Brian Postlewait, Brittney Behr, HSN; Carole Mason, Richard Wang, Wayne Densch; David Barnett, Osceola County; Dawn Haynes, Community Resource Network; Dewey Wooden, HCCH; Janna Souvorova, Susan Heiskell, Yetzenia Negron, Orange County; Lisa Portelli, City of Orlando; Tia Aery, Family Promise;

Phone: Carrie Longworth, Seminole County; Babette Allen, Grand Avenue Economic CDC

**I. Youth Homelessness Demonstration Program (YHDP)**

The community has the opportunity to apply for youth homeless demonstration grant project. If awarded, the amount of funds is dependent on our regional poverty rate and FMR.

The Youth Committee has been working well together for the past year, in large part as a preparation for this application. The Youth Action Society (YAS) has had an expected amount of upheaval over the course of the year, but it is still viable and stabilizing. We will be asking for your assistance with documentation of how you work with youth, especially if you have unique activities or procedures related to youth. We will also be asking what resources you would be able to bring to the table if we received the funding.

We will likely have weekly meetings until the application is submitted.

Please contact Brian with any questions.

**II. Dialogue on Racial Disparity in Housing & Homeless Services**

**A. Nationally**

This is a growing concern around the country and HUD has started including questions about this in the last NOFA – ranging from data to board representation. National data is that the greatest disparity in homeless is among Black persons, in comparison to the general population and even compared to persons in poverty. SPARC has some of the best resources. Regina Cannon is now working with this group.

**B. FL 507**

Regina Cannon led a great presentation here in January. As a result of that HSN is having internal conversations among staff about how we address racial equity issues as an organization.

The CoC provided data required by HUD in the 2018 NOFA. Our data is consistent with national trends in the significant variation of rates of homelessness by race, with the greatest equity issues facing our Black population. HUD has now provided a Racial Equity Analysis tool about a month ago. You can use it to look at individual CoCs. The group reviewed our CoC's analysis – which incorporates census data and poverty data (see ppt & HUD tool). The report is available to the general public on the HUD website.

USICH asks us to

- Assess scope of racial disparities (HMIS, Census)
- Assess whether program a service connection & outcomes are equitable
- Solicit feedback from staff and those with lived experience about barriers and disparities
- Share finding with leaders, partners & stakeholder to build system understanding

The group discussed the way the CoC has been addressing LGBTQ inclusion over the past year with assistance from regional partners, and explored whether there were similar partners who could assist with racial equity. There are multiple data questions and policy questions that HUD is asking us to explore.

The SPARC report also gives recommendations.

- CoC training
- Develop opportunities to invest in emerging leaders of color
- Create position responsible at this issue
- Create greater diversity on boards
- Develop/adapt behavioral health interventions, DV programs and other supportive services

There is also a question in the YHDP NOFA that asks what our community is doing to address disparities impacting youth homelessness.

The Committee then discussed recommendations for how the lead agency can explore and/or what the community can do in the next few months.

Can this committee bring forth a few recommendations for the lead agency to look into, or what can the community do in the next few months?

1. CoC connect members with policies, conferences, etc to learn more about disparities and how to address it.
2. Research what other communities are doing (SPARC can help with that)
3. Explore ways to support agencies is doing self-examinations of disparities in staffing, hiring practices, anti-discrimination policies
  - a. HSN could do surveys
4. Invite Executive Directors/CEOs to a meeting and ask them to engage
5. Have an external research partner create a report and recommendations
6. Explore ways to support Black leaders within agencies, including their participation on this committee.



### **III. Day Services Task Force**

In December the CoC created a task force on Day Services that Lisa Portelli agreed to chair with the recognition that it is a regional issue. She has asked a few people to help put together a process and hope to send out a draft of that document for everyone to look at.

We did have a UCF researcher look at several cities across the country, even though we may not go for a center. We're looking at day services, gaps, etc. We want to explore how we have existing providers provide more day services. Day Center may or may not be the right thing down the road.

Next we'll have a one or two day facilitated forum with local providers of day services – asking those providers to talk to us about what they've learned.

The next steps after that will be pulling together the TF and moving forward.

### **IV. CoC Membership Elected Board Position**

It's time to start the CoC Members Elected Board Member process. The CoC encourages self-nominations or the nomination of others. The CoC has a strong preference for persons with lived experience and people of color.

### **V. Training**

There are 3 sets of training sessions coming up for CoC members:

Case manager training

Suicide Prevention Training

LGBTQ & Homelessness

In addition, on May 21 the CoC will host another LGBTQ Symposium for service providers looking at service and practices Southern Legal will come back.

The Committee suggested that the CoC coordinate an after-hours peer networking opportunity for case managers.

### **VI. ESG Standards**

The Committee received the Interim ESG Standards that were developed in collaboration with Orange, Orlando and Seminole County. A few items in the standards will be discussed in more detail in project-type committees. Following those discussions, the Standards will likely be brought back to this Committee before being recommended to the CoC Board for final approval.

### **VII. Rapid ReHousing**

The Committee received copies of a report on Rapid ReHousing outcomes. The group acknowledged that Rapid ReHousing is a somewhat "messy" program with significant challenges. Therefore, the Committee was very pleased with the outcomes to date (see handout).